



Moving to a next generation ICT Infrastructure

EEMA Annual Conference, London, 19 June 2019



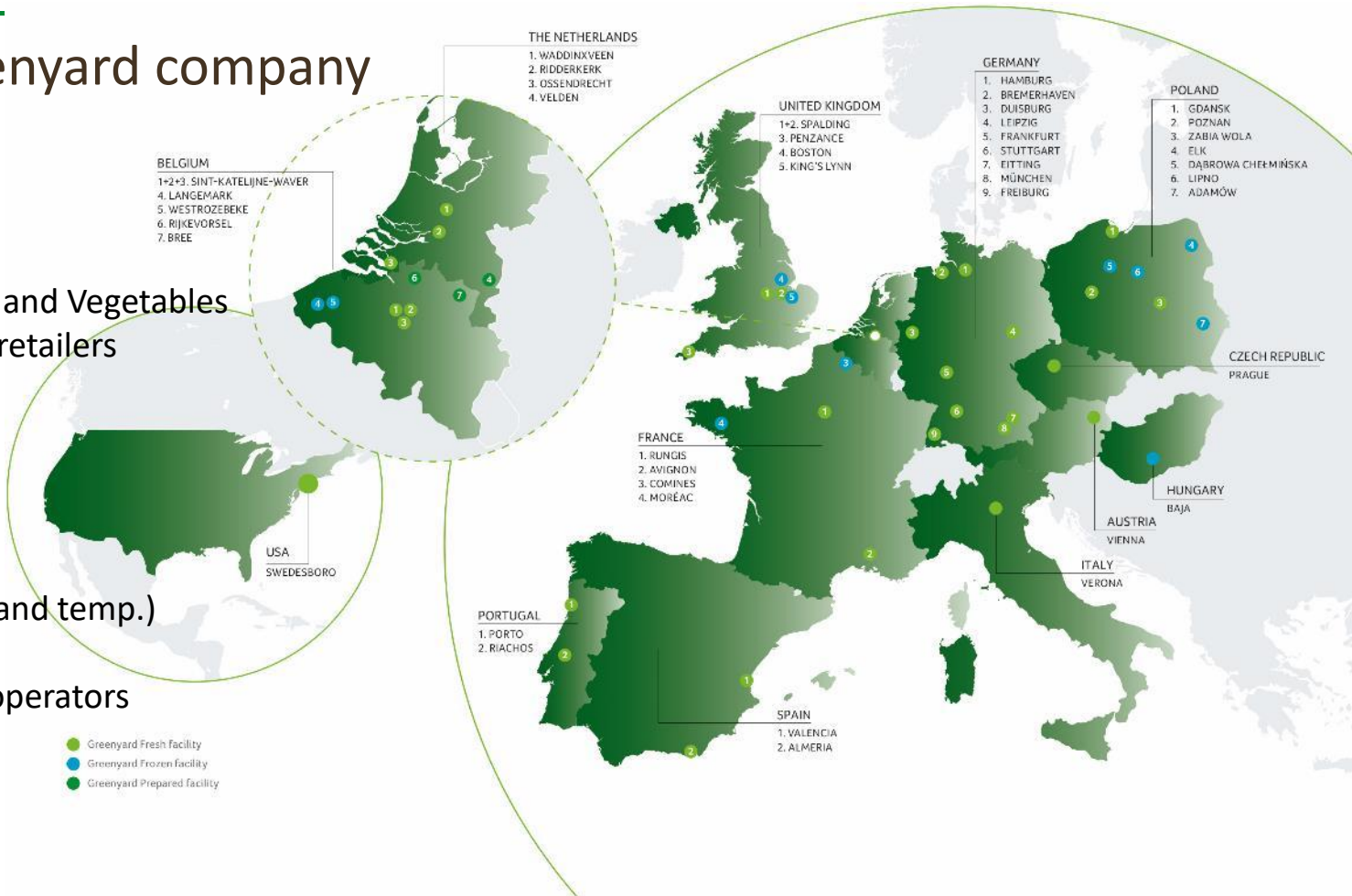
for a healthier future

□ Agenda

- The Greenyard company
- Present ICT Landscape
- ICT Strategy
- Telecom Challenges
- Solutions selected
- Lessons learned and status

