

Our Capabilities

eCommerce Strategy



There may be many different definitions of eCommerce, but for most of us eCommerce means selling products and services over the World Wide Web. eCommerce is perceived as the next wave in the evolution of business.

The success or failure of an eCommerce program is mainly dependent on how the strategy is formulated and then executed. eCommerce programs present different risks to an organisation than most typical IT projects, these include the following:

- Desired speed to market of an eCommerce solution is often shorter than conventional information system projects;
- Security and risk is likely to be higher on the agenda;
- Developing an eCommerce system requires a complex, skilful blend of business, IT, security and vendor knowledge and leadership. Engagement, discussion and decision making across these functions must be effective;
- Governance often extends beyond the boundaries of organisations to include customers, clients, third party suppliers, business partners or other stakeholders; and.
- Legislative and regulatory issues can be complex.

Our Approach

The Pitcher Partner's approach is based on robust engagement of stakeholders during the strategy development phase to ensure it addresses the issues that matter and that the outcome is owned and implemented by the client.

Successful development of an eCommerce Strategy and plans requires a unique combination of skills.

Ability to understand business requirements and objections

This is achieved by engaging a combination of staff and specialists that have knowledge, experience and focus of eCommerce from a business perspective.

An intimate knowledge of IT and eCommerce industry trends and technologies

The eCommerce architecture must be able to support and enable the business strategy. Our staff keep abreast of IT developments through participation in industry bodies, forums and seminars, working on major IT and eCommerce implementations and through structured professional development.

A collaborative approach

Involving all major stakeholders during the eCommerce strategy development process, ensuring that ownership of outcomes is achieved.

A structured and proven methodology

Based on the principal that IT initiatives must align with business goals and deliver business value. The development of a viable eCommerce strategy requires specialist eCommerce knowledge, strong analytical skills and project management. Pitcher Partners has a team of accredited specialists to deliver eCommerce strategies for our clients.

Strategy Development (sequential or iterative)

Engage, Gather and Compile	
C-Levels, key stakeholders, IT staff 1-1s and workshops Research	
Analyse, Articulate and Model	
eBusiness Business/ IT applications Services and assets	Processes Team and Culture Financials and resources
Re-engage, Prioritise and Validate	
All stakeholders re-engaged for review and ownership Governance, Decisions and Targets Buy-in and Sign-off	

Source: Pitcher Partners research

Case Study

ESS Super

ESS Super (Emergency Services & State Super) provides superannuation benefits for members in the Police, Fire and Ambulance services within Victoria and for Victorian public sector employees who previously had their super managed by the Government Superannuation Office (GSO).

Brad McSwain, GM Strategy and Technology, stresses that sustainability is a strong driver for continuous improvement for the organisation, and that part of ESS Super's strategy is to change processes and influence behaviours at the level of members and staff.

It's in this context of evolving standards and rapid product change, along with the fact that the company is still in the process of integrating two previous entities (GSO and ESS), that Pitcher Partners was brought in by Brad to help ESS Super develop their eCommerce and IT strategies, items high up on the recently defined 4 year business strategy agenda.

Pitcher Partners is extremely experienced in this field and brought a team of experts to act as mentors to the ESS Super teams in charge. The focus of the Pitcher engagement was to bring an approach and frameworks, as well as industry expert knowledge

to make key ESS Super stakeholders self sufficient in taking the strategy forward.

ESS Super's particular areas of focus for the strategy included:

- eCommerce;
- Business/IT applications with a focus on enterprise architecture;
- IT services and assets.

Each was a particular stream of work. All stakeholders were kept engaged through the projects via 1-1s and workshops and an additional stream looked at financials and resourcing.

The strategies and plans defined (up to 80 projects to 2011) and have been endorsed by the ESS Super executives. The teams are now working on refining some elements and locking the various initiatives into the organisation plan before implementing. Additional challenges include addressing skills gaps and getting organised around moving forward on some of the more structural initiatives.

Brad McSwain acknowledges that the IT and eCommerce team are now able to influence or contribute more proactively to the organisation agenda. The robust stakeholder engagement throughout the project together with the link to financials and resources provided the key to enabling the organisation to implement the strategy.



Pitcher Partners uses a consultative approach – getting to understand your business, your challenges and the industry you work within.

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