

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**