The Greenyard company

- ✓ Import and sell Fruit and Vegetables
- ✓ B2B : customers are retailers
- ✓ 4 Divisions
 - Fresh
 - Frozen
 - Prepared
- ✓ 80+ sites
- ✓ 9.000+ FTE's (perm. and temp.)
- ✓ Turnover: 4 Billion €
- ✓ More than 25 telco operators



□ Present ICT Landscape

- Group managed as a portfolio of companies
- Strong and independent local Management
- No standardization of Business and Logistic processes
- Apart from Germany, The Netherlands and Belgium, most ICT teams are small (2 to 5 FTE)
- Throughout the Group a diversity of service providers and suppliers is used:
 - 17 different ERP systems
 - 9 different telephone systems
 - **25 different telco operators**
 - 7 brands for end-point protection
 - 25 separate mail environments
 - ...
- No Master Data Management strategy is in place.
- Security is not covered sufficiently

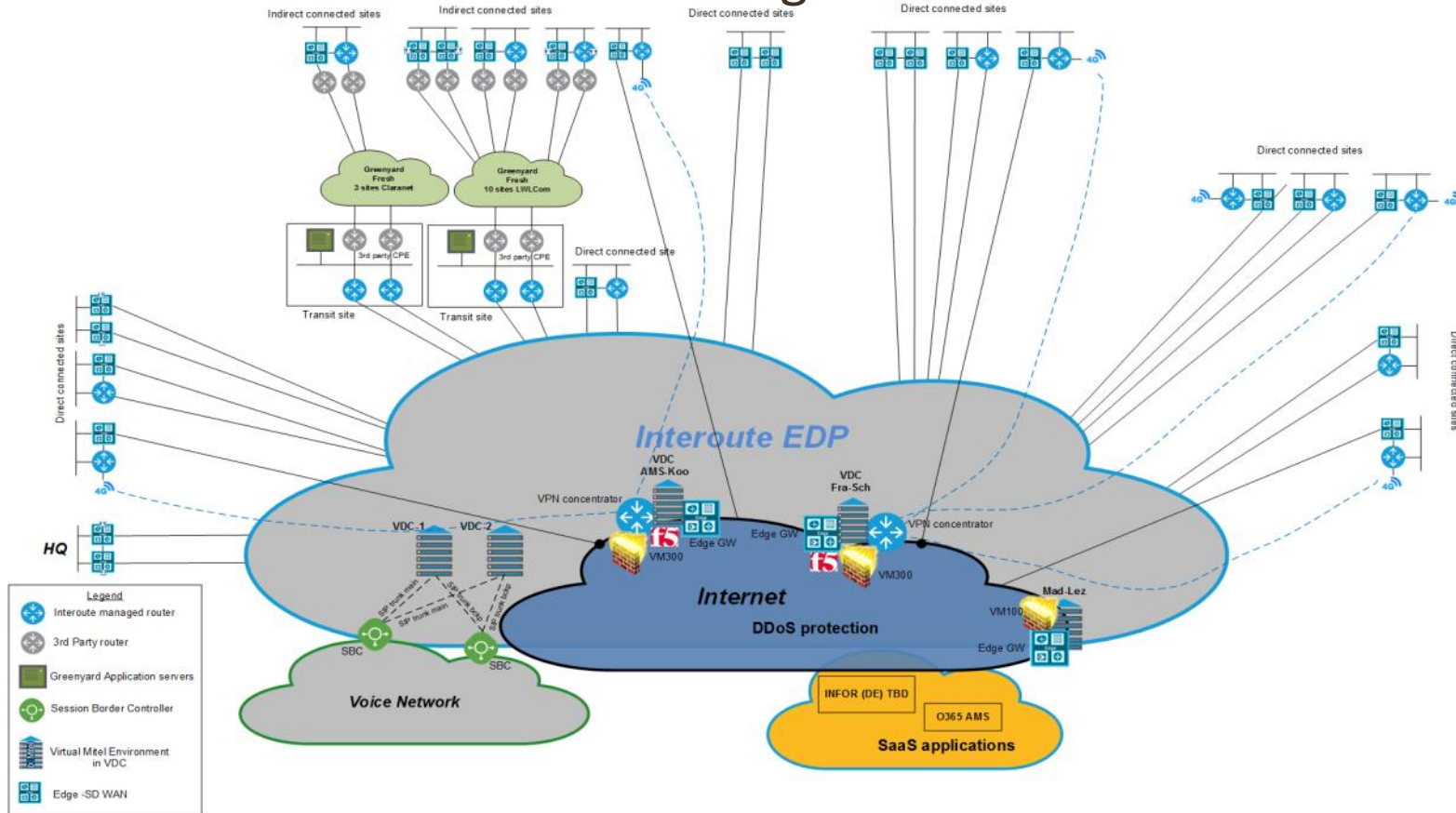
