Anike Jenneker

Senior Business Analyst · Transformation & Digital Health · AI Governance & Vendor RFx

Professional Summary

Senior Business Analyst and transformation lead with 12+ years across 5 countries, spanning enterprise ERP, digital health, financial services, utilities, and public sector. NZ permanent resident (citizenship pending), full working rights. Specialises in translating strategy into operational requirements — covering functional, non-functional, service, operational, and capability dimensions — and in running defensible vendor RFx processes that pair tooling decisions with the process, governance, and operating-model changes needed to make them stick.

Recent focus includes AI strategy and adoption: authoring responsible-AI policies, governance frameworks, and privacy-aligned controls; designing change and adoption programmes that land both technology and behaviour; and restructuring IT governance to compress decision cycles. Equally comfortable authoring board-grade business cases and solution options papers as embedding with delivery squads through cutover and hypercare.

Capability highlights

- **Strategy → operations:** business cases, solution options papers, target operating model design
- **Vendor RFx & procurement:** requirements, weighted evaluation criteria, panel facilitation, selection
- **AI governance & responsible AI:** policy authoring, governance frameworks, privacy-aligned controls
- **Requirements across all dimensions:** functional, non-functional, service, operational, and capability
- **Delivery & implementation support:** cutover, hypercare, UAT, release readiness
- **Process & change analysis:** adoption programmes, champion networks, change-readiness measurement
- **Governance restructure:** forum consolidation, RACI, decision rights, escalation thresholds

Selected outcomes

- Restructured IT governance at **Transpower** — investment-paper-to-decision time down 58%; vendor selected in 14 weeks
- AI governance + AlayaCare rollout at **Access Community Health** — 1,200 clinicians live; 78% AI documentation adoption in 90 days
- **Pan Pac** SAP S/4HANA cutover delivered 6 weeks ahead of plan; $2.3M run-rate savings year one
- **Dubai utility** smart metering — 220k meters onboarded; billing exceptions down 64%
- **BAT** Salesforce trade platform — 2,800 reps across 9 markets; productivity +19%

Portfolio overview: **17** engagements · **9** transformations · **5** countries · regions: NZ, Africa, Middle East, Asia, Global

Contact: triple-c.co.nz

Case Studies

17 engagements · sorted by most recent

Tunnel Operations Transition Discovery

NZ Transport Agency Waka Kotahi · Auckland, New Zealand · NZ · Engagement · May 2026 — Jun 2026

Senior BA discovery engagement supporting NZTA's Waterview Tunnel operations transition. Produced a discovery pack, functional map, stakeholder interview structure, and gap log to distinguish confirmed operating evidence from assumptions, dependencies, and validation questions across safety-critical tunnel operations.

→ **Discovery baseline built from incomplete operational evidence**

Tags: Public Sector · Transport · Critical Infrastructure · Operating Model · Discovery · Stakeholder Mapping · Transition Planning

Context

NZTA was preparing for a future operating model transition for Waterview Tunnel operations, with early discovery needing to make sense of alliance roles, contractor responsibilities, safety-critical operating routines, and system dependencies before full operational documentation and site-level evidence were available.

Challenge

Create a clear, executive-readable view of "what is known, what is assumed, and what still needs to be validated" in a complex tunnel environment where current-state process evidence was incomplete and several critical operational dependencies sat with incumbent alliance partners and specialist systems.

Role

Senior Business Analyst — discovery, functional mapping, stakeholder interview preparation, and transition artefact development.

Actions

- Analysed available organisation charts, position descriptions, meeting notes, and early discovery material to establish a "what we can evidence" baseline
- Produced a high-level functional map of tunnel operations without over-aggregating role terminology or masking evidence gaps
- Created stakeholder interview notes and question sets for alliance, operations, maintenance, traffic, training, HSEQ, and commercial leadership streams
- Separated confirmed findings from assumptions, gaps, dependencies, and validation questions to protect delivery integrity
- Summarised safety-critical, time-critical, and transition-sensitive areas for PM and stakeholder playback

Impact

- 2-week discovery pack produced for PM playback and transition mobilisation
- 15+ role and leadership documents synthesised into a usable functional view
- 6 priority stakeholder interview streams shaped for targeted follow-up

- Key unknowns surfaced early across operating model, board/reporting lines, SIDERA dependency, incident response, training, HSEQ, commercial governance, and asset-maintenance interfaces
- Discovery artefacts gave the incoming transition team a structured starting point before full site documentation and operational access were available

Independent Consulting — Triple C

Triple C Consulting · Auckland, New Zealand · Global · Engagement · Dec 2024 — Present

Independent senior consulting practice delivering business analysis, transformation, and digital health advisory across NZ and offshore clients.

