

CASE STUDY

Chubb Security

 <https://www.chubbfiresecurity.com/en/uk/>



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A potential buyer for a large corporation will expect an ambitious, yet realistic, digital strategy. They will also expect a certain level of maturity in the IT operation. A successful implementation depends on a realistic and detailed systems carveout plan.”

THE BUSINESS CASE

Carrier Corporation had been wanting to sell their subsidiary Chubb for over two years.

Chubb, a services company did not fit well within the Carrier Corporation portfolio, a manufacturer of air conditioning units.

As part of the sale, there was a need for an ambitious, yet cohesive and realistic digital transformation plan. There was also a need to improve the level of maturity of the digital and technology function.

Once the sale was agreed, the strategy had to be piloted. I also had to work out a comprehensive carveout plan for multiple applications entangled between both organisations.

METHODOLOGY

Like for any strategy development exercise, the clue was in discussions with as many senior leaders as possible. Each of them would add a particular angle or perspective on the topic. Some conversations were truly strategic; in some others the conversation had to be elevated to strategy level from day-to-day IT routine.

Once the overall picture was clear, I facilitated the very difficult process of prioritising some areas and needs over others, with full support from the company CEO. Once this was agreed, we had to pilot some of the new proposed initiatives, like the Chubb Cloud, a move from customer on-premise administration devices, to secure cloud equivalent (<https://www.chubbfiresecurity.com/en/uk/Chubb-vision/>).

Once the sale was agreed, my main job was to put together a carveout plan, working intensely with the seller IT teams, the buyer IT teams, as well as corporate consultants from both parties. Through a series of workshops, the plan was ready before the Christmas break, as requested by the CEO.

RESULTS

- Chubb sale achieved 3 January 2022 to the API Group and Blackstone for \$3.1bn.
- Core digital strategy converted into customer products and enhanced services.
- IT team restructured, and post-sale organisational design agreed and partially recruited.
- Systems carveout (multiple applications including ERP, several datacentres, AWS and Azure cloud) planned.