

Background: A retailer emerging from a restructuring and backed by private equity sought to merge with a near-peer competitor to maximize scale and geographic reach. However, each suitor had multiple annual processes and significant legacy systems. They needed a clear picture of the tasks at hand.

Action: Conducted an exhaustive series of workshops and industry-based Fit / Gap analyses by major business process and individual corporate operating unit. Eventually uncovered over 600 Level 1 / Level 2 processes or technology systems across the two enterprises.

- Developed a granular, graphical “heat map” of each of those processes and attendant technology enablers (if it existed at all) and prioritized by greatest scope / greatest threat to the business by each corporation and their business units.
- Utilizing executive and key stakeholder input, developed a Digital Transformation Strategy to translate critical business processes into a digital format by order of importance.
- Served as key drivers into draft joint company Enterprise Architecture, mapped to digital strategy, and a time-phase roadmap to deliver revised processes and systems to the future joint company.
- Delivered final Digital Transformation roadmap and Architecture to private equity analysts as major component of acquisition Go / No Go decision.

Result: Acquisition proceeded per schedule and within financial terms.

- New company successfully executed Digital Transformation strategy out of a new Transformation Program Office at acquired company’s former HQ over the following 36 months.