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# Rebuilding Stability: A Regional Utility Finds the Right Managed Services Partner



When a large Australian water utility decided to re-evaluate its managed services model, it was not simply looking to replace a vendor. The organization already recognized the value of managed services and understood the operational advantages it provides. What it lacked was a partner with technical depth, responsiveness, and a structured delivery model necessary to support an increasingly complex environment.

#### INDUSTRY & ACCOUNT DETAILS:

- Utilities | Australia

#### SERVICED PROVIDED:

- Application Managed Services & Database Security Support Services

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To meet the demands of the business, and with a strong focus on improvement and innovation, the utility launched a formal RFP to identify a partner capable of supporting mission-critical systems, including specialized middleware and custom enterprise applications. Responsiveness, commercial flexibility, and technical competency were top of mind.

Through that process, Spinnaker emerged not just as an alternative, but as a fundamentally different type of managed services provider. The result was a shift in cost structure, service quality, system stability, and internal confidence.

This case study explores the challenges that prompted the transition, Spinnaker Support's approach to redesigning the engagement model, and the measurable and qualitative outcomes of the partnership.



### **THE CHALLENGE: GENERALIZED SUPPORT FOR A HIGHLY SPECIALIZED ENVIRONMENT**

Like many long-standing utilities, this customer relies on a complex mix of enterprise technologies to manage operations, infrastructure planning, compliance, and reporting. These include a highly customized Oracle environment and dependencies on SOA middleware and integrations developed over many years.

In addition to application managed services, the customer wanted a partner with a high degree of technical literacy in Oracle E-Business Suite who could provide strategic guidance, manage projects for Oracle EBS hosting, manage future enhancement projects, and assist in the delivery of IT Service Delivery Agreements to its business users.

#### **KEY ISSUES TO OVERCOME:**

- Limited depth of expertise in specialized technologies
- Delayed or reactive responses to critical issues
- Troubleshooting without long-term remediation
- Reliance on security tools requiring additional investment and management

The challenge wasn't a lack of investment. Resources were being applied, but not always in the areas that mattered most. Rather than enabling confidence, the existing model created operational friction, layering complexity on top of an already sophisticated environment.

### **OUR APPROACH: PRIORITIZING EXPERTISE AND ACCOUNTABILITY**

When developing the RFP, the utility focused on practical capability rather than broad promises. Demonstrable experience in core technologies and a support approach adaptable to changing operational needs were top priorities.

As part of the RFP process, Spinnaker Support emphasized understanding the operational intent behind each requirement, using that context to shape its proposed approach. Through technical discovery sessions, architectural reviews, and direct discussions about system dependencies, risk tolerance, and cost efficiency, the team uncovered several inefficiencies, including underutilized or redundant security tools.

Spinnaker demonstrated that equivalent or better protection could be achieved by embedding security practices directly into the managed services framework. Removing unnecessary elements increased clarity and reduced costs without compromising protection.

**THE SOLUTION: A PURPOSE-BUILT SERVICE MODEL**

Initially, the utility requested a fully dedicated, on-site team. Spinnaker proposed a structure that maintained consistency and scalability without the need for a fully embedded team.

**THE MODEL INCLUDES:**

- A dedicated service delivery lead on-site to serve as the central point for coordination and accountability
- Remote, on-demand subject matter experts providing deep technical expertise across all practices, including mastery of Oracle and middleware systems
- Structured escalation, support, and integrated system monitoring
- A predictable, scalable cost structure

This structure provides several operational advantages. It combines local context with global expertise, accelerates root-cause analysis, reduces dependency on any single individual, and enables more efficient allocation of budget. As system needs evolve, the model offers flexibility to adapt without disruption.

**IMPLEMENTATION: STABILITY WITHOUT DISRUPTION**

The transition to Spinnaker Support was designed to minimize disruption. Knowledge transfer, documentation, and process definition were handled methodically.

The on-site delivery lead quickly became familiar with internal teams, workflows, and system behavior, improving communication and reducing friction. Both the delivery lead and the customer success manager brought prior experience with the client, helping to lower barriers as relationships developed. The dual-layer approach, which combined an on-site lead plus remote experts, ensured continuity and depth of expertise.

Early indicators of success included the absence of major escalations and no requests for additional on-site resources. The system began operating more smoothly with greater predictability and confidence.

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## RESULTS: OPERATIONAL CONFIDENCE AND FINANCIAL EFFICIENCY

Stakeholder feedback has been consistently positive. The engagement has resulted in higher satisfaction with service quality, faster resolution of complex issues, and an appreciation for significantly increased technical expertise. It has also improved predictability in support outcomes, reduced costs from unnecessary third-party tools, enabled more efficient use of internal IT resources, and created a calmer, more controlled operating environment.

By eliminating the burden of constant reactive maintenance, internal teams are empowered to shift their focus from system stability to long-term strategic initiatives. This highlights the move from traditional, volume-based support to a precision model that delivers the right expertise exactly when it's needed.

### SPINNAKER SUPPORT'S APPROACH BUILDS RESILIENCE RATHER THAN DEPENDENCE THROUGH:

- Mature support processes refined across industries
- Experienced, long-tenured technical staff
- Specialized expertise in enterprise and legacy environments
- Strong governance and accountability frameworks
- Commitment to optimizing total cost of ownership

Rather than selling additional services, the focus is on removing inefficiency, reducing confusion, and stabilizing operations in a lasting way.

## CONCLUSION

For this water utility, the shift to Spinnaker Support went beyond replacing a vendor. It addressed deeper structural gaps in the existing support model. Complex systems received sophisticated, context-aware support. Unnecessary costs were eliminated, expertise was strengthened, and confidence in critical operations was restored.

Effective managed services go beyond routine maintenance. They create stability, restore control, and free the organization to focus on meaningful progress. For this client, the impact was subtle but significant, providing a foundation of steady, predictable, and reliable support.

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### ABOUT US

Today's leaders are navigating an increasingly uncertain and ever-changing world. They can't be held back by restrictive, ineffective, or complicated software systems as they move their organizations forward. Spinnaker optimizes software ecosystems through services designed for sustainable transformation, maximizing software investments and freeing up the capital and resources leaders need to navigate the future with certainty.