
IT Transformation Case Study

Zimmer Holdings, Inc. (NYSE: ZMH)

Based in Warsaw, Indiana, Zimmer designs, develops, manufactures and markets orthopedic reconstructive, spinal and trauma devices, dental implants, and related surgical products. With over \$4 billion in annual sales, Zimmer has operations in more than 25 countries around the world and sells products in more than 100 countries.

Recognizing the tremendous opportunity to leverage its global leadership position and to continue to grow through acquisition and expansion of its products and services, Zimmer recruited a world-class Chief Information Officer.

The mandate - lead a significant IT transformation to improve the company's ability to collaborate and drive decision making across the enterprise.

"Zimmer is fully committed to the transformation and I know how important it is to make progress quickly to build support and establish credibility."

Raj Kushwaha
Chief Information Officer
Zimmer Holdings

The Challenge

As Zimmer's CIO developed his strategy and outlined the organizational structure best suited to be successful, the key priorities emerged:

- **Sunset and outsource legacy systems**
- **Revitalize the infrastructure and leverage SAP**
- **Create a governance model at the enterprise level**
- **Align and engage IT with the business**

In addition, it also became clear the team in IT reflected the previous model and several new leaders would need to be recruited very quickly to effectively launch the transformation and energize the effort.

To assist in building the team, Zimmer's CIO immediately turned to TillmanCarlson to recruit leaders for Core Systems, SAP and Business Relationship Management.

If these three key leaders could be recruited within 90 days, Zimmer would be able to implement the right strategy to sunset its legacy systems, reshape its agreements with key vendors, design and launch its SAP development and implementation strategy, and begin to fundamentally change how IT partnered with the business.

"Zimmer's CIO understands how to drive a transformation and emphasized the importance of hiring experienced leaders well suited to drive change and take ownership quickly."

Kelly Carlson
Managing Director
TillmanCarlson

The Results

While officially retained on three searches, TillmanCarlson successfully recruited four key leaders to lead Core Systems, the SAP Program, Business Relationship Management, as well as the Project Management Organization and Business Transformation.

As in most IT Transformation engagements, the positions were newly created and evolved during the course of the search. As a result, TillmanCarlson communicated with the client on several occasions every week to translate Zimmer's objectives and apply them to the market.

As the ***Vice President of Core Technologies***, TillmanCarlson successfully recruited an experienced CIO who had a strong track record in outsourcing, managing vendors, implementing SAP, and driving change in large global businesses.

As the ***Vice President of the Global SAP Program***, the successful candidate has extensive SAP development experience at PepsiCo and worked with SAP and two of the leading systems integrators.

The ***Vice President of the PMO & Business Transformation*** previously served as a CIO and recently led the SAP deployment for a \$30B consumer and healthcare company.

Finally, the ***Vice President of Business Relationship Management*** is an experienced IT and business leader with direct experience in a similar role and deep experience in the industry.

Significant IT Transformation Experience

As companies recruit new CIOs and reassess their IT strategies, CIOs frequently drive transformations associated with new approaches to outsourcing, leveraging common platforms, and aligning IT with the business.

We understand the challenges CIOs face, and emphasize speed, quality of communication, a team approach, and a commitment to successfully completing every project.

"I turned to TillmanCarlson because I know they get it and are well positioned in the market. Their ability to deliver results and partner is truly unique and no other firm comes close to demonstrating their level of commitment."

Raj Kushwaha
Chief Information Officer
Zimmer Holdings

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