



CORPORATE PERFORMANCE IMPROVEMENT

TECHNOLOGY SERVICES

A BUSINESS-DRIVEN APPROACH TO
MAXIMIZE YOUR TECHNOLOGY INVESTMENT

ALVAREZ & MARSAL

TECHNOLOGY SERVICES

Technology should be a strategic enabler for your company, helping to drive successful performance across the enterprise. However, all too often, business objectives and Information Technology (IT) strategies are out of sync, sub-optimizing the tremendous value IT can provide. Alvarez & Marsal (A&M) Technology Services helps clients build IT organizations that deliver on the business' strategic vision and provides independent and objective leadership to support their most critical initiatives.

CLIENTS CALL US WHEN:

- They need to significantly improve the quality and cost of IT service delivery while also positioning IT to be a strategic business partner.
- They have a “big bet” transformational initiative and;
 - Need experienced leadership to help manage the complexity and risk of the initiative; and/or
 - Need help turning around a distressed initiative and getting it back on track.
- They need help to accelerate the adoption and expansion of digital solutions and capabilities.
- They are acquiring or divesting a business that is significantly larger or more complex than prior transactions or in a new market.
- They want a sounding board for vetting IT strategies and validating spending priorities.

OUR CORE SERVICES



TECHNOLOGY TRANSFORMATION

- Technology Assessment and Strategy
- Technology Investment Management and Cost Takeout
- Enterprise Information Services
- Information Risk Management and Cybersecurity
- Technology Services Sourcing
- Application and Infrastructure Optimization



“BIG BET” INITIATIVES

- Complex Program Leadership and Execution
- Organizational Change Management
- Independent Program Risk and Quality Assurance
- Distressed Program Remediation
- Solution/Systems Integrator Selection



DIGITAL SERVICES

- Digital Readiness
- Digital Enablement
- Digital Workforce
- Data Science and Analytics
- Digital Data Strategies



MERGER INTEGRATION AND CARVE-OUT SERVICES

- Due Diligence
- Synergy Planning and Capture
- Integration / Carve-out Planning and Execution Support
- M&A Performance Improvement and Playbooks



INTERIM LEADERSHIP AND EXECUTIVE ADVISORY

The C-suite and Board of Directors call us when they need objective, credible advice or interim technology leadership. Our team of seasoned technology executives and operators brings independent perspectives and practical solutions based on real industry experience.

Whether clients need a sounding board for critical decisions or interim leadership to bridge a period of transition or crisis, A&M helps identify and overcome roadblocks and achieve results faster.

SUCCESS STORIES

HARNESSING AI TO ENABLE NEW IT OPERATING MODELS

An insurance company's IT department struggled to keep up with the increased workload resulting from the implementation of a more robust system event monitoring program. The company knew that automation tools and artificial intelligence (AI) could provide relief but looked to A&M to scope, source and implement the new technology to address their challenges.

The company and A&M defined and piloted a primary scenario to use AI for automated event and incident resolution. A&M helped the company source and select technology and worked with the selected vendor to deploy "Virtual Engineers." These "Virtual Engineers" worked 24 hours a day to resolve events and incidents, or, for highly complex incidents, to investigate, document and pass on to a human engineer. In just six months, the work fully automated 40 percent of incident work and partially automated another 40 percent. The solution also reduced average time to resolve an incident from over three hours to just 10 minutes and laid the ground work for use of AI in additional capacities across the organization.

ACTIONABLE TRANSFORMATION STRATEGY TO SUPPORT GROWTH

A leading manufacturer found IT could not keep up with its growth plans. A previous consultant provided a "technology strategy," but the report was not at an actionable level. Desperate for a plan to transform IT, the Chief Financial Officer (CFO) called A&M to assess IT leadership, capabilities and systems. The resulting strategy identified gaps and provided a roadmap for both short-term wins and long-term transformation. It also highlighted critical risks to execution.

Pulling from its bench of former technology operators, A&M stepped in as the interim Chief Information Officer (CIO). In this capacity, A&M led the redesign of the IT organization, system infrastructure and application landscape. In addition, A&M led the enterprise resource planning (ERP) selection process to choose the appropriate solution and system integrator (SI) and developed the business case to secure Board of Directors approval. After just five months, the client launched the ERP initiative, with A&M leading the program in continued support of the transformation.

