



Mergers, Acquisitions and Divestitures Playbook

Overview and Example

Concurrency

IT is Critical in Mergers, Acquisitions & Divestitures

Information technology plays a crucial role in any merger, acquisition or divestiture project. When IT fails in M&A, the repercussions are felt far more deeply than failure of any other functions. IT issues can sink a perfectly good acquisition, cause post-deal crises, lead to acquisition aftershocks, and result in serious interruption to business continuity.

M&A Scenario	Divestiture	Carve-out Acquisition	Full company Acquisition	Merger of equals
Typical IT integration model	Loosely coupled IT	Adopt acquirers IT	Select IT of one party	Best of breed IT
IT Implications	<ul style="list-style-type: none"> Limited synergies Minimal impact on IT operations Consolidation of data required for financial and management reporting 	<ul style="list-style-type: none"> Low IT synergies Low impact on IT operations Data migration crucial 	<ul style="list-style-type: none"> More involvement in day 1 planning efforts Acquirer IT work typically unaffected and current challenges remain De-commissioning of IT systems Revoking of licenses that are not required 	<ul style="list-style-type: none"> High synergy savings opportunities Future IT involving common infrastructure, central core support, and distributed value added IT capabilities

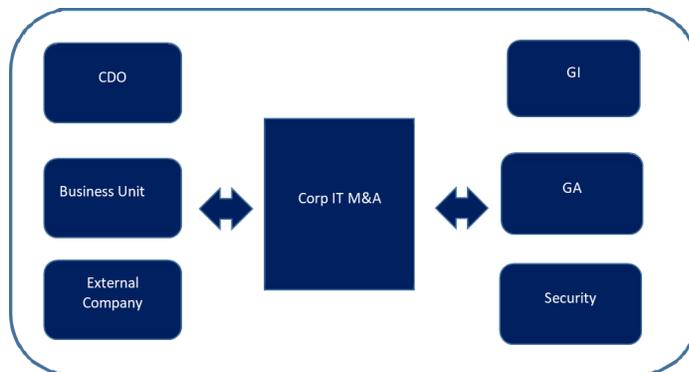
-  Acquirer IT Org.
-  Acquisition targets IT Org.



Typical IT Engagement Model

The Corporate M&A IT organization is the primary interface between the buyer, the Corporate Development Office, External IT departments and the Corporate IT organization during a merger, acquisition, and divestiture project. (Corporate CoE's, Global Applications, Global Infrastructure, and Security).

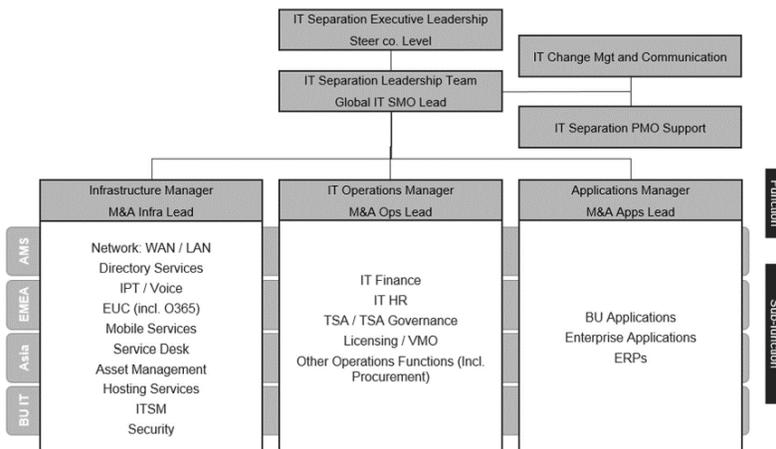
- The typical M&A IT Team is responsible for:
 - Communication between IT & the seller
 - Project updates to IT Leadership (Internal and external)
 - Pushing for decisions and actions from external companies
 - M&A Escalations
 - Leading IT meetings between companies



Building the Deal Team

The IT M&A team is responsible for building out the IT deal team on an M&A project. Regardless of the deal type, the following model is required. (See figure below) The number of people and the team that is assembled will depend on the size, scope, and complexity of the deal.

- Large Transaction: Large transactions typically have a single individual in each of the lead positions below in addition to functional PM's that will report into their respected towers.
- Small Transaction: Smaller transactions will require the same roles but will typically be managed by an individual M&A lead with the assistance from an M&A analyst and the BU's. The IT lead will wear multiple hats and ensure all Infrastructure, Operations and Application activities are completed.



Integration of Guiding Principles

Using the initial acquisition due diligence template as a baseline, gap analysis and evaluation is conducted at a more granular level to better understand the current operating environment of the acquisition/merger, clarify what the target model will look like, and what it will take to get there. At the end of this stage, a comprehensive, concise, and coordinated integration plan is formulated providing specifics on the various applications and supporting infrastructure that will be integrated as well as what new functional processes that need to be put in place. Typically both short and long term integration strategy plans are laid out.

Vision	Value
<ul style="list-style-type: none">• Vision and Guiding Principles (“Why”)• Strategic Intent and Priority Operating Goals (“What”)• Target Operating Model (“How”)• Key Risks & Issues (“Impediments”)	<p>How do we capture synergies without diluting our current value?</p> <ul style="list-style-type: none">• Value Preservation, Capture and Creation• Cost Synergy Business Cases• Revenue Synergy Business Cases• Synergy and Operational Metric Tracking
Change	Control
<p>How do we navigate through all this change?</p> <ul style="list-style-type: none">• Culture map• Communications Plan• Talent business critical resource retention• Combined Organization Design	<ul style="list-style-type: none">• Integration Strategy and Approach• Integration & Day 1 guiding principles• Integration Governance• Integration tools• Post-Close Business Control



Key Considerations

Leadership should immediately set up an Integration Management Office (IMO) to aggressively drive cross- functional Day 1 and end-state transition.

- Identify IT IMO Lead
- How will the program be managed?
- What tools and techniques can be leveraged to accelerate transition planning and execution?

In order to avoid contention and transaction delays, Leadership should establish clear operating guiding principles, constraints, and agreements.

- How will decisions be made? Who are the decision makers?
- What assets will come with the transaction? Will TSAs be provided?
- What is the desired, least transition risk, end-state Business and technology scope, sourcing and delivery model?

In order to jump-start the integration planning and execution, the buyer should quickly launch a very targeted planning effort focused on the rapid identification of Business and Technology requirements.

