

## INFRASTRUCTURE TRANSITION CASE STUDY

**Client Profile**    **Industry:** Food Manufacturing & Distribution

**Annual Revenue:** \$3B

**Countries:** 27

**Locations:** 100+

**Employees:** 8,000+

**Challenge**    Working with a private equity firm in association with Phoenix Advantage, lead the technology carve-out, establishing a new environment and organization for a global manufacturer of Baked Goods and Products. Our team established an IT carve-out plan and worked closely with the seller to move over 250 applications, including 5 ERP Systems, set up Infrastructure services and integrated over 6,000 desktop units into the new enterprise. When completed, the new firm was able to exit the Transfer Separation Agreement (TSA) 3 months early resulting in a **savings of \$7.5 million.**

As a follow-on project, our first team combined 8 Data Centers into redundant Global Centers. The second team rationalized applications, finding and sunsetting duplicates, combining like applications, and establishing an enterprise SAP environment.

**Approach**    A kickoff session with both the Seller's and the new company's business and IT teams was conducted. Followed by workshops to determine the 'Current State' environment. We then met with the new company's business and IT teams to plan out and create the 'Future State.' Next the infrastructure and application roadmaps along with detailed project plans were developed and completed.

Weekly status and progress meetings were held. Site tours were conducted for the larger sites. Our team oversaw the build and set-up of the data centers including all required infrastructure.

**Solution**    After the planning and design was completed for the 'Future State,' a decision was made to stay with the incumbent hosting provider but move the environment to their North American operation. The business leaders then determined to combine multiple ERP systems into a Global SAP environment.

All migrations were done on a region-by-region basis. All infrastructure changes and application migrations were separated into two separate efforts.

Solutions included:

- Email Stabilization
- Desktop Standardization including a Technology Refresh
- Global Service/Help Desk
- Data Center Rationalization
- Active Directory Migration

For each region, a Migration Command Center (MCC) was set up. Regular status calls were scheduled, and issues were tracked to closure. An open audio bridge was available 24 x 7 during each cut-over activity to give the business rapid response and resolution for any migration or transition issues that arose.

**Business  
Improvements**

- Global SAP - simplified changes and improved manufacturing performance.
- Less complicated infrastructure for easy Change Management.
- Better IT policies and procedures that aligned to the new business needs.
- Improved desktop reliability and network performance.
- Established a Global Service Desk to improve user support and turnaround.

**Business  
Benefits**

- Exited the TSA agreement early, resulting in savings of \$7.5M.
- Global SAP - allowed for company-wide standardization with global business processes and procedures.
- Company no longer dependent on the Seller's IT services.
- Significant IT cost savings and data center performance improvements.