→ **5 active clients across NZ, AU, and remote engagements**

Tags: Consulting · Strategy · Digital Health · Transformation

Context

Triple C is the independent consulting vehicle for senior BA and transformation work — focused on healthcare, public sector, and complex enterprise programmes.

Challenge

Deliver senior advisory and hands-on BA capability across multiple clients without the overhead of a large firm.

Role

Founder & Principal Consultant.

Actions

- Designed a productised set of discovery and transformation services
- Built referral partnerships with 3 boutique consultancies
- Developed reusable assets for rapid programme mobilisation
- Maintained delivery quality across concurrent engagements

Impact

- 5 active clients across NZ, AU, and remote engagements
- 100% repeat or referred engagement pipeline
- Average client engagement NPS: 9.2 / 10
- Mobilisation time on new engagements averaging 8 working days

SAP S/4HANA Transformation

Pan Pac Forest Products · Napier, New Zealand · NZ · Transformation · Aug 2023 — Nov 2024

Led business analysis for a full SAP ECC to S/4HANA migration across finance, supply chain, and manufacturing for one of New Zealand's largest forestry exporters.

→ **S/4HANA cutover delivered 6 weeks ahead of plan**

Tags: ERP · SAP · Finance · Supply Chain · Manufacturing

Context

Pan Pac was running a heavily customised SAP ECC instance that no longer supported the pace of post-cyclone recovery investment or modern reporting needs.

Challenge

Move to S/4HANA without disrupting 24/7 mill operations, while rationalising 380+ custom objects and aligning three business units onto a single chart of accounts.

Role

Lead Business Analyst — finance, procurement, and master data workstreams.

Actions

- Ran 42 process discovery workshops mapping current vs. future state
- Authored functional specs for 60+ Fiori apps and 18 integrations
- Designed cutover runbook covering 11 mock cycles and a 36-hour go-live window
- Embedded with the change team to co-author training for 240 end users

Impact

- S/4HANA cutover delivered 6 weeks ahead of the baseline plan
- Month-end close reduced from 9 to 4 business days
- $2.3M run-rate savings in year one across finance and procurement
- Custom object footprint reduced 71% (380 → 110)

Digital Service Delivery

Millpond · Auckland, New Zealand · NZ · Engagement · Jun 2022 — Mar 2023

Senior BA engagement supporting digital service delivery for a specialist paediatric sleep clinic, including parent-facing app and clinician portal.

→ **Parent app live to 4,200 families in pilot**

Tags: Digital Health · Mobile · Product · UX

Context

Millpond wanted to scale its evidence-based sleep programmes nationally without losing the personalised feel of its clinic model.

Challenge

Translate a clinician-led programme into a digital experience that families could follow at home, with the right level of clinician oversight.

Role

Senior Business Analyst — product discovery and delivery.

Actions

- Co-designed the family journey with 18 parent participants
- Authored backlog and acceptance criteria across 7 sprints
- Defined clinician dashboard for cohort triage
- Specified outcome measurement framework and consent flows

Impact

- Parent app live to 4,200 families during pilot
- Programme adherence up 33% vs. paper-based comparison cohort
- Clinician admin time per case down 26%
- Net promoter score at pilot close: 64

IT Vendor RFx & Governance Uplift

Transpower New Zealand · Wellington, New Zealand · NZ · Transformation · Feb 2022 — Jun 2023

Led the RFx-driven tool selection and IT governance restructure for the operator of New Zealand's national electricity grid, producing business cases and solution options papers that addressed technology, process and governance impacts together.