- What degree of integration will be pursued initially?
- What is the desired end-state business and cost for the buyer?

Due to the complexity of the integration, leadership should immediately begin to identify and select integration methods and options to ensure all available, cost effective options are considered.

- How can key business functions be integrated (people, processes and technology)?
- How can ERP and boundary systems be integrated? How can the infrastructure be integrated?
- What are the risks and mitigates for integration method selected?
- What is the desired, least transition risk, end-state Business and technology scope, sourcing and delivery model?





Key Considerations

Over and above the cost of implementation the go-forward cost structure should take into account the SG&A costs that are currently attributed to company that is being moved.

- How will these costs be eliminated?
- What are the impacts of reducing these costs?

In order to meet aggressive timelines and prevent adverse cost impact, immediate focus should be placed on addressing sourcing and software license carve out requirements.

- What contracts overlap, will be eliminated, need to be renegotiated?
- What software licenses are required going forward? How can the JV minimize license costs?

Due to the characteristics of the transaction and the expected complexity of the integration, proactive focus on maintaining security, controls, and regulatory compliance throughout the transition will be critical.

Develop an assumptions log and method of tracking all decisions in an organized manner

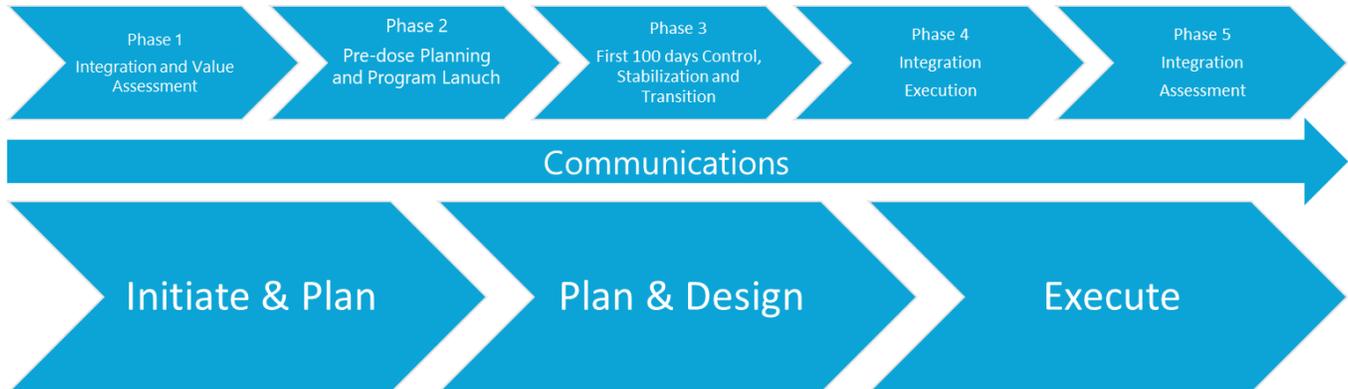
- Create process and signoff guidelines prior to kickoff meeting
- Initial all decisions (organizational, financial, etc.) and track in a repository so all stakeholders know where to get data throughout the duration of the projects.

Create a single team site and ensure final documents are all stored in a central repository.

- All old versions should be archived for future reference

Integration Planning

Successful integrations deliver expected synergies and value while controlling risk and minimizing business disruption. Achieving these goals requires extensive cross-functional coordination, robust project planning, detailed timelines, identifying interdependencies, and explicit pursuit of tangible benefits.



- Define IT team governance, cadence and assign resources
- Identify tools and accelerators and develop high-level project plan
- Validate priorities with key business and IT stakeholders
- Conduct current state analysis on the IT footprint to understand consolidation and net new operational requirements
- Conduct gap analysis on process and assets
- Develop high level roadmap

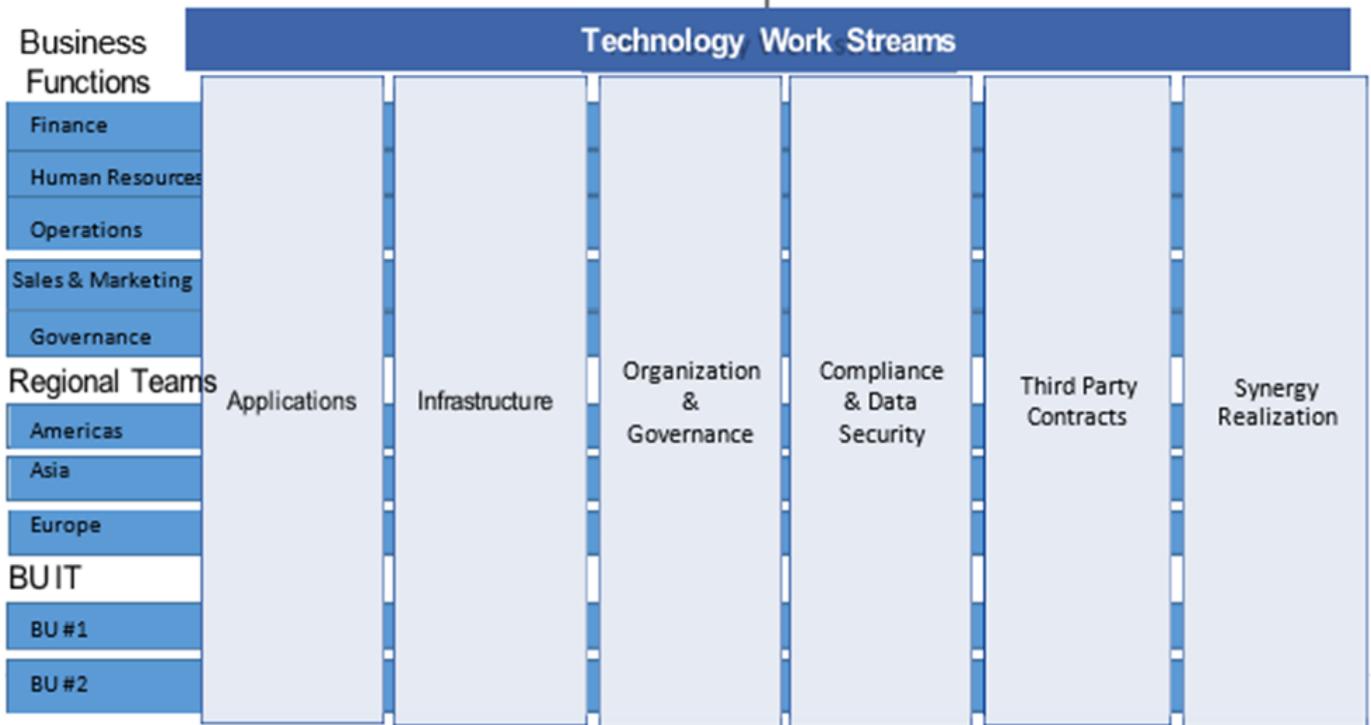
- Develop IT conceptual design (TOM) for Day 1 and Day 100.
- Design detailed go-forward strategy and target IT architecture
- Develop systems migration and data conversion plans
- Initiate build our Day 1 processes
- Identify, document and track IT related issues to assess, prioritize and resolve in a timely fashion
- Finalize Detailed Project Plans

