



## CASE STUDY

# HOW DO SILOS BEST TRANSITION TO AN ENTERPRISE ENVIRONMENT?

TRANSFORM

An IT Transformation Study Provides the Answers

### THE BUSINESS CHALLENGE

Our client, the second-largest company in its category, was considering a significant strategic change. The company had grown through acquisition into a federation of nearly 30 autonomous, geographic markets, each with its own business operations. The company's internal technology platform had developed similarly and was now based on a variety of third-party software and homegrown applications. **The client wanted centralized standards, processes and tools for all markets** – but could their current IT organization support an enterprise model? If not, what changes would be needed, and how could they produce an effective plan they could submit to stakeholders?

### AGSI'S HIGH-LEVERAGE SOLUTION

To answer their questions, our client needed to know how their IT organization (ITO) was currently configured, how an enterprise approach would change that configuration, and exactly how they'd move from today to the future state. AGSI used four targeted capabilities models, including our proprietary Business Technology Effectiveness Framework, to perform a comprehensive IT Transformation Study.

After analysis of the ITO's structure, skillsets, process, artifacts and documentation, we produced a clear view of how work came into the ITO, moved through it, and then was released back to the business. Limits to both system architecture and formalized processes made it impossible for the current organization to support an enterprise transition, so **best practices benchmarks were implemented to define how an ERP-based future state should look** in organization, structure, process, frameworks and performance discipline.

We identified current vs. future state gaps in hardware, network infrastructure, process management and human capital, and then documented how our client would bridge the gaps, right down to specification of timelines and the number of people needed within each skillset. The detailed roadmap even realigned the technology organizational chart to **focus on support of the larger business**.

### VALUE TO THE ENTERPRISE

Our client now has a comprehensive roadmap not only to a more effective technology organization but also to true business transformation. **Requirements are rationalized, initiatives are prioritized, and costs are established.** The approach can be presented with confidence to the company's executive committee, its board and other stakeholders.

Perhaps most important, the new roadmap removes ambiguity – one of the most stressful elements of change management – helping our client **plan for this transition and lessen its impact** when it occurs.

### IN BRIEF

#### CLIENT:

National Beverage Distributor

#### ENGAGEMENT:

IT Transformation Study

#### CHALLENGE:

Determine how a technology organization supporting nearly 30 independently operating markets can most effectively transition to a Tier 1 Enterprise Resource Planning (ERP) model

#### OUTCOME:

A thorough analysis of the current state and performance gaps, a blueprint for the future state, and a detailed roadmap to a best practices ERP environment