□ ICT Strategy

- Business Operating Model Fresh Division
- Business Operating Model Greenyard Group
- ICT Organisation
- **Technology Standardisation Greenyard Group**
 - **SAAS first strategy**
 - Migrate gradually to a **single service provider** per technology
 - Collaboration
 - **Telco**
 - **Telephony**
 - Printers
 - Workstations
 - ...

☐ Telecom Challenges

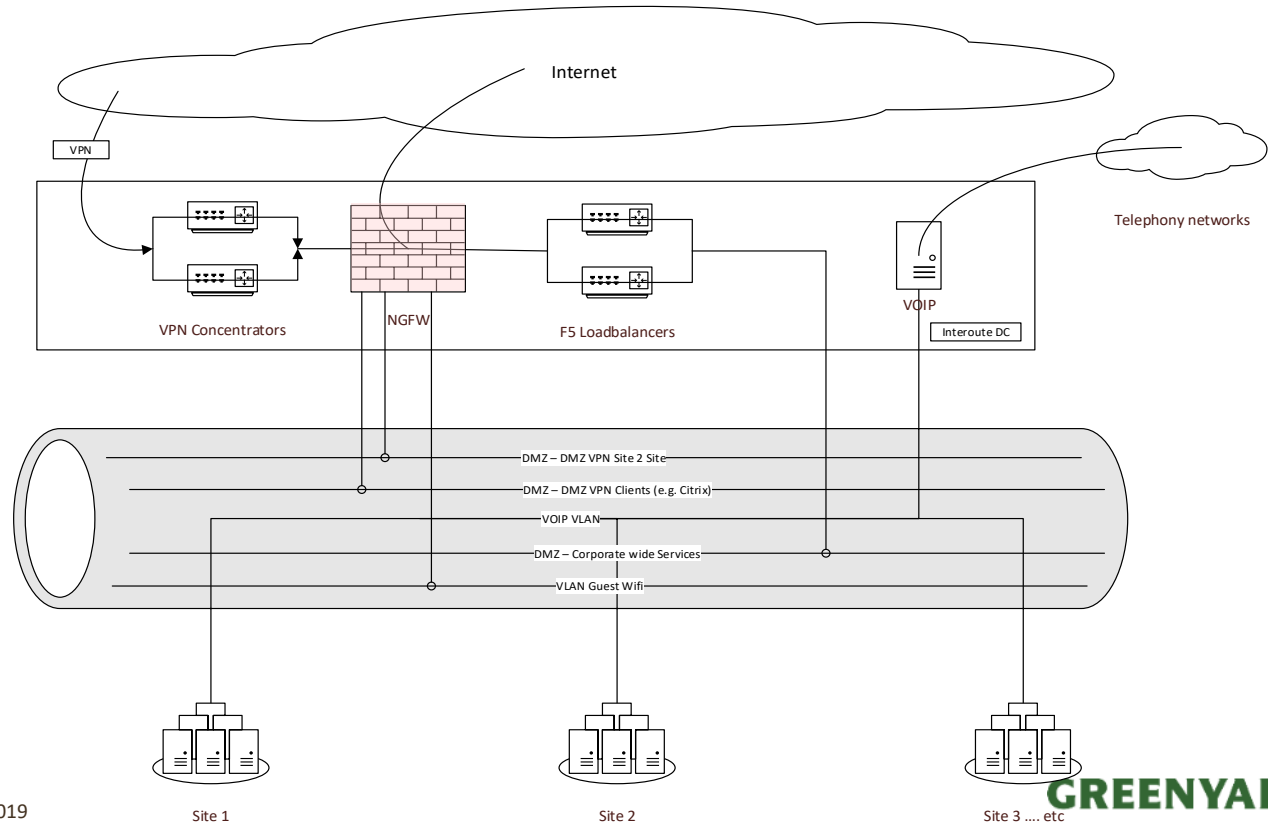
- Not one global network but islands of non-connected LAN's
- 80 Firewalls managed at local level (quality?)
- Some sites have no redundant connections
- No DDOS protection in place
- 60% of bandwidth used for non-work related internet traffic
- Network not ready to support VOIP telecommunication (no QOS)
- Variety of technologies in use
- Work intensive administration of telco contracts (25 partners)
- Expensive solutions not in line with market standards