- Execute system and data conversion plans
 - System development/configuration
 - Data mapping and conversions
 - System Testing/Validation Training
 - Cutover and go-live support
- Track and monitor plan progress
- Escalate issues that may impact project deliverables or deadlines



Technology Workstreams

Appointing the right team to manage the integration is one of the most important factors in a successful transaction. Structuring the integration team correctly and staffing it appropriately are both essential to a successful integration. Below are common technology work streams that should flow across all business functions, regions, and business units.



Principles of a Successful Approach

Prepare Well	<ul style="list-style-type: none">• Define success• Develop and adhere to an integration framework• Don't make Day 1 bigger than it needs to be• Develop a time-phased, milestone-centric integration plan• If and when an organizational alignment occurs, communicate and stick to it• Identify your key players• Plan and provision for cultural resistance• Develop realistic internal IT timeline and budget, but hold partners accountable for their timeline and budget• Get everyone speaking the same language
Execute Rigorously	<ul style="list-style-type: none">• Integration is a full-time job requiring a dedicated project team• In spite of preparation, things will go wrong...it's how you react that matters• Over-communicate, and then communicate some more• Measure success against project milestones and synergy goals
Continue the Momentum	<ul style="list-style-type: none">• Transition full-time integration project management to various owners• Don't lose sight of <u>longer term</u> integration milestones• Continue to measure success through management dashboards/reports



Why Concurrency for Mergers, Acquisitions & Divestitures?

We're confident about our ability to make this successful, cost effective, and deliver results to enable the split of the two companies and the best long-term operating outcome.

We have done it before

- Experience in multi-national organizations undergoing M&A and Divestiture projects
- We have a repeatable process that has been honed over the projects

You know who to call

- The executive leadership of Concurrency is behind your project and you can call them on the phone
- The project will run into challenges, we'll be there to make sure it is successful
- The executive team who runs Concurrency will see the project status every week
- You will have an executive directly engaged in your project week-to-week

We have the experts

- The team we have can compete on capability at any level of technical scale, doing these projects in 200,000 and 300,000 user accounts.
- The team engaged has access to or are Microsoft MVPs in these disciplines, with direct access to the Microsoft product teams

We have the capacity

- We have proactively worked with our demand team to soft-lock the targeted resources for the roles on the project
- We're ready when you are ready to start

Success to date in M&A and migration space

- The team that has proven itself through its work and partner's well
- We will not let the project fail and will make your objectives our objectives until we accomplish victory



Project Showcase



MERRILL
CORPORATION





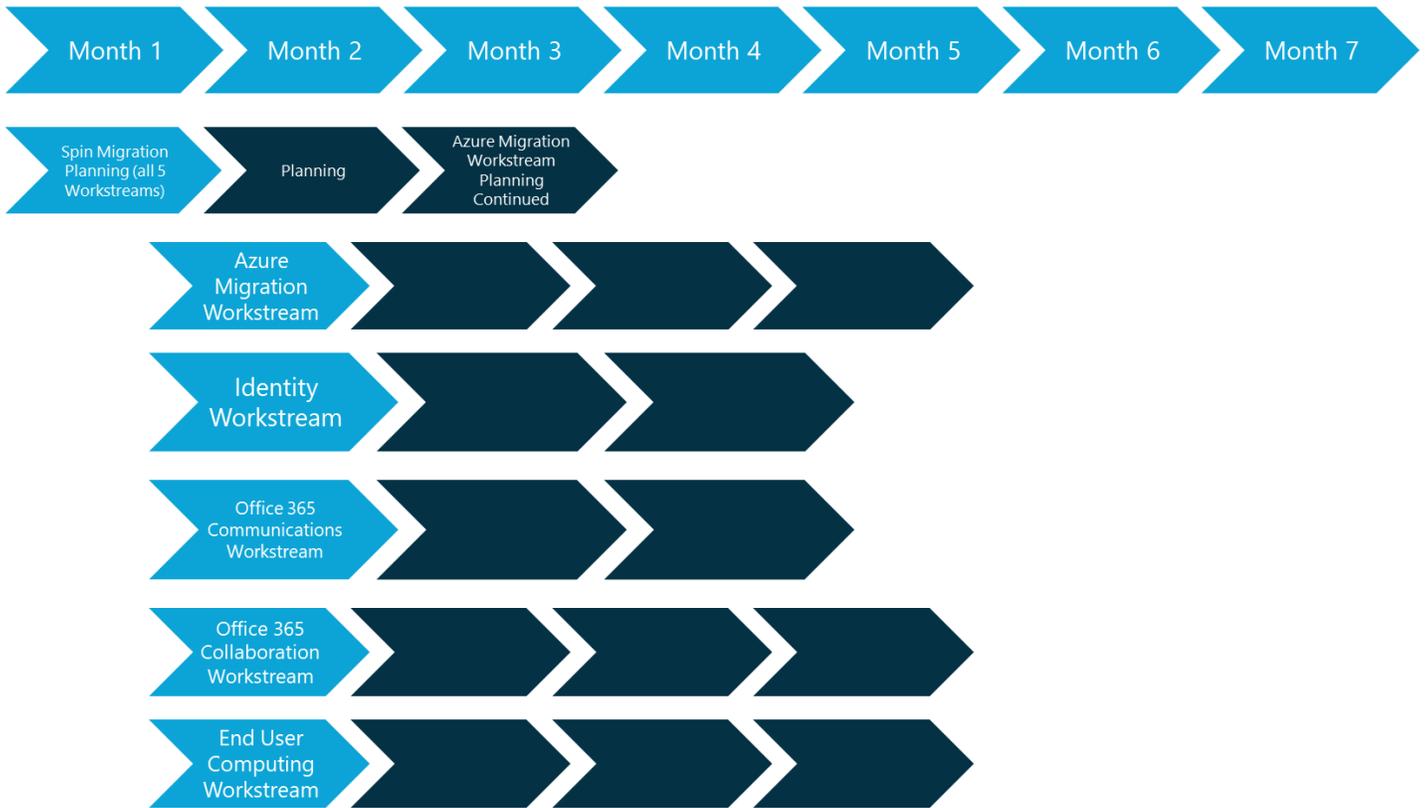
Project Goals

- Support split of current organization into Merrill and Toppan-Merrill destination organizations
- Migration of cloud datacenter, workstation management, collaboration, communication, and identity platform services
- Successfully split both organizations in best & most cost effective way

