CASE STUDY

| M&A INFRASTRUCTURE INTEGRATION

Global Network Infrastructure Integration and Transformation

Reuniting Fragmented Infrastructure at Global Scale –
A global infrastructure integration delivered across 60+ countries without disrupting operations

60+	600+	Significant	4 Years
COUNTRIES	LOCATIONS	OPEX Efficiency	PROGRAMME DURATION

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Geneva, Switzerland

Most infrastructure integrations follow a predictable logic:
the acquiring entity sets the standard, and the acquired entity adapts.

This programme inverted that assumption.

When two infrastructure environments evolve independently for long enough, they begin to reflect different operating models, provider ecosystems, and governance habits.

In this programme, one environment had become mature and globally consolidated. The other had evolved into a fragmented multi-provider model. The integration decision was therefore not simply about organisational ownership. It was about selecting the model that could best support the combined organisation going forward.

The principle was simple:

The most mature operating model should guide the integration.

What followed was not a simple consolidation.

It was a full infrastructure integration programme — covering data gathering, global sourcing and RFP, vendor selection, contract negotiation, transition, operational stabilisation, ownership-model simplification, and full standardisation.

All delivered without disrupting operations across 60+ countries and 600+ locations.

The most mature operating model should guide the M&A integration.

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The Situation

This programme had an unusual starting point — one that reflects a structural reality many large groups eventually face.

The organisation had grown through decades of acquisition activity. Over time, two infrastructure environments evolved independently.

One environment became globally consolidated under a mature managed-service model.

The other developed into a fragmented multi-provider environment across WAN, LAN, internet, and security services.

By 2019, the decision was made to reunify these environments into one global infrastructure model across 60+ countries and 600+ locations.

The challenge was not only technical.

It required aligning different provider ecosystems, service models, governance habits, operational expectations, and local business requirements — without disrupting active operations.

I was appointed Programme Lead for the full transformation.

KEY CONTEXT

The most mature operating model should guide the M&A integration.

STARTING POINT

Two independently evolved environments — one mature and consolidated, one fragmented across multiple providers.

DECISION MADE

2019 — decision made to reunify the infrastructure model across 60+ countries and 600+ locations.

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The Challenge

Four factors made this infrastructure integration particularly demanding.

The starting asymmetry was significant. One environment had a mature, consolidated infrastructure model. The other had evolved into a fragmented multi-provider model across WAN, LAN, internet, and security services — with overlapping responsibilities, inconsistent standards, and no unified operational framework.

The scope was genuinely global and multi-sector. The programme covered 60+ countries and 600+ locations, each with different infrastructure histories, provider relationships, and operational requirements. Aligning them to a single standard required understanding and managing each context individually.

The programme had to deliver transformation without disruption. Every location had to remain fully operational throughout the transition. Connectivity failures in manufacturing, operations, or business environments were not acceptable.

External conditions created additional pressure mid-programme. The global microchip shortage created significant hardware delivery uncertainty, threatening equipment replacement schedules across hundreds of locations.

CRITICAL FACTOR 1

Significant starting asymmetry — mature consolidated model vs. fragmented multi-provider environment.

CRITICAL FACTOR 2

Global multi-sector scope — different infrastructure histories, provider relationships, and operational requirements.

KEY CONTEXT

“Every location had to remain fully operational throughout the transition.”

EXTERNAL PRESSURE

Global microchip shortage — creating hardware delivery uncertainty across hundreds of locations.

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The Approach — Part 1 of 2: Design & Planning

I designed and led the full programme across five structured phases: data gathering, RFP, contract negotiation, transition, and transformation.

The programme began with structured data gathering — building an accurate picture of what existed across the combined environment.

One environment had no unified inventory. Understanding the contracts, services, responsibilities, and real cost base required significant effort before any consolidation strategy could be defined.

From there, I led the global RFP — defining technical standards first, before engaging providers.

Architecture first, providers second was a deliberate sequencing decision. It ensured that evaluation was based on a consistent baseline rather than allowing provider capabilities to shape the design.

The RFP covered WAN, LAN, Wi-Fi, internet, security, remote access, and related services across the full global footprint.

Following provider selection and contract signature, the programme moved into transition — standardising ordering, billing, service management, and operational governance across the combined environment.