→ Restructured IT governance — decision time cut 58%

Tags: RFx · Procurement · Governance · Business Case · Operating Model · Energy

Context

Transpower needed to refresh a portfolio of enterprise IT tooling and the governance wrapper around it. Decisions were stalling in overlapping forums and investment papers were focused on technology alone, with limited treatment of process, operating model, and assurance impacts.

Challenge

Run a defensible RFx for tool selection while simultaneously restructuring the IT governance framework so that future investment decisions were faster, more visible, and aligned with critical-infrastructure assurance obligations.

Role

Senior Business Analyst — RFx, business case authoring, and governance redesign.

Actions

- Authored the business case and solution options paper covering technology, process, people, and governance impacts — not just tooling
- Designed RFx requirements and weighted evaluation criteria across 11 vendors; chaired evaluation panels through to preferred-partner selection
- Restructured the IT governance framework — collapsed 9 overlapping forums into 4 with clear decision rights, RACI, and escalation thresholds
- Mapped current vs. future service operating model and quantified FTE, process, and assurance impacts for the investment committee
- Translated NZ critical-infrastructure assurance and privacy obligations into non-functional and operational requirements

Impact

- Preferred vendor selected in 14 weeks via the new RFx process (previous cycle: 9+ months)

- Investment-paper-to-decision time reduced 58% after governance restructure
- Governance forums consolidated 9 → 4; decision visibility surfaced via a single portfolio dashboard
- Business case approved at first investment committee — $4.2M opex reshaping endorsed
- Tool rationalisation roadmap projected $1.1M/yr run-cost reduction once executed

Atlassian Tooling Consolidation

Bank of New Zealand · Auckland, New Zealand · NZ · Transformation · Aug 2021 — May 2022

Consolidated multiple Atlassian instances and ITSM tools across BNZ's technology organisation onto a single Cloud platform.

→ Migrated 3,400 users to a single Atlassian Cloud tenant

Tags: ITSM · Cloud · Atlassian · Operations · Banking

Context

BNZ's tech org had accumulated 4 Jira instances, 3 Confluence tenants, and overlapping ITSM tooling through years of acquisition and team autonomy.

Challenge

Consolidate to a single Atlassian Cloud platform without disrupting active programmes, while satisfying APRA-aligned controls.

Role

Senior Business Analyst — discovery, target operating model, migration design.

Actions

- Inventoried 11k projects, 380 workflows, and 240 integrations
- Defined the target governance model and admin RACI
- Designed the wave-based migration plan with rollback gates
- Co-led communications and training across 14 tribes

Impact

- 3,400 users migrated to a single Atlassian Cloud tenant
- Ticket resolution time reduced 41% post-consolidation
- Tooling spend consolidated, saving $680k/yr
- Workflow count rationalised 380 → 96

Justice Services Digitisation

Ministry of Justice · Wellington, New Zealand · NZ · Engagement · Jan 2021 — Jul 2021

Business analysis support for digitisation of public-facing justice services, focusing on accessibility and bilingual experience.

→ **Cut form completion time from 22 to 8 minutes**

Tags: Public Sector · Digital Services · Accessibility · UX

Context

MoJ public services had inconsistent digital forms, low accessibility scores, and limited bilingual support — creating barriers for vulnerable users.

Challenge

Redesign priority service flows to meet WCAG 2.1 AA, support te reo M■ori end-to-end, and reduce drop-off without changing legal substance.

Role

Business Analyst — service design and requirements.

Actions

- Ran 12 user research sessions including assistive-tech users
- Authored content and field-level requirements with legal sign-off
- Defined accessibility acceptance tests for each release
- Partnered with translators for bilingual content patterns

Impact

- Form completion time down from 22 to 8 minutes (median)
- Accessibility audit score: 71% → 96% pass rate
- Bilingual te reo M■ori coverage on 100% of priority forms
- Drop-off rate on key form reduced from 38% to 12%

AI Adoption, Governance & AlayaCare Rollout

Access Community Health · Auckland, New Zealand · NZ · Transformation · May 2020 — Dec 2021

Led the business case, RFx, and AI governance work behind a national rollout of AlayaCare and Microsoft 365 across a community-nursing workforce — pairing tool selection with responsible AI policy, training, and a national champions network.

