

# Empowering the frontline to save lives

GOAL gains insight on how its global workforce can make better use of technology for better outcomes

Customer profile



Charity / International Non-Governmental Organization | Ireland



## Business needs

For 40 years, in 60 countries, GOAL has been on the frontline of humanitarian crises, helping people survive and find pathways out of poverty. A staff of 2,400 in 14 countries rely on IT to collaborate, collect data, manage logistics, and analyze and report on how donor funds are spent. By making the best possible use of IT, GOAL can do more, for more.

## Business results

- Refined and expanded IT strategy to have global impact
- Standardized on single tiered hybrid cloud architecture across countries
- Measured IT experiences for global workforce to baseline the right priorities for improvement
- Boosted network security and performance
- Implemented best practices for change management, user adoption and training
- Improved IT experience scores by 30% in subsequent measurements



“Dell Technologies Services read our organization and culture well. They did not try to take us down any particular technology path. Their advice was based on our infrastructure, our goals and challenges, and how fast we could move. That gave us a high level of trust and confidence from the start.”

**Siobhan Walsh**  
CEO, GOAL

## Dell Technologies Services

- ProConsult Advisory Services
- Employee Experience Measurement Services

The value of IT had never been more evident. When the pandemic shut down travel and supply chains, GOAL's technology, including a recently deployed global Microsoft Office 365 platform, proved critical. Not only was GOAL able to maintain emergency response and program delivery, it was able to expand its mission. In just one year, the number of people GOAL served grew by one million—from five to six million.

“Many of our partners commented on our agility,” says Siobhan Walsh, CEO, GOAL. Yet, she notes, making the right IT investment decisions is a never-ending challenge. “Technology is essential to everything we do. Our work is lifesaving, so we can't kick IT decisions down the road. We are accountable to our supporters so we have to get it right.”

## A welcome opportunity

The GOAL IT team was finalizing its strategic plan, when Bill Benefield, Director of Business Operations at Mastercard, offered to donate a ProConsult Advisory strategy engagement with Dell Technologies Consulting Services.

“I see the contribution GOAL makes to our Young Africa Works program in Uganda,” says Benefield. “And after working with Dell Technologies consultants on a critical project at Mastercard, I was confident there was value in bringing them together.”

The ProConsult Advisory promised a quick, yet comprehensive, analysis of GOAL's AS-IS current state, TO-BE vision, and roadmap for moving forward. In the spirit of Mastercard's gift, the Dell Technologies consultants offered to donate their expertise to help GOAL implement recommendations.



“We're thinking beyond the borders we had created for ourselves. We're now not only thinking but planning to achieve things we never thought possible before. And that's a tremendous transformation, a game changer for us really. This is a great example of the power of partnership and we are deeply grateful to Dell and Mastercard for their unique invaluable partnership with us.”

**Siobhan Walsh**

CEO, GOAL



GOAL welcomed the opportunity. “It was perfect timing because we had already come up with our plan,” says Janet Humphreys, CIO and CTO, GOAL. “The engagement was a 5-week sprint; we liked that it was snappy and to the point.”

Dell Technologies conducted workshops and interviewed stakeholders across roles, functions, and geographies. They gathered data on infrastructure, applications, and other tools. Within weeks, consultants presented an executive summary, as well as detailed findings, analysis, and a recommended plan of action.

“It was fantastic to mine Dell Technologies experience,” says Humphreys. “The best thing is that ProConsult findings are not static. We didn’t put them in a drawer; we built them into our work plan. And we constantly reference our TO-BE objectives.”

Dell Technologies validated GOAL’s strategy to move to all-digital, cloud-based applications and tools. The consultants also noted that the organization’s current state compared favorably to that of many commercial clients. For example, GOAL had moved to its global Microsoft 365 platform before lockdown; and its lean headquarters and in-country IT teams were skilled and resourceful.

The IT team was already focused on addressing the poor network connectivity that, in some locations, made complying with critical reporting deadlines difficult, requiring text-based data to be re-entered at headquarters. To address the issue, GOAL had begun deploying Cisco Meraki network management for secure, low-bandwidth data exchange.

Dell Technologies agreed with this approach but advised looking at broader workforce productivity. To that end, its recommendations included two specific next steps:

- Standardizing on a tiered hybrid cloud architecture across countries
- Getting feedback from the frontline on their work experience with services and tools

GOAL agreed and Dell Technologies provided implementation expertise, services, and support.

