

# Client Success

Our growth as a firm depends on the success of our clients. Here are three stories of how we advised our clients in 2023.

IT Spend, Strategy and Transformation

## Ladder to the Cloud: ISG Leads a U.S.- Based Manufacturer on a Major Transformation

[LEARN MORE](#)





"As an objective advisor, ISG has earned the trust, transparency and active participation of the client and its providers throughout our years of advisory work. Working together, we plan to continue to deliver impactful solutions and durable industry partnerships."

**Megan Walling**  
Chief Sales Officer, Americas

## IT Spend, Strategy and Transformation

# Ladder to the Cloud: ISG Leads a U.S.-Based Manufacturer on a Major Transformation

The world's largest tool company knows manufacturing but has turned to ISG for years of support building its digital transformation toolbox.

IT spend transformation was the foundation upon which ISG's long-term relationship with the client was built, beginning with strategy, benchmarking, sourcing transactions, transitions and automation solutions, and expanding to include ISG GovernX® for supplier and contract management to power the client's enterprise vendor management office.

Beyond cost optimization, ISG also conducted a five-year multi-cloud and data center exit strategy and competitive sourcing program for the client that included detailed evaluations to align the cloud transformation with all application and infrastructure initiatives and drive commercial outcomes. ISG engaged stakeholders across the enterprise to win buy-in for the transformation and lay a strong foundation for the hybrid cloud operations now in place—including a cloud center of enablement (CCOE) and FinOps.

Operating in nearly 50 countries, the client also has looked for opportunities to gain efficiencies through provider consolidation and innovation, and turned to ISG for strategy and support. ISG has helped the client evaluate service model options and execute a market-leading contract. In addition, ISG has leveraged its expertise in managing HRO providers to reduce the client's exposure to excess fees and negotiate substantial monthly credits.



“Over the course of two years, nearly 30 ISG advisors representing 11 nationalities have helped the client transform at scale and speed. We are proud of the immediate and tangible results we delivered, including a go-live with no delays or business interruptions. As additional opportunities arise to support the bank’s switch to managed services and ongoing transformation, we stand ready to deliver more tailor-made solutions.”

**Daniel Gerster**  
Partner

Sourcing, Organizational Change Management

## Leading Nordic Bank Counts on ISG to Transform at Scale and Speed

When a major Nordic bank wanted to embark on an ambitious transformation of its customer experience and digital capabilities to improve productivity and access to talent, reduce risk and establish itself as the region's leading bank, they called on ISG.

The client knew ISG would provide expert guidance on the complex and significant transaction and be able to access its broad provider ecosystem to source a long-term strategic technology partner.

A cross-market ISG team immediately got to work identifying providers capable of meeting the bank’s strategic objectives and leading an intense, onsite co-creation of a project scope and contract that would position the bank and its selected partner for success.

The sale of the bank’s captive IT center and transfer of business operations to the strategic partner was the largest organizational change in the bank’s 150-year history. ISG facilitated more than 130 workshops at the bank’s headquarters to plan and conduct the transition, which took place in the third quarter of 2023 without any business disruption and with virtually all resources in place.



Sourcing Advisory and Software Negotiation

## Sowing the Seeds for Growth: ISG Finds Major Savings for an Australian Grain Cooperative

When a leading Australian grain growers' co-operative sought to move from legacy SAP ERP Central Component (SAP ECC) to S/4 HANA, they engaged ISG to support the selection of an S/4 HANA systems integrator and negotiate a competitive SAP software licensing agreement.

ISG evaluated systems integrators whose capabilities, risk profile, costs and benefits would match the client's implementation and application management needs and – in only six weeks – prepared and released an RFP document with the scope requirements, and project and service delivery modules.

As vendors replied, ISG worked with the client to review each vendor solution and commercial response and conducted multiple collaboration and alignment sessions on S/4 HANA global best practices. During the initial and final selection rounds, ISG reviewed vendors' detailed approaches, pricing, scope inclusions and value to ensure the contract was a clear, executable match for the client's needs.

"With ISG's proprietary sourcing methodology and best practice templates covering all facets of each RFP, we reduced the time to market and ensured contract requirements were met. The entire project was executed in 25 weeks and saved the client more than AU\$12.5 million (US\$8.3 million)."

**Harald Joss**  
Director