□ Solution selected - Managed Data Network - SD WAN



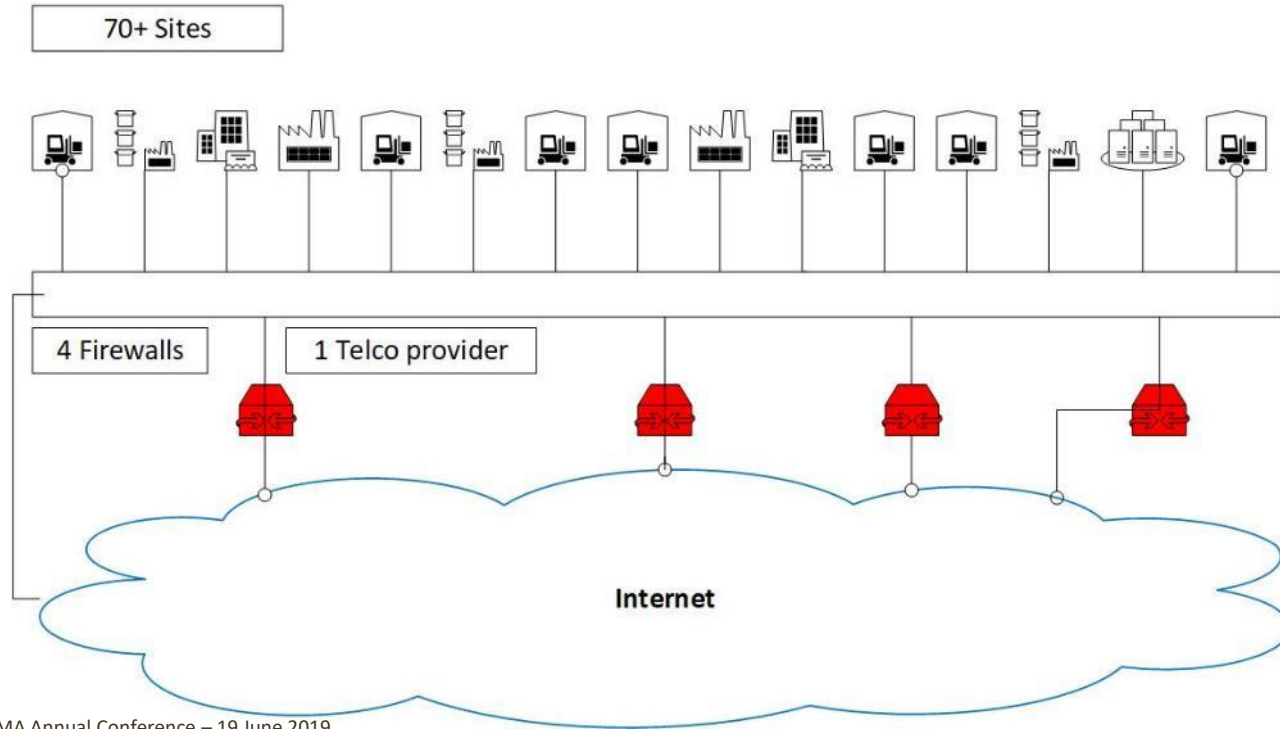
Solutions selected - Managed Security

- Managed by GTT : layering on WAN level for inter site security and layered service segregation