→ **1,200 clinicians live; 40+ champion network nationwide**

Tags: AI Governance · Responsible AI · RFx · Change & Adoption · Digital Health · Operating Model

Context

Access Community Health's 1,200 mobile clinicians were managing rosters and clinical notes on paper and a 15-year-old scheduling system. Alongside the tooling refresh, leadership wanted to safely introduce AI-assisted documentation and triage support — requiring new governance, policy, and a structured adoption approach.

Challenge

Run RFx-driven selection of the clinical platform, stand up AI governance and responsible-use policies from scratch, and land both the technology and the behaviour change across 14 regions during COVID-19 without disrupting patient care.

Role

Lead Business Analyst — RFx, AI governance, change & adoption, and operating model.

Actions

- Authored the business case and solution options paper covering technology, clinical process, operating model, governance, and change impacts
- Ran the RFx process for the clinical platform; defined evaluation criteria and led vendor demos and reference checks
- Created and amended AI governance, responsible-use, and privacy policies aligned to NZ Privacy Act and emerging responsible-AI principles
- Established a 40+ Systems Champions community spanning every region — co-designed adoption rituals, peer-support model, and feedback loops back to product
- Designed and delivered employee engagement, training, and learning sessions for 1,200 clinicians and 180 office staff
- Built KPI dashboards for utilisation, travel time, visit compliance, and AI-feature adoption

Impact

- AlayaCare and M365 live for 1,200 clinicians across 14 regions
- 40+ Systems Champions network established with national + regional coverage; sustained 92% active participation 12 months post-go-live
- AI governance framework and 6 supporting policies adopted by the executive within 9 weeks
- AI-assisted documentation adopted by 78% of clinicians within 90 days of release
- Scheduling efficiency improved 28%, unlocking ~14,000 additional visits/yr
- Paper-based admin reduced 70% — average 4.5 hours/clinician/week reclaimed
- Change-readiness score rose from 47 → 81 across pre/post-rollout pulse surveys

Digital Channels Programme

ANZ Bank · Auckland, New Zealand · NZ · Engagement · Jan 2020 — May 2020

Short engagement supporting ANZ's digital channels team on customer-facing release readiness and process improvement.

→ **Release defect leakage cut 52%**

Tags: Banking · Agile · Quality · Digital

Context

ANZ's digital release cadence was strong but defect leakage to production was eroding customer trust and absorbing engineering capacity.

Challenge

Lift release quality without slowing delivery — and without adding heavy governance overhead to squads.

Role

Business Analyst — release readiness and process improvement.

Actions

- Mapped current release flow and root-caused leakage drivers
- Designed lightweight release-readiness scorecard
- Embedded with 3 squads to validate the new model
- Co-authored definition of done improvements with QA leads

Impact

- Release defect leakage cut 52% within one quarter
- UAT cycle compressed from 14 days to 6
- Customer-impacting incidents down 3.4x quarter-on-quarter
- Squad sentiment on release process up 28 points

WeGo Telehealth Launch

Delmed · Cape Town, South Africa · Africa · Transformation · Mar 2019 — Nov 2019

Launched WeGo, a B2B telehealth platform connecting medical schemes with virtual GP consultations across South Africa.

→ **Live in 11 weeks; 18,000 consults in first 6 months**

Tags: Digital Health · Telehealth · Mobile · Product

Context

Delmed wanted to enter the rapidly growing virtual care market with a managed telehealth offering aimed at private medical schemes.

Challenge

Stand up a clinically safe, POPIA-compliant telehealth product end-to-end in under a quarter, with no internal product team.

Role

Product Lead / Senior BA — discovery through launch.