## A flexible, modern IT Infrastructure

Together, GOAL and Dell Technologies defined a tiered hybrid cloud architecture combining Azure and on-premises infrastructure to provide a standard, modern foundation for cloud applications across the organization, while also catering to local limitations. The tiered configurations make it easy for teams with poor connectivity to work offline on local copies and upload/download, while other teams work online.

## Gaining insight, measuring improvement

Dell Technologies Employee Experience Measurement (EXM) services made it easy for GOAL to quickly establish a meaningful baseline of user satisfaction with IT services, strategically prioritize where to focus on improvements, and then measure the impact of changes over time.

To help GOAL rapidly analyze and prioritize experience improvements, Dell used Voxxify technology for measuring and analyzing IT sentiment. GOAL and Dell Technologies created and pushed out a customized IT experience survey in about a week. The response rate was an enthusiastic 43%—with 4,996 individual user comments. In a matter of hours after the survey closed, the AI-driven platform generated an interactive dashboard for analysis and reporting.

“I love detail, as many tech people do. Drilling down on results by role, country, and service was great,” says Humphreys. “But, in hindsight, what helped most was the synopsis that Dell Technologies provided. They helped us see that, despite country differences, consistent global patterns and themes emerged.”

While financial reporting tools got the lowest scores, three other areas proved much more important to quality of work experience: conferencing, content management, and eLearning. “We could see that, while a relatively small percentage of our workforce used our financial system, 77 percent relied on these broader technologies to do their day-to-day work,” says Humphreys.



“When we first started, it was: ‘No, we can’t go to the cloud.’ But now that our internal program Offices around the world see the benefits, they are turning to their donor funding sources to extend the solution to their remote field offices.”

**Janet Humphreys**

CIO & CTO, GOAL

In most cases, the experience data showed that dissatisfaction was not with the tools provided by IT, but with when and how best to use them. So, GOAL and Dell Technologies collaborated on a best-practices action plan to improve user adoption, training, and eLearning content.

Based on the results of a pilot survey with a subset of users, and to see the impact of its efforts, GOAL ran a subsequent EXM pulse survey across the entire user community a few months later. The results showed marked improvement—with a minimum 10-point increase in IT experience scores in each of the highest priority areas: conferencing, content management, collaboration, and eLearning.

“Just asking about their experience helped us connect even more with our frontline staff,” says Humphreys. “IT gets so focused on doing that we can take that connection for granted. This was a way to stop and really listen. We can deliver all this great stuff, but what do you actually want and need?”

Her team is already looking forward to the next pulse survey, she adds. “My IT Services Manager was asking, when’s the next one? We’re excited to see where we’ve made progress and what we need to do next.”

## Thinking beyond borders

GOAL continues to work with Dell Technologies Services as a trusted advisor. “Now we have an expert panel to bounce ideas off of,” says Humphreys, adding that a consultant presented at GOAL’s annual Global Business Operations Conference. “He helped deliver our message: We’re a small team. Let’s not try to do 12 country projects. Let’s focus on three areas that are important to everyone.”

“What I personally have learned through our engagement with Dell Technologies is you don’t have to do a six-month consultancy exercise,” says Humphreys. “There are methodologies and tools with quick output that you can trust to guide your strategy. We see that we can do things on a bigger scale by focusing on simple solutions and replicating them globally.”

Walsh agrees that working with Dell Technologies has accelerated progress. “The partnership also gives confidence to our boards and our donors,” she says. “Some people think the IT needs of charities are simple. But ensuring a million people have access to safe drinking water every day, in a conflict zone—is no simple matter. Neither is collecting the data to shine a spotlight on the crisis of malnutrition that impacts nine million infants every year. Technology is a fundamental tool that empowers our staff and impacts how we work and as a result must be owned by a team that is far bigger than IT. We’re engaging senior managers on this journey and analyzing data in new ways to inform decision making. We’re changing the way we support our country leadership teams.”

The relationship between GOAL and Mastercard continues to grow as well. Bill Benefield has joined GOAL’s Technology Advisory board. And, after presenting the output from the GOAL ProConsult Advisory at a Mastercard conference, he was presented with an award from Mastercard’s CEO.

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