Business Alignment

- Facilitate organizational split through streamlined communications
- Simplify directory services model leveraged by Office 365
- Leverage public cloud for services to minimize datacenter footprint of Toppan-Merrill and Merrill
- Optimize end user computing environment for Toppan-Merrill
- Minimize risks to successful organizational readiness

High-Level View of Merrill Program



High-Level Consolidated Approach

The effort to execute on the structured split of Merrill and Toppan-Merrill will leverage an effort of dependent workstreams to achieve success. The program is structured into planning and execution phases, with the planning populating the backlog and the execution phase working the backlog. The approach includes these key beliefs:

Planning Phase

- A consolidated plan between workstreams needs to be defined
- The plan for end user computing must include the relationship between Office 365 collaboration, communications, identity, and end user computing
- The plan needs to include the relationship to desk-side activities and support handoff
- The plan must articulate the migration dependencies for datacenter services and relationship to end user computing
- The plan must articulate all dependent roles and timelines to ensure each person's job is clear
- The plan must consider end user computing dependencies on legacy services and simplifying the environment
- The plan must consider security throughout the datacenter and end user computing/Office 365 elements
- The plan must group datacenter services into "flights" which will be evaluated, grouped, and readied for migration
- The plan must receive executive signoff and support

Execution Phase

- The execution for Office 365 collaboration, communications, identity, and end user computing must be thought of as related to ease the transition
- The users should be able to be moved independently. This will require an integration tool to facilitate movement of data and sync of free busy.
- The datacenter migrations will be conducted in "flights" which constitute groups of identified applications and servers

Overall Success Criteria

- All targeted users migrated to Toppan-Merrill domain and end user computing and Office 365 communications/collaboration/identity
- All targeted content migrated to Toppan-Merrill collaboration environment
- All targeted servers migrated into Merrill/Toppan-Merrill Azure environments

High-Level Overview of Concurrency Roles

Concurrency is providing a dedicated set of roles throughout the Toppan-Merrill initiative to mitigate risk and ensure success by applying full time consistent resources. The roles are described as the following, grouped by effort.

Azure Migration Workstream

- Azure Architect (responsible for technical leadership of the workstream and key decisions)
- Azure Migration Engineer (responsible for IaaS migration activities)
- Azure Refactor Engineer (responsible for infrastructure upgrades, movement to Azure SQL)
- Azure Migration Business Analyst (responsible for validating migration requirements ahead of the engineering team, captures app relationships)

Office 365 Identity & Communications Workstream

- Office 365 Communications Architect (responsible for technical leadership of the workstream and key decisions)
- Office 365 Communications Sr. Consultant (build of the environment for identity and communications)
- Office 365 Communications Migration Engineer (responsible for identity and migration of mailboxes and Skype / Teams accounts)
- Office 365 Communications Business Analyst (responsible for capturing requirements, traceability, and organizational change management)

Office 365 Collaboration Workstream

- Office 365 Collaboration Architect (responsible for technical leadership of the workstream and key decisions)
- Office 365 Collaboration Business Analyst (responsible for capturing requirements, traceability, and organizational change management)
- Office 365 Collaboration User Experience Engineer (responsible for UX)
- Office 365 Collaboration Migration Engineer (responsible for migration of SharePoint sites, OneDrive content accounts)
- Office 365 Collaboration Developer (responsible for automation, correction of migration content)

End User Computing Workstream

- Modern End User Computing Architect (responsible for technical leadership of the workstream and key decisions, assists in build-out of management environment)
- Modern End User Computing Migration Engineer (responsible for facilitating migration to target environment in conjunction with desk-side team)
- SCCM Architect (responsible for SCCM-centric migrations)
- End User Computing Business Analyst (responsible for capturing requirements, traceability, and organizational change management)

Project Management & Program Management

- Full-time project manager, covering all workstreams
- Program manager oversight, covering all workstreams
- Concurrency Executive Leadership oversight and participation in weekly status meetings

High-Level Overview of Merrill Roles

Concurrency is providing a dedicated set of roles throughout the Toppan-Merrill initiative to mitigate risk and ensure success by applying full time consistent resources. Merrill/Toppan-Merrill will also need to dedicate a set of roles throughout the process to ensure success too. The roles are described as the following, grouped by effort.

As for recommendations for each workstream, they are:

- Each workstream will need a full time Merrill team member familiar with the subject matter and ready to function as a go-between with the Concurrency team, as well as ready to operationally support it after the migration. The team member will participate in planning, migration, and knowledge transfer.
- The app / server migration workstream will require allocation of respective application owners and app teams to facilitate app-centric testing, migration (if re-platformed), and support.
- The end user computing side will require Desk Side teams allocated to perform end user engagement and migration activities.
- We expect that Merrill will have a project manager that can work with ours for managing the Merrill team
- We will have daily standups for all workstreams and weekly program reviews that will engage the Merrill team

As for the specific workloads at Merrill:

- Azure Migration Workstream
- Azure Architect plus an engineer (Eric Schroeder Team – Applications Team Architect too)
- Office 365 Identity & Communications Workstream
- Office 365 Communications Architect
- Office 365 Collaboration Workstream
- Office 365 Collaboration Architect
- End User Computing Workstream
- Modern End User Computing Architect
- Project Management & Program Management
- Full time project manager, covering all workstreams (Merrill PM plus it would be good to have the Program Manager overseeing this effort)

