

GLOBAL DIVERSIFIED HEALTHCARE COMPANY **Merger IT Infrastructure Integration: Project Management and Change Management Strategy and Delivery**

Client

The Client is a New Jersey-based, global diversified healthcare company. As one of the leading manufacturers and service providers in the consumer, pharmaceutical, and medical device and diagnostic markets, the Client embraces science and research, creating innovative ideas, products and services that advance the health and well-being of over a billion people world-wide, every day.

Challenge + Opportunity

The client was planning the final and perhaps most complicated and resource-demanding integration phase – optimize and then integrate the information technology infrastructure at more than 200 diverse (manufacturing, distribution, management and commercial functions) locations in 48 countries so that it was fully aligned with the parent IT ecosystem, and then systematically migrate more than 12,000 staff to the more robust, integrated IT platform.

There were three underlying challenges to fully realizing the integration:

1. The IT infrastructure of one third of the acquired company's physical locations needed to be upgraded with new network equipment and/or upgraded circuits;
2. All of the equipment associated with the network ... from handsets to servers ... had to be renumbered to align with the parent company nomenclature;



3. After three years of various integration experiences, the entire community of acquired employees were suffering from “integration fatigue” and downright skepticism that they would ever realize the full benefit of belonging to the parent company.

As the client engaged TayganPoint, the PMO was realigned to address challenge 1, while TayganPoint was engaged to design and deliver a disciplined and structured project approach to address challenge 2; and to create and execute a broad change management strategy and communications plan to address challenge 3. The client was clear that to facilitate the business growth and operational efficiencies that justified and supported the acquisition, the IT infrastructure integration had to be timely, methodical and well-governed, and at the same time, fully supported by IT and business leadership and anticipated by the employees at each of the 200 targeted sites/campuses.

The extended PMO was populated by IT specialists from both the client/parent company and the acquired company. One of the most effective tools in building the collegiality and honing the efficacy of this diverse group was a global workshop that focused on aligning each work stream so that each team was aware of the dependencies and sequencing of individual tasks that were critical to overall project success. TayganPoint facilitated and coordinated the workshop agenda, exercises and logistics.

The IP renumbering was the single underlying key dependency to all network remediation and circuit upgrades. We swiftly designed a structured approach that included new reporting tools and a robust governance cadence that informed regular project updates to senior leadership and executive sponsors. Over a period of 16 months, we coordinated and documented the renumbering of thousands devices across 200 locations. The success of the IP renumbering initiative led to a broader assignment to coordinate the migration of 12,000+ end users around the world so that they were fully integrated into the client company's highly sophisticated IT ecosystem.

The change management and communications challenge required recognition that the impacted populations, from those who were responsible for implementing the overall integration strategy to those who were almost dreading their personal migration, needed to be continually reminded of the “one organization” vision and the progress that was regularly being achieved. Stakeholder groups were clearly identified... region by region... country by country... location by location.

Because of the complexity of the integration project, everyone in the IT organization was impacted, even those not directly assigned to an integration work stream. Regular integration progress updates were circulated alongside the timeline for the next steps. Success stories were articulated and broadcast... upcoming changes were announced with clear benefits... employees received information in their primary language to ensure message clarity. The client offered multiple communications channels so that messaging could be tailored... from posters to desk drops... from town halls to email blasts... all stakeholders received key information more than once and all practical channels were employed to ensure message penetration.

Approach + Solution

- Summarize initial observations and propose recommendations on the current state of metrics reporting and meeting cadence that led to quick win efficiency improvements
- Become recognized, high-value member of the global, multi-domain, program management operation.
- Develop straight-forward reporting tools for IP renumbering work stream that became the standard for all other domains in the PMO - these tools and framework also served as the foundation for the end user migration engagement
- Support the integration program lead with strong project management framework, tools and tactics.
- Develop a stakeholder-centric approach to building and implementing a change management strategy and then reinforce it with clear, crisp, regionally sensitive communications delivered via multiple channels.
- Work with regional project managers and technical leads to identify best practices and promote operational excellence
- Manage regional communication teams leveraging centrally-developed content, templates, and graphics for local customization.
- Offer the client a “can do” team that did whatever was needed to realize the vision and support the leadership throughout the process.

Results + Impact

As a result of working with TayganPoint Consulting, the Client recognized positive and on-going impacts in significant areas of the IT Integration project:

- Alignment around program goals, and commitment to a seamless integration
- Thorough analysis of critical stakeholder categories that resulted in far more targeted communications.
- Measured effectiveness in the execution of IP renumbering and end user migration activities globally.
- Discipline around team responsibilities, accountability, reporting and deliverables.
- Served as a “trusted advisor” to the program leader and executive sponsors as they guided the global program through a politically charged, budget-challenged corporate environment.

About TayganPoint

TayganPoint is a management consulting firm focused on dynamic business transformation. Aligning people, process, culture and technology, they combine deep experience in strategy alignment, process improvement, change management and program management with extensive industry knowledge in Life Science, Financial Services, Healthcare and Energy. TayganPoint delivers high value operations solutions that improve performance, delivering measurable and sustainable results to clients. Learn more at www.tayganpoint.com.