

# TECHNOLOGY SERVICES

Drive maximum value from your technology



ALVAREZ & MARSAL

# A business-driven approach to maximize your technology investment

Technology should be a strategic enabler for your company, helping to drive successful performance across the enterprise. But all too often, business objectives and IT strategies are out of sync and IT organizations deliver little measurable business value. Even in organizations that achieve success, the rapid pace of technology change makes it difficult to keep pace with agile competitors.



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
  - Need help *turning around a distressed initiative* and getting it back on track
- They are *acquiring or divesting a business* that is significantly larger, in a new market, or more complex than prior transactions.
- They *want a sounding board for vetting IT strategies* and validating spending priorities.

Core services include:

## IT TRANSFORMATIONS

Clients turn to us when they need to create a scalable, cost-effective IT function that delivers the company's strategic vision and priorities.

- Strategy Development
- Enterprise Architecture
- Applications and Infrastructure Optimization
- Organizational and Process Maturity
- Governance and Funding
- Sourcing Advisory
- Cost Management
- Enabling Technologies and Innovation

## “BIG BET” INITIATIVES

When clients need help executing their business transformation initiatives to realize the expected benefits, they turn to us.

- Software Evaluation and Selection
- Program Risk and Quality Assessment
- Complex Program Management
- Distressed Program Remediation

## MERGER INTEGRATION AND DIVESTITURES / CARVE-OUTS

Clients call us when they need help planning and managing complex technology change initiatives to successfully execute mergers, acquisitions, divestitures and carve-outs.

- Due Diligence & Day 1 Planning
- Carve-out Separation & New Service Delivery (buy-side)
- Post-Merger & Acquisition Integration
- Divestitures & Stranded Cost Reduction (sell-side)

## EXECUTIVE TECHNOLOGY ADVISORY AND INTERIM LEADERSHIP

C-level and boardroom leaders call us when they need objective, credible advice. Our team of seasoned industry executives, many of whom are former CIOs, serve as senior technology advocates by helping them to ask the right questions of their technology staff and service providers, identify and overcome potential roadblocks and achieve desired results faster.

# SUCCESS STORIES

## Transforming the IT Organization

A Fortune 500 high tech company engaged A&M to help transform their IT organization from a technology-focused cost center into a reliable enabler of revenue growth. A&M revamped IT priorities, metrics, roles and responsibilities, and the governance and funding model. Through the use of embedded IT process specialists, A&M created 15 cross-functional IT teams with specific charters to focus on meeting customers' needs. This approach resulted in business-focused technology strategies and operational performance metrics across all of IT, the formal management of customer demand, and customer satisfaction and relationship improvements. A&M increased adoption of these changes by conducting workshops to help client teams implement new behaviors and roles to support the new model.

## Divestiture without Disruption

A Fortune 500 investment and insurance company, under pressure from an activist investor, designed a strategy to improve financial returns by divesting multiple business units in an accelerated timeframe. IT was essential to successfully executing the strategy, as business units relied on a tightly integrated IT infrastructure. A&M was engaged to provide leadership and IT carve-out expertise to plan and execute separation of more than 300 dedicated or shared systems, supporting infrastructure and data, and end-user computing for more than 2,400 employees. A&M assisted with preparation of transition service agreements (TSAs) and wind-down plans to support sale of business units to three independent buyers in transactions totaling more than \$900 million. The client successfully executed one of the most complex series of divestitures in the financial services industry over a period of nine months.

## Complex Problem, Smooth Transition

One of North America's largest midstream energy services companies was tackling the largest, most complex technology initiative in its history. Existing ERP and related management systems had reached the end of support life, while the size and the scope of their business had grown substantially. Seeking experienced guidance, the client called A&M to lead their team of over 150 client, system integrator and third party members through the upgrade and enhancement of their core capabilities and to transition from legacy environment to new solution. With over 6,500 users affected, almost 10,000 tests managed, and 130 training courses developed and delivered over 3 years, A&M brought leadership and coordination to numerous teams while also fostering collaboration and accountability between internal teams and vendors.

## Guidance From A Peer Turns Gut-Feeling into Fact-Based Action

The CIO of a Fortune 100 company felt something wasn't right with their \$100 million relationship with a technology vendor. He called A&M to speak with a former CIO with relevant expertise and they dissected his concerns together. A&M identified that the problem stemmed from a poorly defined governance structure, highly compartmentalized IT organization and a lack of outcome-based processes. The A&M team helped the client CIO restructure resources to improve governance of the vendor relationship and promote mutual accountability for service delivery.

"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

## 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've honed critical expertise that clients at all levels of health can use to achieve rapid results.

### **Senior-level expertise and leadership.**

Our senior leaders, many of whom are ex-CIOs, bring deep insight into the opportunities and challenges faced by businesses with practical approaches that work versus theoretical approaches that don't. We combine this extensive business experience with a fact-based approach to get to the heart of the issues quickly and then take a hands-on approach to execution.

### **Urgency for action and results.**

Our clients frequently comment that we drive change and rapid results where internal teams and other consultants have failed.

### **Objective and independent.**

With no audit conflicts, software to recommend or project to save, A&M offers objective, credible advice you can trust to be in your best interest, not ours.

## TECHNOLOGY SERVICES PRACTICE LEADERS



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Companies, investors and government entities around the world turn to Alvarez & Marsal (A&M) when conventional approaches are not enough to activate change and achieve results.



**LEADERSHIP.  
PROBLEM SOLVING.  
VALUE CREATION.**

Privately-held since 1983, A&M is a leading global professional services firm that delivers performance improvement, turnaround management and business advisory services to organizations seeking to transform operations, catapult growth and accelerate results through decisive action. Our senior professionals are experienced operators, world-class consultants and industry veterans who draw upon the firm's restructuring heritage to help leaders turn change into a strategic business asset, manage risk and unlock value at every stage.

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