Identity Workstream

The design and deployment of a new Active Directory, Azure Active Directory, and Certificate Services environment for the Toppan-Merrill organization, as well as a migration plan to move the targeted users to the destination domain in conjunction with the associated Office 365 services. The targeted in scope efforts are:

Activities

- Design of the target Active Directory, Azure AD, and Certificate Services environments
- Creation of identity design, leveraged to guide application migrations
- Deployment of the Active Directory, Azure AD, and Certificate Services environments
- Definition and build of the to-be organizational unit structure in the target domain
- Configuration of the identity-centric group policies for the target domain
- Build of the Active Directory migration process to migrate users to the destination domain
- Assistance in the migration process for the Active Directory users in conjunction with Office 365 migration plan
- Knowledge transfer to the operational teams receiving the destination identity environment

Out-of-Scope

- Operational management of the destination domain
- End user assistance for the migration
- Configuration of applications (beyond Office 365) to interact with the destination domain

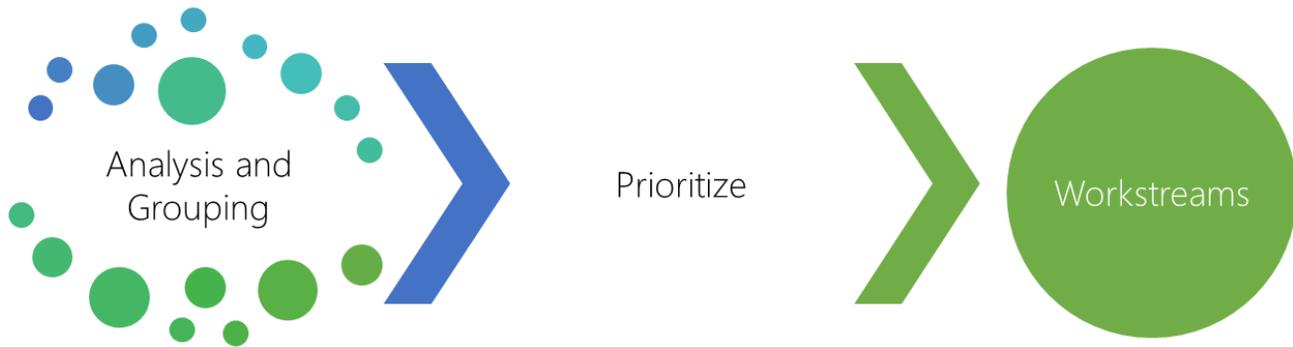
Success Criteria

- New Active Directory, Azure AD, and Certificate Services for SpinCo are provisioned
- Users for SpinCo are migrated into the destination domain
- Operational handoff has been completed to operations team



Azure Migration Workstream: Planning

The evaluation and movement of applications to the cloud is dependent on application rationalization exercises to group and organize the effort. Concurrency will leverage "Azure Migrate" to evaluate the environment, gather additional dependency data, and ready the migration "flights". The targeted efforts are:



- **Inventory** of applications
- **Understand** high level technical architectures
- **Dependency** definition

- Organize applications into backlog
- **Prioritize** backlog
- Tie applications to workstreams

- **IaaS migration** disposition
- **Business system** re-deploy disposition
- **Refactor** disposition
- **Do-nothing** disposition
- **Dispose** disposition



Azure Migration Workstream

The migration of virtual machine “flights” for both Toppan-Merrill and Merrill, with the intention of right-sizing the target environments and decommissioning the five on-premise datacenters. The targeted efforts are:

Activities

- Receive groups from Azure Migration Planning and ready for migration, including ARM template
- Configure Azure Site Recovery / Azure Migration as appropriate for workload migration
- Execute workload migration during target migration window
- For “refactor” workloads, Concurrency will work with Merrill to move to alternative platform, such as Azure SQL to replace Shared Storage Clusters
- Support validation of application during migration window
- Validation that operational capabilities are enabled for migrated workload
- Plan is for approximately 25-50 VMs moved per week, for 4 weeks of execution (100 VMs, 80% of which are “lift and shift” the remainder are refactor)
- Validation of migrated workloads against Azure Security Center
- Application owner validation and knowledge transfer

Out-of-Scope

- Operational management of the migrated virtual machines beyond hyper care period
- Application remediation beyond Azure platform assistance
- Migration of workloads not officially supported by Azure platform
- Applications being “re-deployed” in the Azure environment will not be migrated as-is

Success Criteria

- Preparation of identified machines for each “flight”
- Virtual machines not identified as “do nothing”, “dispose”, or “business system re-deploy” are migrated to Azure environment
- Applications with “refactor” component such as move to Azure SQL are migrated
- Operational handoff has been completed to operations team





Azure Migration

Workstream Assumptions

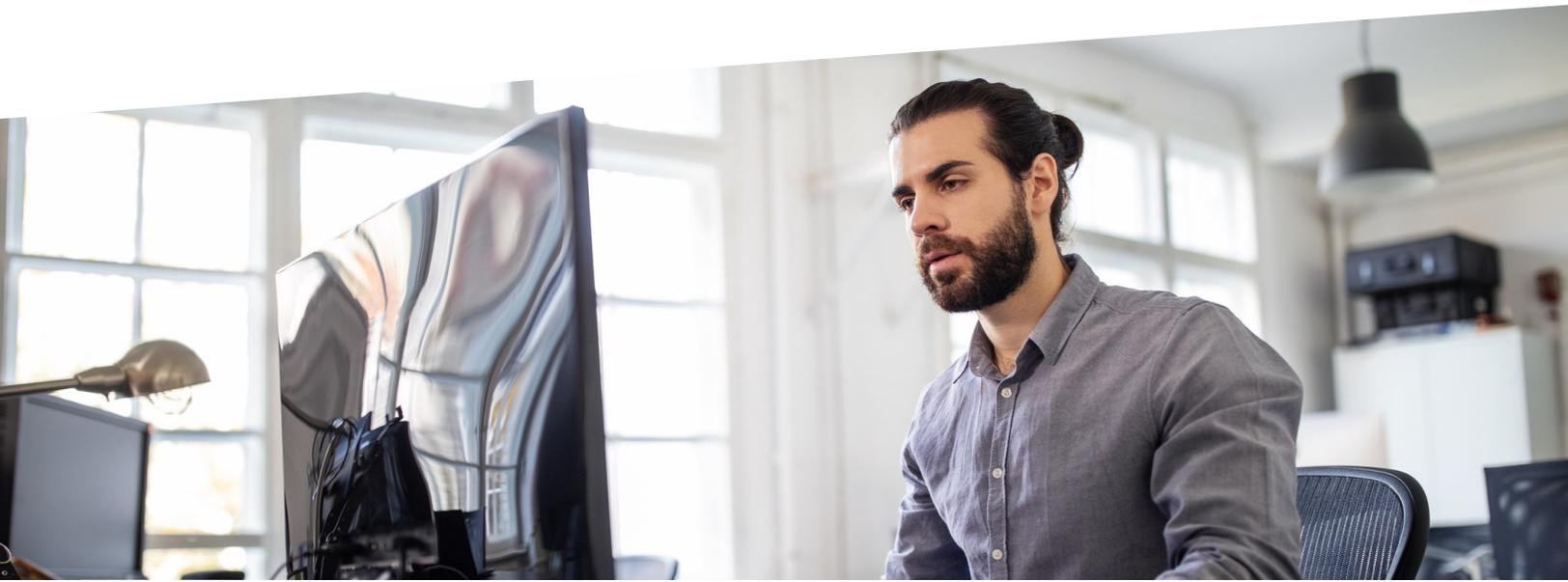
The following assumptions are considered for the migration activities associated with the Azure workstream.