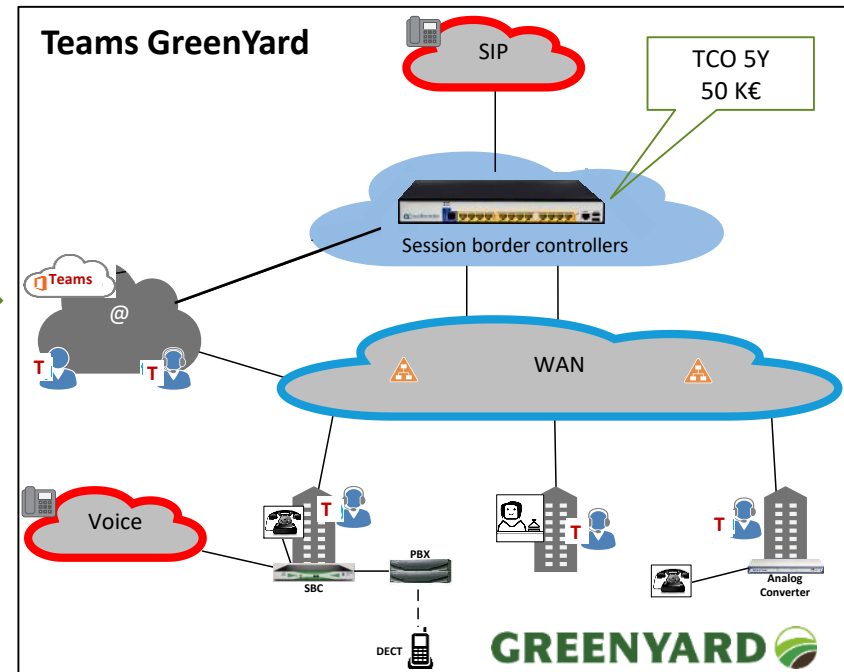
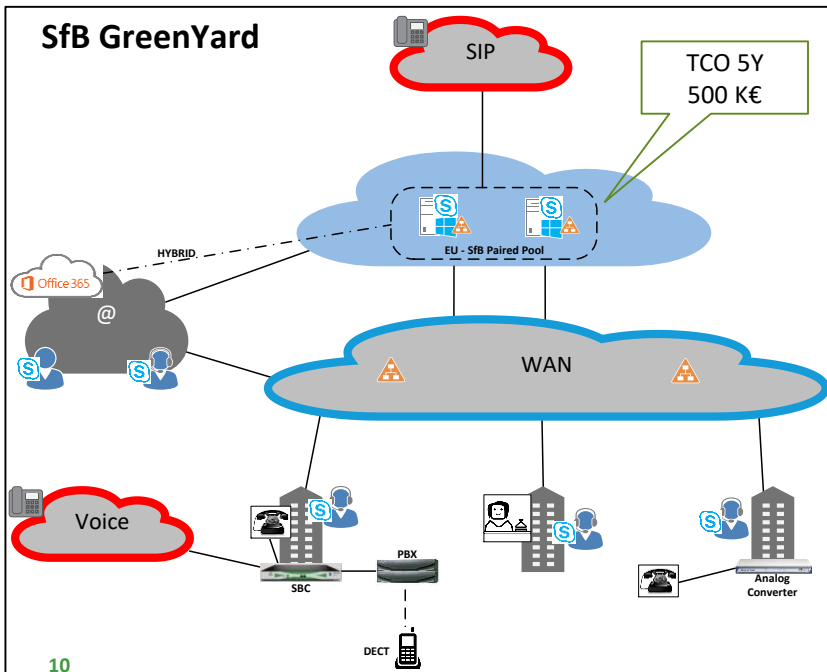
☐ Solutions selected - Managed Security

- Managed by GTT : Centralised Firewalls at 4 break out locations
- (Madrid, Frankfurt, Amsterdam and New York)