STARTING POINT

Data gathering first — one environment had no unified inventory before the programme began.

RFP SCOPE

WAN, LAN, Wi-Fi, internet, security, remote access across the full global footprint.

KEY CONTEXT

"Architecture first, providers second — a deliberate sequencing decision."

DESIGN PRINCIPLE

Technical standards defined before RFP — evaluation based on consistent baseline, not provider capabilities.

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The Approach — Part 2 of 2: Execution & Delivery

The transformation phase delivered full infrastructure standardisation — replacing end-of-life equipment globally, implementing advanced monitoring and management capabilities, and moving internet connectivity into a centrally managed model.

The infrastructure ownership model was also simplified. Hardware lifecycle accountability was embedded into the managed-service framework, reducing internal asset-management complexity and strengthening end-to-end service accountability.

Execution was led through a distributed global delivery structure, with dedicated leadership across regions and focused governance for the largest and most complex markets.

Operational discipline ran throughout the programme. Weekly change reviews assessed every activity touching live infrastructure, ensuring that transformation work did not compromise service stability across active locations.

When unexpected constraints appeared — regulatory requirements, local dependencies, or supply-chain disruption from the global microchip shortage — the programme was reframed quickly to protect continuity and maintain momentum.

The geographic reality added another layer of complexity. A significant portion of governance ran on Japan time, requiring sustained early-morning leadership from Europe throughout the four-year programme.

This was not exceptional activity.

It was the operating discipline required to deliver global transformation without disrupting the business.

KEY CONTEXT

Delivered remotely during COVID, with sustained Japan-timezone governance throughout the four-year programme.

HW SOURCING MODEL

Hardware lifecycle accountability embedded into the managed-service model, reducing internal asset-management complexity.

TEAM STRUCTURE

57 people. 6 team leads. Weekly one-on-ones to surface risks early and maintain delivery momentum across geographies.

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The Outcome

The programme successfully consolidated network and telecommunications services into a unified global operating model across 60+ countries and 600+ locations, spanning multiple business sectors.

The consolidation delivered double-digit OPEX efficiency across the combined global scope, while improving service consistency, governance, and operational visibility.

The transition to a managed-service model significantly reduced internal asset-management complexity. End-to-end visibility of ordering, delivery, and service performance was established across the combined organisation.

The unified infrastructure model created the foundation for subsequent business integration, modernisation, and security programmes.

RESULT 1

Double-digit telecom OPEX efficiency across the combined global scope

RESULT 2

Internal asset-management complexity significantly reduced.

RESULT 3

Unified model created the foundation for subsequent integration and security programmes.

KEY CONTEXT

“For the first time in nearly two decades — a single view of global infrastructure.”

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The Insight

When two infrastructure environments evolve independently for long enough, they eventually reflect separation more than shared purpose.

Reunification in these situations is not simply a sourcing exercise. It requires understanding different infrastructure histories, operational cultures, and provider ecosystems — then designing a model that can serve the combined organisation going forward.

The double-digit OPEX efficiency was significant. But the more important outcome was clarity and control. For the first time in nearly two decades, the organisation had a single view of its global infrastructure — what it cost, what it delivered, and how it performed across every market and business function.

That clarity is what makes every subsequent programme — integration, modernisation, security, transformation — faster, more cost-effective, and less risky.

Infrastructure fragmentation is rarely the result of bad decisions. It is the result of organisations growing faster than their governance.

Addressing it requires patience, structured methodology, and the willingness to understand complexity before trying to simplify it.

KEY CONTEXT

"Infrastructure fragmentation is rarely the result of bad decisions. It is the result of organizations growing faster than their governance."

LESSON 1

Reunification requires understanding different infrastructure histories, operational cultures, and provider ecosystems.

LESSON 2

Clarity and control matter more than cost reduction — cost is the outcome, not the goal.

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Programme at a glance

60+ Countries	**600+** Locations	**57** Core Network Team Members	**6** Team Leads
5 Programme Workstreams	**3** Multiple Business Sectors	OPEX Reduction	**4** Years Full Programme Duration
6 months of intensive data gathering and RFP preparation	**5** Programme Phases	**2,400+** Governance & Leadership Touch Points	**50%** Meetings on Japan Time zone (6am CET starts)

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