- Shared Storage Clusters will be Re-Platformed
 - The Shared Storage clusters will need to move to SQL AlwaysOn, Azure SQL, or stay on-premise.
- Servers need to support Azure operating system standards
 - If the operating system is not supported, the application should be re-platformed onto a newer operating system, performed by the application team
 - The Azure team will support the re-platforming through provisioning the newest server and addressing supportability / operations questions
- Identity is a dependency
 - The movement of resources to the public cloud requires the identity infrastructure to be in-place
- Citrix
 - The Citrix product team should be engaged in the movement of Citrix to the public cloud, due to potential changes in hosting model

Office 365 Communications Workstream

The design and deployment of a new Office 365 communications environment for the Toppan-Merrill organization and the migration of the targeted users into that environment in conjunction with other targeted change. The targeted in scope efforts are:

- Activities
 - Design of the target Office 365 communications environment, including Teams, Exchange, Skype (where necessary)
 - Creation of consolidated end-user centric migration plan for Office 365 workloads (communications, collaboration, end user computing)
 - Deployment of target Office 365 communications environment, including enterprise voice and PSTN conferencing capability
 - Execution of pilot user migration to Office 365 communications environment
 - Completion of organizational change management content and validation
 - Execution of end user migration to destination environment, following Office 365 workload migration plan
 - Knowledge transfer to the operational teams receiving the destination communications environment
- Out-of-Scope
 - Desk-side support of Office 365 user migration and end user assistance
 - Configuration of legacy on-premise voice solutions
 - Configuration of applications (beyond Office 365) to interact with the destination communication environment
- Success Criteria
 - New Office 365 communication environment provisioned
 - Users are migrated in conjunction with Office 365 workload migration plan
 - Operational handoff has been completed to operations team



Office 365 Collaboration Workstream

The design and deployment of a new Office 365 collaboration environment for the Toppan-Merrill organization and the migration of the targeted users into that environment in conjunction with other targeted change. The targeted in scope efforts are:

- **Activities**

- Design of the target Office 365 collaboration environment, including SharePoint, OneDrive, Search, Teams, Yammer, PowerApps and Flow
- User Experience and Interface design of target environment for Toppan-Merrill
- Creation of consolidated end-user centric migration plan for Office 365 workloads (communications, collaboration, end-user computing)
- Deployment of target Office 365 collaboration environment with target UX as designed
- Execution of pilot content migrations for SharePoint and OneDrive
- Execution of pilot user migration to Office 365 collaboration environment
- Completion of organizational change management content and validation
- Execution of end user migration to destination environment, following Office 365 workload migration plan
- Execution of content migration in conjunction with user migration activities
- Knowledge transfer to the operational teams receiving the destination collaboration environment

- **Out-of-Scope**

- Desk-side support of Office 365 user migration and end user assistance
- Configuration of legacy on-premises collaboration environment (file servers)
- Build of new Flow or PowerApps solutions
- Migration of Yammer content

- **Success Criteria**

- New Office 365 collaboration environment built with target UX/UI design
- Users and security are migrated in conjunction with Office 365 workload migration plan
- Content migrated in conjunction with Office 365 workload migration plan
- Operational handoff has been completed to operations team



End User Computing Workstream

The design and deployment of a new End User Computing ecosystem with both the operating system and management design, inclusive of Windows 10 and mobile device operating systems. The targeted in scope efforts are:

- Activities
 - Design of the target end user computing environment to support traditional domain-join and Modern End User Computing models
 - Design of a management ecosystem for end user computing including SCCM and Microsoft Intune
 - Deployment of Toppan-Merrill SCCM management environment for end user computing
 - Deployment of Toppan-Merrill Intune management environment for Modern End User Computing
 - Build of operating system deployment process for both traditional and modern approaches
 - Creation of consolidated Office 365 workload migration plan incorporating end user computing
 - Execution of pilot user migrations for Office 365 workload migration planning and end user experience
 - Knowledge transfer to desk-side team supporting end user migrations
 - Knowledge transfer to the operational teams receiving the destination communications environment
- Out-of-Scope
 - Desk-side support of Office 365 user migration and end user assistance
 - Configuration of end user computing devices
 - Configuration of applications or packaging of applications not already ready for streamlined deployment
- Success Criteria
 - Provisioning of Toppan-Merrill end user computing standards
 - End user computing environments are deployed for legacy and Modern End User Computing models
 - Users are completely moved to new Toppan-Merrill environment
 - Operational handoff has been completed to operations team