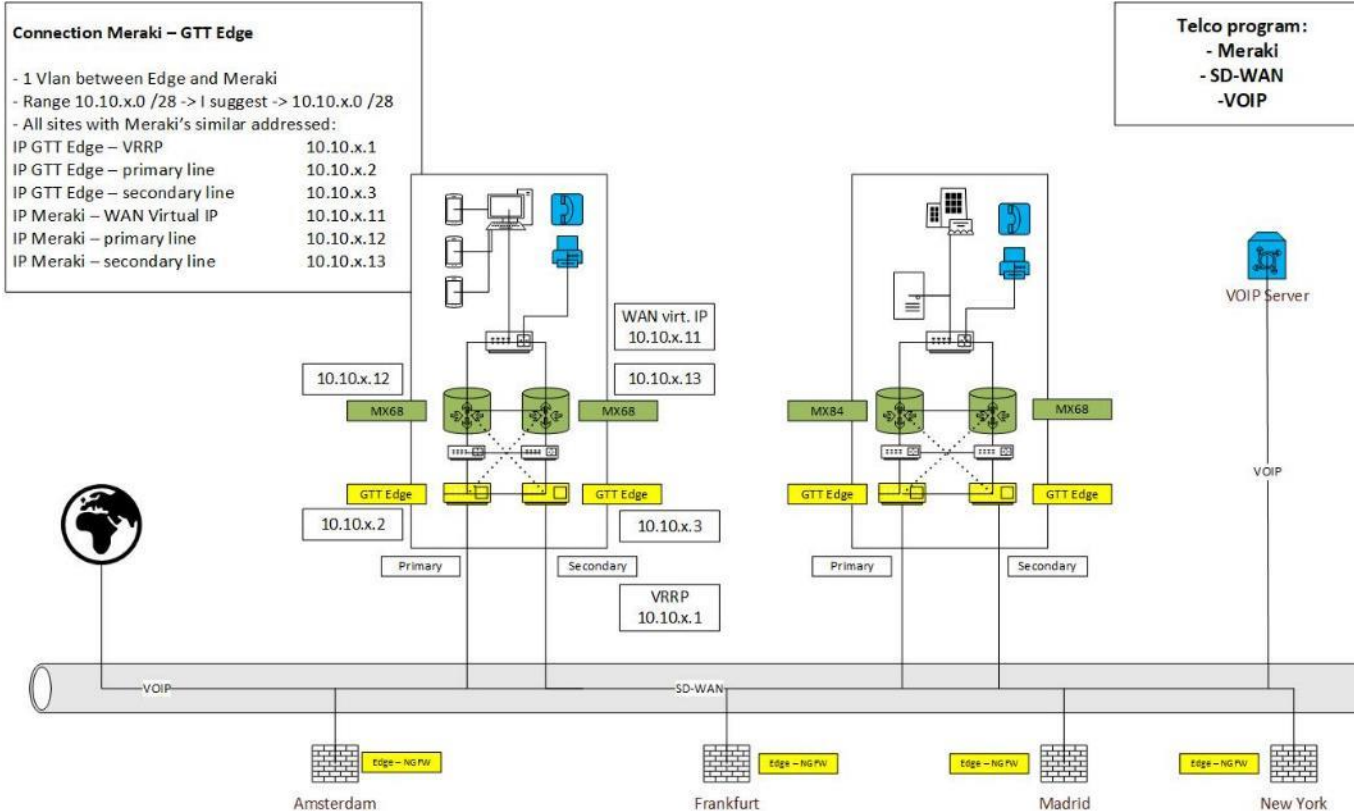


☐ Solutions selected - Managed Voice

- Initial proposal : Mitel VOIP with Damovo as partner
- Second proposal : Microsoft Skype For business with GTT as partner
- Third proposal : Microsoft Teams with GTT as partner



Solutions selected – Lan Management



□ Lessons learned and status

- Take time to investigate and negotiate (avoid negotiating under time pressure)
- Technological solution was designed in partnership with providers
- Check references
- The design and telecom architecture should guarantee high availability and performance
- 4G Multi vendor SIM cards as backup in remote area's
- Contract review with support of specialized lawyers
- Some vendors dropped initial (so-called sharp?) pricing with more than 30% during negotiations
- Verify new (financially adjusted offers) in depth regarding offered solution
- Build in flexibility regarding number of sites and connections
- Build in price reduction scheme over the years
- Negotiate heavier penalties in case of non respecting SLA's than what vendor initially proposes

- Implementation started
- Implementation first sites is tested