

Nomination: 19805

Warren Havemann

Page: General Information
Name of Organization / Company Aveo Group
Logo Download File (https://asiastevieawards.secure-platform.com/file/30422/eyJ0eXAiOiJKV1QiLCJhbGciOiJIUzI1NiJ9.eyJtZWRpYUlkIjozMDQyMiwiYWxsY3dOb3RTaWduZWRVcmwiOiJGYWxzZSIsImlnb52884%20Aveo%20Brand%20ID_LOGO%20RGB_PMS%20662%20Blue.jpg)
Web Site Address https://www.aveo.com.au/ (https://www.aveo.com.au/)
Page: Entry Information
Entry Title Warren Havemann
Category X01 - X15 - Individual Professionals > X14. Most Innovative Technology Leader of the Year
Submission Format An Essay of up to 625 Words

Essay

Appointed as CIO in December 2021, Warren Havemann took charge of Aveo’s urgent IT transformation. Aveo’s outdated, disparate systems negatively impacted the entire customer lifecycle, bleeding leads with low conversion rates and dissatisfied customers. Warren’s leadership has since positioned the company as a technological innovator in the retirement sector, delivering real-world value.

Warren developed a short-term remediation plan to address immediate challenges, followed by a comprehensive, person-centric Digital Data and Technology Strategy. This long-term strategy, executed through 2022 and beyond, involved upgrading core systems across departments. To support its success, he also restructured the Digital Data and Technology team, operating model, and culture.

Central to Aveo’s digital transformation was the reinvention and integration of three sophisticated new systems—a state-of-the-art Customer Relationship Management (CRM) system that manages the complex customer lifecycle end-to-end, integrates with Agent Box, RealEstate.com, Domain and Facebook, and handles the intricacies of property conveyancing and settlements securely and efficiently; a redesigned web portal; and an integrated call centre system—transforming the marketing, sales, service, and administration processes, delivering tangible value across multiple dimensions.

The transformation also included comprehensive Digital Data and Technology upgrades across several systems:

Resident Systems: New Personal Emergency Response (PERS) and Nurse Call systems, HomeCare system, Facilities Management app, and resident WiFi strategy.

Internal Systems: Migration to SaaS ERP, Azure data warehouse with PowerBI, SharePoint Online with 105+ sites, 3G to 4G device upgrades, AI-driven AP automation, and latest business applications.

Cybersecurity: Cloud-based Data Center with zero-trust architecture, SDWAN replacing WAN (31% cost reduction), Microsoft Modern Workplace devices, new Managed Detection and Response Centre, updated BCP, disaster recovery, and cybersecurity protocols.

In resolving their technological challenges, Aveo’s digital transformation delivered exceptional value:

- Reduced Caller Abandonment Rate by 44%, increased leads by 25%, increased lead conversion by 51%, increased opportunities by 159%, and reduced cost per lead by 28% within 12 months.
- NPS increased from 27.8 in 2022 to 57.41 in 2024.
- IT Opex dropped by 7% over the 2023-24 financial year after accommodating all increases, including inflation, salaries and new platform licensing.
- Aveo’s Cybersecurity Maturity Model Integration (CMMI) rating improved from 1.53 in Sept 2022 to 2.51 by Q3 2024 with a target of 3.0 by Dec 2025.

However, no digital transformation can be truly successful without a parallel shift in the organisation’s people.

Warren’s collaborative decision-making ensured technology decisions aligned with business needs, engaging department heads and fostering shared responsibility. Throughout the process, Warren cultivated an inclusive, collaborative workplace, introducing a zero-tolerance policy for blame, enhancing intercultural communication, and addressing the gender pay gap. As a result, Employee Engagement increased from 71% to 85% (Engage XREF) within the first year. Adopting DevOps and an Agile Scrum approach ensured tighter collaboration and quality delivery.

These organisation-wide changes have had a profound impact on both Aveo and its customers, transforming how the company operates and enhancing customer interactions. Key outcomes include:

1. Unified Customer Experience: The customer now moves seamlessly through the sales cycle, from lead through to resident. Synchronising data across systems facilitates continuity, despite customers engaging with six different functional teams, and ensures customers receive timely, personalised, consistent service.
2. Advanced Analytics and Insights: By merging data from the CRM, website, and call centre, Aveo unlocked powerful analytics on the health of the sales pipeline, customer and sales agent behaviour, and trends. Aveo uses this data to refine marketing strategies, personalise customer interactions, and optimise resource allocation, increasing leads, improving lead-to-opportunity conversion and increasing sales per unit stock rates.
3. Scalability and Future-readiness: The scalable design and an evergreen, agile development strategy ensure that Aveo is well-prepared for future growth and technological advancements.

For this category please provide

An essay of up to 625 words describing the nominee's innovative achievements since July 1 2022, **OR** a video of up to five (5) minutes in length illustrating the same.

Optional (but highly recommended), a collection of supporting files and web addresses that you may upload to our server to support your entry and provide more background information to the judges.

Credits

Do You Have Supporting Files You Would Like to Upload?

Yes

Audio (Mp3), Documents (PDFs, Word, PowerPoints), Images (PNG, JPG, TIF), and Video (Mp4)

200 MB Max per File

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Do You Have Website URLs you would like to link to

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