

# Post-Merger Integration (PMI)

Pharma logistics, PE-owned

## COMPANY DETAILS

- **FTEs:** 2,400 locally / 41,000 globally
- **Responsibility:** 50 IT FTEs
- **Scope:** Local IT Merger & global IT Integration

## SITUATION AND CHALLENGES

### **Hostilities and resistances**

The number 2 in the industry has bought the number 3, both PE-Owned. For decades, one (including IT) was accustomed to fighting each other economically and now they were supposed to work together, which did not work

- **Financial liquidity threatened by IT system failures**  
Customer losses and contractual penalties
- **Wide-scaled IT incompatibilities**  
Despite having comparable business models, the IT landscapes were very different from one another, and there were hardly any IT scaling effects. The IT management styles were not compatible with one another

## ROLE / FUNCTION

**Interim CIO: Operations**

## OBJECTIVES

1. **Integration of 2 entire ITs** (organisations, infrastructures, application landscapes, process standards, licenses, governance, culture, etc.)
2. Elimination of **business-critical IT failures**  
Efficient and effective **IT operating model**, focusing business needs and customer / market
3. **Global IT integration**, mainly IT Security and global IT Service Providing

## MEASURES AND PROCEDURES

- 210 action fields
- IT working model for 17 storage locations
- IT Target Operating Model (TOM)
- New IT leadership model

## RESULTS AND ACHIEVEMENTS

- **€720 thousand Major Incident costs** per quarter **from 18 down to 1** (the last one had to be explicitly earmarked for my successor)
- ★ **KRITIS-relevant outages down to 0**  
(KRITIS = German organizations of great importance for the state community)
- **Loss of key personnel stopped**