TECH MAHINDRA'S SEAMLESS CARVE OUT FOR HEMLOCK SEMICONDUCTOR

ABOUT THE CUSTOMER

Hemlock Semiconductor (HSC) is the largest producer of high-purity polysilicon based in Hemlock, Michigan, United States. They are a reliable and proven supplier of high-purity polysilicon for the electronic and solar power industries, enabling customers to produce high-tech electronics and solar panels. HSC is a joint venture between DuPont, Corning Inc. and Shin-Etsu Handotai & began its operations in 1961.

BUSINESS SCENARIO

HSC is composed of several joint venture companies owned by three world-leading applied science and technology companies: Dupont, Corning Inc. and Shin-Etsu Handotai. In 2019, DowDuPont split with DuPont exiting the share in HSC. As a result, HSC underwent an IT carveout to support their business operations. Carveout projects are often risky, complex and expensive. Hence, the new entities needed a proven Carve-Out model that is agile and scalable with Day 2 readiness.

Their primary objective was to have an IT carve out without interrupting business operations across infrastructure, data & applications executed within the Transition Service Agreement (TSA) timeframe with compliance & governance mechanisms in place and then transition to a fully managed services model in a flexible, secure & agile environment that can support changing demands for scalability, while managing the total cost of operations.

HSC was looking for a partner who could:

- Carve out within TSA
- Has vast experience and ability to transfer to new generation environment
- Provide Managed Services from Day 2 Operations

MANAGING THE RISKS

Although Tech Mahindra has helped carve out several businesses over the years, this divestiture was unique in its size, scope, duration, and complexity, given the transformation involved. The entire process took about 8 months to complete.

There were several risks associated with the project for Tech Mahindra & mitigation of each of them was a critical factor by itself for a seamless project execution:

- Having minimal privileged access to the parent entity's infrastructure for carve out made the system less transparent
- Magnitude of the big bang technology shift, including Microsoft Teams Voice including individual and shared Phone technologies (business and manufacturing environments).

Tech Mahindra was able to resolve each of these issues without any impact to business ahead of the given timelines.

TECH MAHINDRA'S SOLUTION

IT CARVE OUT

Tech Mahindra deployed the TechM Agile Carve-Out Delivery Methodology for a risk free IT transformation with processes aligned to ITIL V3 framework

- Organization change management to ensure the business and technology changes are procedural and informed
- Migration of the entire Infrastructure Portfolio including Systems, Processes, Tools, Software assets, Hardware assets, Warranty/ Licenses etc.
- Large-scale migration & integration of Application & Data within the TSA
- Information Security Management with Compliance and Governance in place
- Evaluate the risks across infrastructure transition and transformation, and mitigate those risk to ensure transformation and transition to meet the TSA and operations goals

INFRASTRUCTURE TRANSFORMATION – DATA CENTER, NETWORK & END USER COMPUTING

Tech Mahindra worked with the client to help them transform their infrastructure to meet Business, Technology and operational objectives.

- Target infrastructure design, architecture, planning, build & operate done by Tech Mahindra for the client
- Conducted phase wise transformation to Hybrid Cloud comprises of Hyperconverged private cloud, integrated with Azure, O365, SAP cloud
- Transformation of Network to Software Defined Wide Area Network (SD-WAN) to achieve automation and savings on network. Software Defined Network (SDN) integrates multiple cloud with on prem data center
- Security Transformation was achieved using Palo Alto firewalls
- Voice Transformation from traditional VoIP solution to Microsoft Teams resulted into Collaboration efficiencies with enhanced end user experience and productivity
- Deployed Tech Mahindra's Service Management AQT using ServiceNow and Resolve (erstwhile FixStream) to build and manage complete analytics & monitoring for the infrastructure
- Application Infrastructure at HSC was segregated based on Business infrastructure and Process Control Networks infrastructure (PCN)
- Migration of applications hosted in the Business infrastructure was facilitated using Veeam solution
- Advanced technologies implemented to transform the traditional End User Computing (EUC) setup to a more Automated & Self-healing model built on Azure & O365. This includes Autopilot; Always-On VPN; Virtual Desktop Interface (VDI); Intune; Teams etc.

1. STRATEGY & DUE DILIGENCE	
Due diligence Report & Separation Strategy	

2. PLANNING, DESIGN & TRANSFORMATION	
Lift and Shift, On Prem, Big Bang Approach, Separation Plan	

3. TRANSITION, SEPARATION	
Execution and Testing	

4. CUTOVER & HYPER CARE	
Successful KT and Hyper care	

Day 2 Operations

5. STABILIZATION, OPTIMIZATION	
Service Delivery Platform Automation & AI	

ESTIMATED SAVINGS

Continuous Improvement
5 to 10%

Offshore Delivery
15 to 20%

Transformation
20 to 25%

VALUE DELIVERED

Tech Mahindra was able to complete the entire carve out process, including separation and transformation within the TSA and state transformed their IT environment that included a future-proof - Hybrid cloud, SDN and EUC computing with automation and AI based service model.

- Infrastructure modernization resulted in savings of around 20% to 25%
- Tech Mahindra's Onsite & Offshore Automation service model saved 15% to 20% on OpEx savings
- Continuous Improvement of 5% to 10% over the engagement period
- Future proof Hyper convergence architecture designed to enable client to host & manage applications in an Agile, Scalable, Efficient, Reliable, Economical and Highly Secure manner. The design provides a centralized management console to manage the hybrid cloud
- Server provisioning reduced to 60 minutes on Tech Mahindra's new platform while On-demand storage provisioning reduced to under 30 minutes
- A secure and progressive workplace platform based on O365 backed by advanced technologies enabled freedom & flexibility, creating a seamless and integrated workplace experience

Tech Mahindra was able to support HSC in their carveout journey by delivering an IT Infrastructure that was agile, scalable and future-proof while ensuring zero impact to business, well within the stipulated TSA timelines.
With this engagement, the client was able to not only successfully separate their IT infrastructure dependency on the Sell company, but move to a modern, hybrid cloud based IT Infrastructure at the same time.

Tech Mahindra

www.techmahindra.com

connect@techmahindra.com

www.youtube.com/user/techmahindra09

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www.linkedin.com/company/tech-mahindra