Actions

- Ran lean discovery with 3 anchor schemes to validate proposition
- Defined MVP scope, clinical safety controls, and triage model
- Selected and integrated video, scheduling, and e-prescribing vendors
- Coordinated soft-launch with 80 GPs before national rollout

Impact

- Live in 11 weeks from kick-off to first paid consult
- 18,000 consults completed in the first 6 months
- Patient NPS of 71 at the 6-month mark
- Average consult cost 38% below in-person baseline for partner schemes

VideoMed Pharmacy Telehealth

VideoMed · Johannesburg, South Africa · Africa · Transformation · Jun 2018 — Feb 2019

Designed and launched in-pharmacy telehealth booths giving township and rural patients on-demand access to GPs via partner pharmacies.

→ **Deployed across 62 pharmacies in 8 months**

Tags: Digital Health · Telehealth · Operations · Access

Context

Many South African communities have pharmacies but no nearby GP. VideoMed saw an opportunity to use the pharmacy as the access point for primary care.

Challenge

Design a repeatable booth model, clinical workflow, and pharmacy partnership commercials that worked across very different store footprints.

Role

Business Analyst — operating model, clinical workflow, and rollout.

Actions

- Ran site visits across 18 candidate pharmacies to define footprint variants
- Designed three booth configurations and the supporting tech stack
- Authored SOPs for pharmacist-led patient onboarding and triage
- Built the partner economics model and pharmacy commission scheme

Impact

- Deployed across 62 pharmacies in 8 months
- 9,400 consults in pilot year — 92% closed without onward referral
- Average patient wait at booth: 6 minutes
- Pharmacy partner revenue uplift averaged R14k/month per site

Customer Onboarding Redesign

Old Mutual · Cape Town, South Africa · Africa · Engagement · Jan 2018 — Sep 2018

Redesigned customer onboarding for a flagship savings product, replacing branch-only origination with a digital-first journey.

→ **Digital origination grew from 4% to 39% of new business**

Tags: Financial Services · Digital · UX · Onboarding

Context

Old Mutual's flagship savings product was acquiring almost exclusively through branches, limiting growth and excluding digitally-native segments.

Challenge

Build a compliant digital origination journey that worked on entry-level smartphones over patchy connectivity, without weakening KYC.

Role

Senior Business Analyst — journey design and requirements.

Actions

- Co-designed the journey with 22 customers across LSM segments
- Specified KYC, FICA, and AML decisioning rules
- Designed graceful-degradation flows for low-bandwidth contexts
- Built the operational handover model for partial digital cases

Impact

- Digital origination grew from 4% to 39% of new business in 6 months
- Onboarding NPS up 41 points vs. branch baseline
- Cost-to-acquire reduced 31%
- KYC pass rate held steady at 94%

Salesforce Trade Programme

British American Tobacco · London, United Kingdom · Global · Transformation · Apr 2017 — Aug 2018

Designed and rolled out a Salesforce-based trade engagement platform for BAT field reps across nine markets.

→ **Deployed across 9 markets to 2,800 field reps**

Tags: Salesforce · CRM · Sales · Mobile · Global

Context

BAT's field force used a fragmented mix of spreadsheets and country-specific tools, making global trade visibility and best-practice sharing impossible.

Challenge

Roll out a single Salesforce-based trade engagement platform across 9 culturally and regulatory diverse markets within 18 months.

Role

Senior Business Analyst — global template and market deployment.

Actions

- Defined the 80/20 global template vs. local extension framework
- Ran fit-gap workshops across 9 markets to lock template scope
- Authored mobile-first journey designs for trade visit workflows
- Coached local BA leads through deployment and hypercare

Impact

- Deployed to 2,800 field reps across 9 markets
- Sales rep productivity up 19% (visits + meaningful actions per day)
- Pipeline visibility cycle compressed 5 days → same-day
- Local extensions held to 17% of total config — well under 30% target

Lending Origination Uplift

Direct Axis · Cape Town, South Africa · Africa · Engagement · Jan 2017 — Sep 2017

Business analysis on a credit decisioning and origination uplift programme for a leading South African direct lender.

→ Approval-to-payout time cut from 48h to 6h

Tags: Financial Services · Lending · Decisioning · Operations

Context

Direct Axis was losing approved customers to faster competitors between credit decision and payout.

Challenge

Compress the approval-to-payout window without loosening credit risk controls or breaching responsible lending requirements.

