

M & A CARVE-OUT PHARMACEUTICAL MANUFACTURER CASE STUDY

Client Profile **Industry:** Pharmaceutical Manufacturing

Annual Revenue: \$125M

Countries: 5

Locations: 8

Employees: 1,400+

Challenge Having worked for the ownership previously on a similar project, IG was engaged to assist a newly formed Contract Pharmaceutical Manufacturer with an infrastructure and application carve-out along with the establishment of a new entity. Several sites were carved away from various well known international pharmaceutical firms to form the new company. Location sites were in: Puerto Rico, USA (2), Ireland, and the United Kingdom.

The challenge was to scope the carve-outs and lead the transformation activities. Following the carve-out, we were asked to provide third-level steady state support.

In some cases, the Seller would not allow our client access to their physical network and this required us to build a parallel network until connectivity to the Seller's network could be severed. In addition, our client needed to disentangle from the Seller's ERP system and establish a new ERP system.

Working on sites that manufacture pharmaceuticals, we were required to adhere to GMP standards and provide a very high level of change control and documentation.

Approach Each site was unique and had varying levels of complexity.

In all cases, we began with a kickoff session to define what work needed to be completed at a high level. Following this, we scoped the details of the infrastructure and applications. This included preparing an inventory of all applications, from desktop to ERP system(s) and included specialized manufacturing applications. In support of the above, we inventoried all infrastructure: Servers, Workstations, Printers, Scanners, WiFi, Backup Systems, etc.

We developed a detailed migration plan for how to transition from Current to Future state.

Working with the client's IT staff, we managed and performed tasks to support the transition. This included the establishment of a greenfield Active Directory,

implementation of MS Office 365, including a new email domain, connectivity to new hosting providers, installation of a new phone system, establishment of firewalls and Internet connectivity, migration of WiFi to a new management plane, inter-site connectivity, built and deployed a new workstation image and transformation of system backup services.

Throughout the entire transformation and hypercare cycles, we hosted formal weekly project status meetings. For each migration cutover, we set up and staffed a 24x7 Migration Command Center (MCC).

Solution

After developing detailed plans, we worked together with the client to build a new Active Directory environment and all supporting network systems.

We used a combination of new and re-purposed server hardware to set up a VMWare based virtual hosting platform. We worked with the Seller to transfer to our client a part of the on-site SAN to eliminate the need to purchase a replacement SAN.

In one case, we had a legacy application not qualified to run on a virtual environment nor would it run on a modern server hardware platform. In that situation, IG offered to the client some of our lightly used lab servers that met the 10+ year old software server specifications. This allowed the client to minimize the validation needed and we could furnish a disaster recovery system should the hardware fail because the hardware was no longer warrantable.

Other activities included:

- Setting up workstation, WiFi and Internet connectivity at their new global headquarters.
- Establishing new redundant connectivity to the Internet.
- All manufacturing sites needed to be interconnected and connected to various ERP hosting data centers.
- Setting up an MS Office 365 environment integrated into Active Directory and implementing email services.

- A new workstation image and imaging platform using Free Opensource Ghost (FOG).
- Rebuilding core routing and L2/3 switching.
- Redundant firewalls.
- Connectivity to their other sites and data centers hosting ERPs over IPsec tunnels. For inter-site connectivity, we set up a hub-and-spoke Dynamic Multipath Virtual Private network (DMVPN).
- Migrated all wireless access points to a new Cisco Wireless LAN Controller.
- Migration of existing phone hardware to a new Cisco Call Management System.

- At the end of each transition, we met with the client to provide formal knowledge transfer.
- Until a long-term service provider was onboarded, IG operated a 24x7 Service Desk support.
- We worked closely with the long-term service provider to transfer knowledge of the environment that had been established.

Business Improvements

- Less complicated infrastructure for easy Change Management.
 - Better IT policies/procedures aligned to the new business needs.
 - Improved desktop reliability and network performance.
 - Standardized IT infrastructure for the entire new company.
- Established a Global Service Desk to improve user support and turnaround.

Business Benefits

- Decreased operational costs.
- Well documented greenfield Active Directory environment.
- Company no longer dependent on the Seller's IT services.
- Significant IT cost savings and data center performance improvements.