



## CASE STUDY

# BUSINESS CARVE-OUT ACCOMPLISHED IN 140 DAYS FOR \$1B RESTAURANT CHAIN

TRANSFORM

### THE BUSINESS CHALLENGE

Following its acquisition by a private equity firm, our client had to **establish its own technology platform and transition all business operations** from shared services to independence. A Transition Services Agreement (TSA) was established to sustain business operations and technology services during the migration period, with **automatic cost escalations at 120 days and 150 days** and built-in cost savings to incent early migrations of specific functions. In addition, the company faced key post-acquisition challenges in protecting confidential and proprietary data.

Our client had designated a carve-out team responsible for establishing all business functions that had existed as shared services. They urgently needed a time-sensitive transition plan and expert leadership to develop the new platform and drive transitions successfully.

### AGSI'S HIGH-LEVERAGE SOLUTION

**Our experience with spin-offs and divestitures was critical** in helping our client meet all goals within the aggressive timeframe. Working alongside the client's management team and other strategic service providers, we:

- Developed and deployed **a new technology strategy**, including creation of an Enterprise Resource Planning (ERP) infrastructure, negotiation of new vendor agreements to support the new outsourcing model, and creation of a new infrastructure and computing/networking environment
- Established a Program Management Office and project management structure and drove the transition for all business units
- Developed **detailed project plans** that ensured appropriate sequencing and execution of tasks
- Provided **resource management** of internal and external team members to effectively execute transition projects
- Executed program and project oversight including **senior executive and board updates**

AGSI conducted ongoing progress reviews at a departmental level, ensuring that business operations were fully prepared for the launch and all transitions occurred before the TSA cost escalation points. Early TSA transition opportunities also were identified and implemented, reducing our client's costs.

### VALUE TO THE ENTERPRISE

Our client had required capabilities established and all business operations transitioned within 90 days of the acquisition date. Technology systems were **fully operational within 140 days**. Not only were original budget, timeframe and data security targets met, significant savings also were achieved through early exits from the TSA. And goals were accomplished without unplanned business interruption.

Beyond exceeding expectations original to the engagement, AGSI implemented **new models for streamlining** governance and ERP processes. These changes, which provide vital support for new technology strategies, **continue to produce even greater value** for the client.

### IN BRIEF

#### CLIENT:

International Quick-Service Restaurant (QSR) Chain Acquired by Private Equity Firm

#### ENGAGEMENT:

Technology Platform Development and Transition Management

#### CHALLENGE:

Transition all operational and organizational components from an integrated shared services environment to a standalone company in an aggressive timeframe

#### OUTCOME:

Successful creation of and migration to a fully functioning, independent business entity in 140 days, with no unplanned business interruptions