

# How an excellent customer experience can define IT success in a carve-out sale

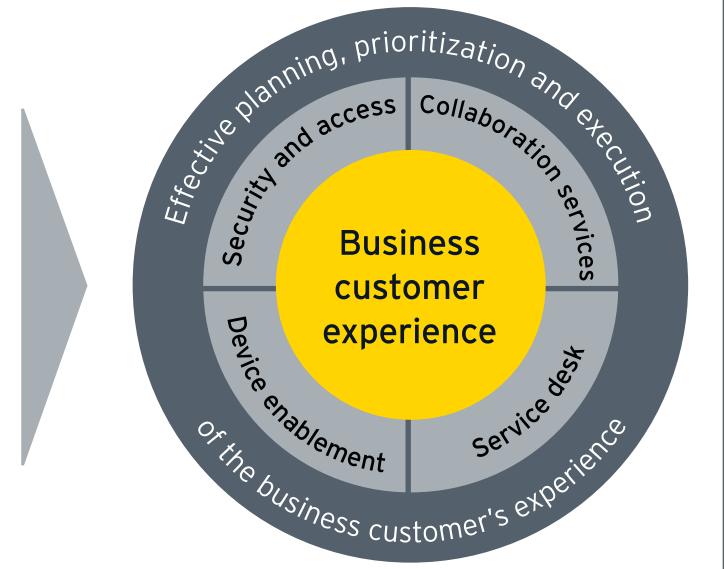
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The experience of the business customer is an important part of how IT divestiture programs are perceived. Business customers are (or can be) defined as employees, external suppliers, customers and contractors.

IT transaction teams often focus on technical activities, such as data separation, during carve-outs. While these activities are important for Day 1 (closing) success, business customers perceive the success of the transaction based on firsthand experience. Transaction teams should align early on the overall business customer experience strategy with key considerations for each focus area to enhance delivery.

Lessons learned from recent divestitures suggest IT transaction teams should focus on four key impact areas to improve the business customer's experience during transitions



# Effective planning, prioritization and execution of the business customer's experience

Deal announcements generate enthusiasm but also raise concerns with business customers. Employees are often anxious about their ability to perform their job on Day 1 (upon close), and what seller services will be available during the TSA period. In particular, they seek assurance that they can still use their communication devices and other hardware, as well as access applications. The key impact areas of collaboration services, service desk, device enablement and security and access should be examined closely for risks specific to the transaction. More importantly, they should be examined based upon their impact on the business customer experience. Business customers can hold IT responsible for any impact to their daily business.

Effective planning, prioritization and execution are critical for success. When managed well, business customers can not only ease into the organizational transition but may also understand how to succeed and operate under the new processes. A business customer's positive experience also prevents employees from becoming overwhelmed and acting independently based off assumptions.

A structured approach with tailored communication and training can help transaction teams control the message and guides business customers through Day 1 delivering a better experience. Below is a summary of key business customer impact areas, risks and potential mitigation activities the transaction team can use to improve deal value.

Business customer impact areas	Potential risks	Mitigating activities to drive deal value
Collaboration services	<ul style="list-style-type: none"><li>▸ Employees unable to perform their roles without email</li><li>▸ Missed communications from customers and suppliers</li><li>▸ Employees lose access to critical files from a shared repository</li></ul>	<ul style="list-style-type: none"><li>▸ Communicate employee expectations</li><li>▸ Enable dual email access on Day 1</li><li>▸ Auto-forward emails from old address to new address</li><li>▸ Ensure continued access of critical files via TSA or secure file transfer</li></ul>
Service desk	<ul style="list-style-type: none"><li>▸ Employees call the wrong helpdesk</li><li>▸ Buyer helpdesk attempts to service seller application</li></ul>	<ul style="list-style-type: none"><li>▸ Communicate which service desks will be available and what services are supported</li><li>▸ Inform service desk of the transaction</li><li>▸ Train both the buyer and seller helpdesk to triage issues and determine which helpdesk should resolve</li><li>▸ Create "swivel seat" handoff between helpdesks during hypercare</li><li>▸ Identify power users to help resolve common issues</li></ul>
Devices	<ul style="list-style-type: none"><li>▸ Replacing devices (instead of reimaging) disrupts business continuity for employees</li></ul>	<ul style="list-style-type: none"><li>▸ Determine whether devices will be kept or replaced and effectively communicate to business customers to ease concern</li><li>▸ Balance the speed of integration with Day 1 business disruption</li><li>▸ Implement "tech hubs" or exchanges to support staff with device migrations</li></ul>
Security and access	<ul style="list-style-type: none"><li>▸ Employees not able to perform their roles without access to sites or tools, and may use offline workarounds that risk governance and controls and could lead to business disruption</li></ul>	<ul style="list-style-type: none"><li>▸ Determine which tools will be used at both buyer or seller</li><li>▸ Communicate security changes during transition</li><li>▸ Collect list of users and IP addresses requiring continued access to applications and sites post Day 1 that would otherwise be locked out</li></ul>

# Considerations for business customer communications

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**When to communicate with business customers?** When balancing announcement and close, the goal is to select a time close enough to deal close to remain fresh for the business customers, but provide enough time to process the information.

**What medium will be used to communicate with business customers?** Email instructions are the easiest way to reach a mass audience; however, face-to-face meetings can be more effective and personal. Townhalls, web-based training and teleconferences can all be used to supplement email communication.

**How should you prevent business customers from being overwhelmed with communications?** Leverage a centralized communications team to confirm that messages are appropriately delivered with respect to timing, consistency and digestibility. When business customers receive less frequent, more targeted messages, they are more likely to read.

**What should you focus on for transaction training?**

Typically, the focus is Day 1 business continuity. If there is major change in job roles or system use (e.g., loss of seller system, addition of a buyer system), employees should receive adequate training to ensure they can perform their role Day 1.

**What are ways to enhance employee impact on Day 1 beyond training and pre-close communications?**

Job aids containing FAQs, hypercare support and helpdesk training all can help support employees.

**What are some ways to best manage stakeholders and confirm that leadership is kept informed of progress?**

In addition to regular leadership meetings and sharing status and updates, targeted communications that are consistent, transparent and build upon one another are very effective at achieving buy-in, commitment and understanding.



# Summary and conclusion

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To many employees, the key question that needs to be answered is “how is this transaction going to affect my job?” Successful transaction teams incorporate effective business customer experience planning, prioritization and execution activities into separation planning throughout the deal life cycle. Resolving key questions such as: collaboration services, service desk, device enablement and security are critical to maintain business continuity and minimize impact to business performance. Although often overlooked, their experience often is the greatest concern for transitioning employees.

For each key impact area, the transaction team may need to identify project-specific risks and mitigations. Careful planning, prioritization and execution while addressing key business customer questions can de-risk Day 1 and help lead a smooth and successful carve-out.

## For more information, contact us:

### Matt Bartell

*Partner*

Deal Technology  
Strategy and Transactions  
Ernst & Young LLP

Cell: +1 914 486 8821  
[matt.bartell@ey.com](mailto:matt.bartell@ey.com)

### Mario Brenner

*Principal*

Deal Technology  
Strategy and Transactions  
Ernst & Young LLP

Cell: +1 404 862 2378  
[mario.brenner@ey.com](mailto:mario.brenner@ey.com)

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