"BIG BET" LEADERSHIP FOR SYSTEM OVERHAUL

A large exploration and production company operated on antiquated systems including a 35-year-old oil and gas accounting system and a 10-year-old supply chain and maintenance management system. The client hired A&M to modernize systems and processes to support a goal of increasing production to one million boepd.

A&M established the program and change management office and assisted the client in selecting an SI. After two successful go lives, the client asked A&M to assume a project advisory and quality assurance role with a focus on budget and benefits management as well as leadership for activities where risk management and results were critical. Over the course of the engagement, the client, SI and A&M team defined nearly 10,000 business requirements, tested over 6,000 unique cases, reviewed over 150 deliverables, and oversaw a team of nearly 1,000 people across the client and eight separate vendors. With A&M's partnership, the client completed the \$200 million, 35-month long transformation on time and under budget.

ALIGNING IT STRATEGY TO REBOOT ACQUISITION INTEGRATION

A diversified, global healthcare company struggled with integrating their largest acquisition to date. Months after the acquisition, the business had not achieved the planned transaction goals because of IT issues stemming from a failure to establish and communicate a shared enterprise IT integration strategy early in the acquisition process. The company engaged A&M to create alignment on the integration strategy and break the political logjam.

A&M led workshops with key business and technology stakeholders from the parent and acquired companies. The result: a singular vision and business case for migrating to a shared IT platform including detailed plans for how to integrate the acquired technology assets. With a clear, shared vision, the teams completed prioritized activities in an accelerated fashion, completing integration within 12 months and capturing all planned synergies.

WHY CHOOSE A&M?

SOLVING COMPLEX PROBLEMS IS IN OUR DNA.

After 30 years of resolving some of the most urgent challenges in business history, we have honed critical expertise that clients at all maturity levels can use to achieve rapid results.

SENIOR-LEVEL EXPERTISE AND LEADERSHIP.

Our seasoned executives and operators, many of whom are former CIOs, CDOs, and CTOs, bring independent perspectives and practical solutions based on real industry experience.

URGENCY FOR ACTION AND RESULTS.

Clients frequently comment that we drive change and results at a scale and pace that our competitors cannot match.

OBJECTIVE AND INDEPENDENT.

Without the potential conflicts of public accounting firms or system integrators, A&M offers objective, credible advice you can trust to be in your best interest, not our own.



"A&M guided us through the largest and most complex initiative in our company's history... We couldn't have done it without A&M."

— CEO, Fortune 100 Company

"The A&M team helped us turn strategy into action. They didn't leave just PowerPoint presentations; our organization is now living the new strategy."

— CFO, Fortune 500 Company



TECHNOLOGY SERVICES PRACTICE LEADERS



KUMU PURI
PRACTICE LEADER, SAN FRANCISCO
+1 415 279 3540
kpuri@alvarezandmarsal.com



JEFFREY RELF
MANAGING DIRECTOR, HOUSTON
+1 713 205 9055
jrelf@alvarezandmarsal.com



ART BARRIOS
MANAGING DIRECTOR, NEW YORK
+1 646 709 6336
abarrios@alvarezandmarsal.com



DAVID DUTT
MANAGING DIRECTOR, LONDON
+44 075 8310 4638
ddutt@alvarezandmarsal.com



DAVID BERGEN
MANAGING DIRECTOR, SAN FRANCISCO
+1 415 806 6756
dbergen@alvarezandmarsal.com



FABIO QUINTAO
DIRECTOR, SÃO PAULO
+55 11 5506 4059
fquintao@alvarezandmarsal.com



BILL GIBSON
SENIOR DIRECTOR, SAN FRANCISCO
+1 628 333 1648
wgibson@alvarezandmarsal.com



ABOUT ALVAREZ & MARSAL

Companies, investors and government entities around the world turn to Alvarez & Marsal (A&M) when conventional approaches are not enough to make change and achieve results. Privately held since its founding in 1983, A&M is a leading global professional services firm that provides advisory, business performance improvement and turnaround management services.

With over 3000 people across four continents, we deliver tangible results for corporates, boards, private equity firms, law firms and government agencies facing complex challenges. Our senior leaders, and their teams, help organizations transform operations, catapult growth and accelerate results through decisive action. Comprised of experienced operators, world-class consultants, former regulators and industry authorities, A&M leverages its restructuring heritage to turn change into a strategic business asset, manage risk and unlock value at every stage of growth.

Follow A&M on:



To learn more, visit: alvarezandmarsal.com

ALVAREZ & MARSAL