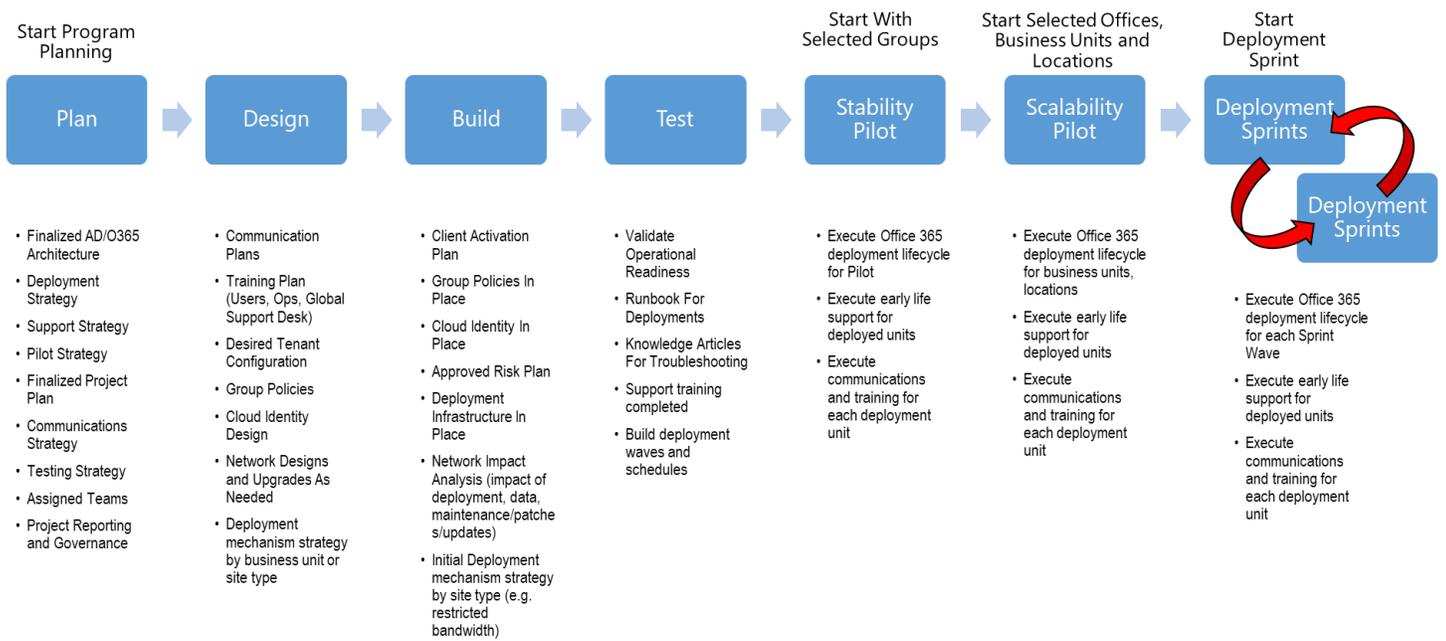


Office 365 Consolidated Workstream Assumptions

The following assumptions are considered for the migration activities associated with the Office 365 communications workstream.

- Migration tooling likely required
 - Concurrency recommends tools like BinaryTree Power365, Sharegate, BitTitan MigrationWiz
- Content moved into SharePoint
 - We are assuming to move content from SharePoint to SharePoint, including OneDrive
 - We suggest the target of file server content moved by partner teams be SharePoint and OneDrive, with exception of those file servers retained
- Deskside for End User Computing
 - Merrill will need a team to do deskside conversions in conjunction with Concurrency created end-user computing runbook
- Roughly 1,550 Toppan-Merrill Users
 - The migration of users for Office 365 communication, collaboration, identity, and end user computing includes roughly 1,550 users

Office 365 Consolidated Project Approach



Organizational Change Management



Project Summary

- Identify stakeholder groups impacted by changes
- Design, build and execute on communication and training events
- Establish an Early Adopters/Champions Program
- Obtain feedback for user acceptance from business units and stakeholders

Business Benefit

- Business user acceptance
- Optimal user experience with in scope products
- Reduction of deployment risks related to user resistance
- Increased business user satisfaction
- Lower operating and support costs

Deliverables

- Identified stakeholders and stakeholder types
- Identified Exchange/Skype for Business items that stakeholders need to know
- Communications campaigns based on Personas
- Agreed delivery plans for how each event will be delivered
- Training materials (FAQs, Guides, Videos, etc.)
- Communications and learning events
- Early Adopter/Champions Program

Key Decision Points

- What stakeholder groups are impacted by the changes?
- Will we adopt and implement an Early Adopters or Champions Program?
- What key campaigns will we operate with and what are the goals for each campaign?
- What learning and communication events will we employ and with which delivery channels?

Organizational Change Management

- OCM Campaign Breakdown session
- Directed Email Communication
- Getting Ready Guide
- Help Desk Guide
- Email User Training Guide
- Marketed Communication Materials



Campaign Breakdown – Key Messages

Campaign	User Status	Timeframe	Description
Awareness	"What's Happening?"	10/23 – 11/3	<ul style="list-style-type: none"> • Overview of changes and going to Teams • How this impacts them • What will happen next • Questions, issues and concerns
Learning	"Show Me How It Works!"	11/3 – 11/17	<ul style="list-style-type: none"> • Key features and functions of services they will be using • How to execute responsibilities • Access to online training sites • Questions, issues and concerns
Readiness	"What Is Needed To Get Ready?"	11/17 – 11/28	<ul style="list-style-type: none"> • When they will be transitioned • Any pre and post transition tasks they need to perform • Questions, issues and concerns
Supported	"Help Me When I Need It!"	11/23 – 12/31	<ul style="list-style-type: none"> • Knowledge guides and cheat sheets • Where to go for help • Feedback on transition – what is working/not working • Issues tracking and follow-up



Cost Optimization Workstream

The regular review of allocated Azure resources and grooming to realize cost savings from decommissioning, optimization, and migration. This effort is targeting a 2:1 cost savings ratio for all efforts. The targeted efforts are:

Activities

- Monthly review of Azure spend
- Analysis of resource utilization vs. actual usage
- Modification of resource allocations, shutdown, and management
- Tracking of cost trends and impact of effort

Success Criteria

- Cost optimization of migrated workloads
- Communication of cost savings to executive team

Support Workstream

The initial migrations may require extended support from a third party team. Concurrency can provide fixed bid support services for Level-3 migration support to optimize customer experience and Merrill / Toppan-Merrill staffing. This service is presently not included in the pricing provided to Merrill / Toppan-Merrill and will be determined based on agreed need.

Activities

- Follow-up on assigned calls from lower-tier support
- Call resolution against assigned calls within target workstreams
- Creation of knowledge articles to help limit escalated calls

Success Criteria

- Minimization of new support calls escalated to Level-3
- Resolution of calls escalated to Level-3 by Concurrency team



MTC Agenda

MTC Agenda. Concurrency will participate in the MTC activities with Merrill / Toppan-Merrill / Microsoft team members to ensure the architecture is appropriately mapped for success. Concurrency proposes a successful agenda below from other SpinCo MTC engagements.