Role

Business Analyst — origination workflow and decisioning rules.

Actions

- Mapped end-to-end origination across 4 systems and 3 teams
- Identified 11 latency hotspots — 8 process, 3 system
- Specified rule changes and STP criteria with risk and compliance
- Defined ops dashboards for cycle-time monitoring

Impact

- Approval-to-payout time cut from 48 hours to 6 hours
- Approved-loan conversion up 22%
- Manual underwriting touches reduced 58%
- Bad-debt indicator unchanged — no risk drift

Smart Metering Programme

Dubai Utility (DEWA partner programme) · Dubai, United Arab Emirates · Middle East · Transformation · Sep 2016 — Mar 2018

Business analysis lead for a smart metering and customer-billing transformation across a major Dubai utility partner programme.

→ **Onboarded 220,000 smart meters**

Tags: Utilities · IoT · Billing · Operations · Cloud

Context

The utility was rolling out smart meters to support consumption transparency and demand-side management, but lacked the back-office systems to process the new data volumes.

Challenge

Re-engineer billing, exception handling, and customer comms to absorb 30-minute interval data from 220k meters without breaking SLAs.

Role

Lead Business Analyst — billing, exceptions, and customer experience.

Actions

- Mapped meter-to-cash flow across 7 systems and 4 vendor boundaries
- Defined exception taxonomy and rules engine reducing manual handling
- Designed customer portal flows for usage insights and dispute handling
- Led UAT across 11 release waves and stabilisation

Impact

- 220,000 smart meters onboarded across phased waves
- Billing exceptions reduced 64%, freeing 22 FTE from manual handling
- Programme ROI achieved in 22 months vs. 36-month business case
- Customer portal adoption: 41% of residential base within 12 months

Claims Platform Modernisation

Metropolitan Health · Cape Town, South Africa · Africa · Engagement · Apr 2015 — Aug 2016

Business analysis on modernisation of the claims adjudication platform serving multiple South African medical schemes.

→ **Auto-adjudication rate lifted from 61% to 87%**

Tags: Digital Health · Claims · Operations · Decisioning

Context

Metropolitan Health's claims platform was the engine for several large medical schemes but auto-adjudication rates had plateaued, driving high manual handling.

Challenge

Modernise rules and exception handling to lift straight-through processing without compromising scheme-specific benefit logic.

Role

Business Analyst — adjudication rules and exception workflows.

Actions

- Catalogued 1,400+ benefit rules across 6 schemes
- Co-designed a layered rule architecture (core + scheme overlays)
- Authored exception taxonomy and routing logic
- Defined SLA dashboards for ops and scheme reporting

Impact

- Auto-adjudication rate lifted from 61% to 87%
- Average claim turnaround down from 9 days to 2
- Provider disputes down 36%
- Ops headcount redeployed: 18 FTE moved to value-add work

Apple & Beats Product Integration

PCH International · Shenzhen, China · Asia · Transformation · Sep 2014 — Apr 2016

Integrated supply chain, packaging, and fulfilment systems for premium Apple and Beats consumer electronics across PCH's Shenzhen manufacturing campus.

→ **Cut order-to-ship cycle from 11 days to 38 hours**

Tags: Operations · Supply Chain · Manufacturing · Consumer Electronics

Context

Following Apple's acquisition of Beats, PCH needed to integrate two distinct manufacturing and fulfilment streams into a unified premium-experience pipeline.

Challenge

Harmonise two ERPs, three WMS instances, and conflicting QA standards while protecting Apple's strict packaging and provenance requirements.

Role

Business Analyst — supply chain integration and fulfilment systems.

Actions

- Mapped end-to-end flows across 4 factories and 2 distribution hubs
- Designed unified SKU and serialisation model across both product lines
- Specified WMS and label-print integrations with Apple's supplier portal
- Coached local BA team on agile discovery practices

Impact

- Order-to-ship cycle reduced from 11 days to 38 hours
- Holiday-quarter throughput scaled to 2.4M units without overtime spike
- DOA defect rate down 47% in the first 6 months post-integration
- Audit findings on provenance dropped from 14 to 1