

VETERINARY PHARMACEUTICAL SECTOR

Global IT Transformation and Post-Merger Integration

**CLIENT CHALLENGE:****Enabling Global Growth Through Modernised and Scalable IT**

A global veterinary pharmaceutical company with operations in over 80 countries, embarked on a multi-year IT transformation programme to modernise its infrastructure and support strategic expansion. Rapid business growth, driven by acquisitions, had created fragmented systems, inconsistent governance, and limited scalability across the global IT estate.

The organisation required a coordinated approach that could stabilise core infrastructure, improve programme delivery capability, and integrate newly acquired businesses into a consistent operating model, while maintaining continuity across manufacturing, supply chain, and quality control functions.

Saros Consulting was engaged to lead the enterprise-wide transformation, bringing structure to delivery and aligning technology investment with business growth objectives.

CLIENT NEED:**Trusted Partner for Enterprise Programme Leadership and Integration Delivery**

The company required an experienced consulting partner capable of:

- Establishing executive-level governance and ensuring cross-functional alignment between Business and IT
- Creating a multi-year roadmap to structure delivery and manage interdependencies across workstreams
- Stabilising and modernising global infrastructure to improve performance and scalability
- Delivering critical ERP enhancement projects across multiple regions
- Managing post-merger integration of newly acquired business units into a unified global IT landscape
- Introducing structured risk, resourcing, and escalation frameworks to support long-term programme success

Saros Consulting was selected due to its strength in enterprise transformation leadership, infrastructure modernisation, ERP programme delivery, and post-merger integration.

SAROS CONSULTING APPROACH:**Structured Multi-Year Transformation Delivery Across Infrastructure, ERP, and Integration**

Saros began by establishing a joint Business and IT Steering Group, creating executive visibility and cross-departmental alignment across the programme. A structured multi-year roadmap was developed to define all workstreams and their interdependencies, providing a clear delivery framework for initiatives that had previously been fragmented.

Early priorities focused on stabilising infrastructure performance, introducing governance frameworks, cataloguing risk, and improving accountability across delivery teams.

With a stable foundation in place, Saros mobilised a blended delivery team including programme managers, project managers, coordinators, and business analysts.

CASESTUDY: Global IT Transformation and Post-Merger Integration

Key phases of the approach included:

Governance and Roadmap Definition

Steering group creation, executive escalation structure, and multi-year technology roadmap development

Infrastructure Modernisation and Enablement

Global data centre upgrades, network refresh, and implementation of Microsoft Teams and Office 365

ERP Enhancement and Regional Delivery

SAP B1 rollout in Africa, EMT and FEC implementation in France, and QAD integration in China

Post-Merger Integration Delivery

Integration of acquisitions in Brazil, France, and China into the company's global IT landscape, supported by structured coordination and delivery governance

Business analysts ensured that changes reflected operational realities by conducting structured stakeholder interviews, mapping manufacturing and supply chain processes, and identifying data gaps and integration requirements.

A formal risk and resourcing framework was also introduced, supported by weekly steering reviews that monitored programme health in real-time.

Saros Consulting Delivery

- Multi-year transformation roadmap
- Steering group and escalation framework
- Infrastructure upgrade artefacts and ERP deployment plans
- Operational readiness and documentation standards
- Post-merger integration and vendor coordination models

THE OUTCOME:

Stable Global IT Foundation and Accelerated Business Expansion Enablement

The transformation programme enabled the company to scale operations while maintaining continuity across manufacturing, supply chain, and quality control. The organisation now benefits from a more stable and integrated IT foundation, supported by a clearly defined operating model and multiyear roadmap.

Critical infrastructure and ERP projects were delivered on time with minimal disruption, unlocking operational efficiencies and positioning the business for continued global expansion.

Saros Capabilities & Expertise

- Enterprise programme governance and risk management
- ERP enhancement and post-merger integration
- Infrastructure modernisation and business engagement
- Stakeholder interviews and process mapping

Contact us today:

info@sarosconsulting.com

www.sarosconsulting.com



SAROS