Day 1

Morning

- Establishment of agreed target dates
- Agreed internal allocation of team members
- Definition of project workstreams and agreed team member allocation
- Definition of "to-be" environments (not architecture)

Afternoon

- Identity and Office 365 tenant architecture
- High level Office 365 migration approach for mailboxes, identities, CA
- High level Office 365 migration approach for content and collaboration
- High level Office 365 migration approach for end user computing services
- Agreement of approaches and next steps

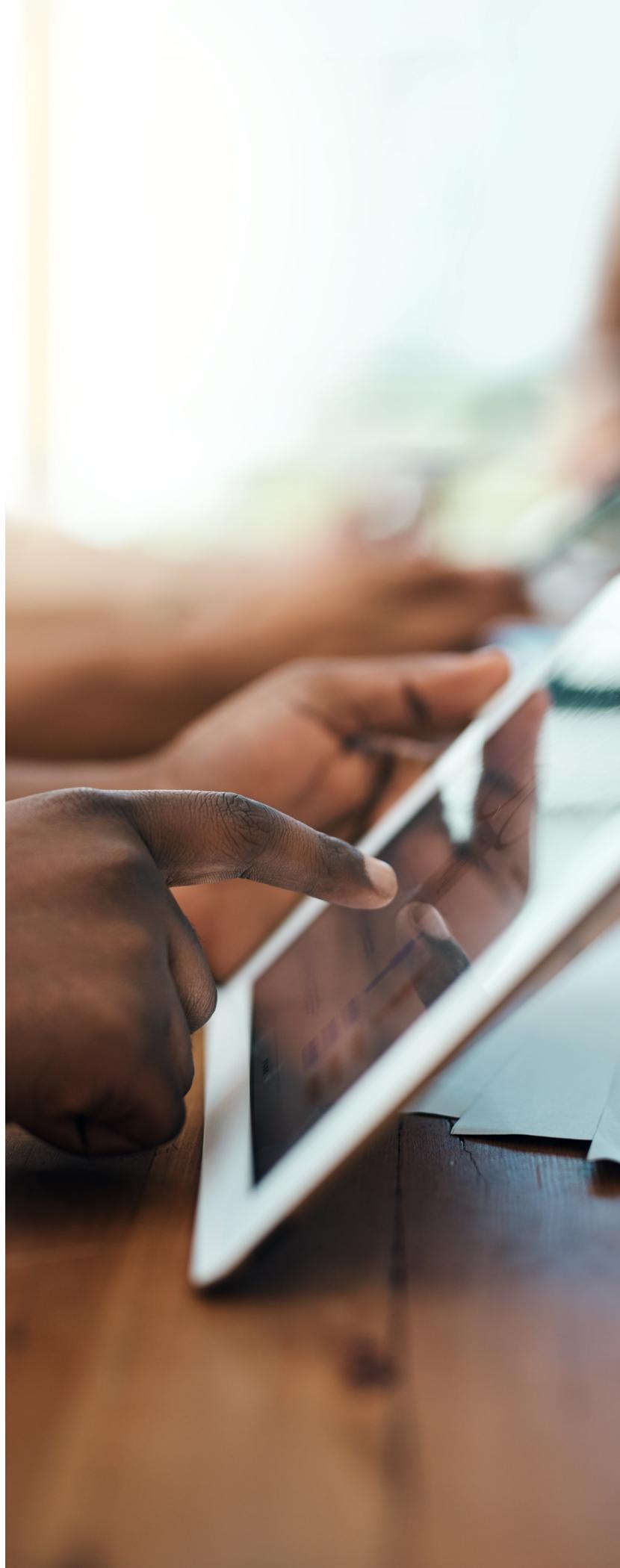
Day 2

Morning

- Establishment of shared application migration expectations
- Inventory gathered and source information understood
- Definition of timelines for applications by criticality

Afternoon

- Azure operationalized architecture
- Migration timeline and approach
- Map to migration team





Assumptions for Estimate

- Roles were estimated **largely full-time** for the duration of the project to **mitigate risk**
- Architects **stay engaged full time** throughout the project to ensure success
- Migration engineers leveraged for **velocity and cost savings**, which are full time Concurrency employees
- Desk side project activities provided by non-Concurrency entity
- Operations activities provided by non-Concurrency entity

References

References

Concurrency has a history assisting companies with M&A as well as divestiture activities, at the largest scale. This repeatable process combined with our technical capabilities make this a perfect fit for Concurrency's ability to execute. You can engage in the following references.

Johnson Controls - Contact: Clark Bobert – Clark.L.Bobert@jci.com

- Roughly 200,000 – 150,000 employees at various times in the M&A activities
- One of the key partners assisting in the divestiture and M&A activities for Tyco (Merger), Adient (SpinCo), and numerous other projects
- Assisted with creating a repeatable M&A package
- Planned several migration scopes around identity, Office 365, business hosting, and service management
- Executed on requirements gathering, validation, technical migration, and management functions in the workstreams
- Initially responsible for building and deploying elements of the Office 365 environment
- Trusted partner that met deadlines and owned deliverables

American Transmission Company - Contact: Tom Mrotek – tmrotek@atcllc.com

- 18 month / 29 wave migration including two SharePoint on-premises environments to single SharePoint online tenant.
- Custom solutions migrated to SPO leveraging SPFx and modern development
- Requirements Management and Testing Strategy
- Organizational Change Management and white glove migration support
- Over 1,300 sites migrated or consolidated, over 1.5 TB's of content
- Email and communications migration
- Security, Compliance and Governance
- Assistance with EMS and Communications
- 1,400 seats, expecting to go from E3 to E5

Brunswick Corporation - Contact: Greg Neveau - Greg.Neveau@brunswick.com

- 10,000 total employees, with 2,000 employees separated SpinCo
- Responsible for architecting Office 365, Azure, Identity, and SharePoint workstreams
- Responsible for operationalizing the Azure environment for a large-scale migration
- Delivered security strategy and Modern End User Computing (Win 10 + EMS + Autopilot) for Brunswick
- Trusted partner that met deadlines and owned deliverables



CONTACT

contactsales@concurrency.com

Sales & Support:
+1 (866) 930-8356

