

# Intramezzo's Interim IT Programme Director Migrates Data Centres for Rexam Plc

**intramezzo**  
executive talent solutions

British multi-billion pound packaging business, Rexam Plc faced a critical business event in its history when the business needed to migrate its Data Centres to a new location in the UK. Timescales were tight and Rexam's VP of IT for Beverage Cans Europe & Asia required an expert IT programme director to lead the first phase of the complex project. This originally covered three lines of business, glass, plastics and beverage cans in 13 countries, together with the core PLC business systems.



Intramezzo delivered a Senior Interim within 14 days. Jon Upfold took little time to agree the commercials and finalise the designs. From start to finish the project took eighteen months to complete, transferring the Data Centre to a Hewlett Packard-hosted facility in very good order. Along the way this included Rexam divesting the glass line of business, adding a layer of challenge and complexity not expected at the outset. Having assembled a strong and integrated project team across Rexam and HP, Jon developed the strategic vision to build a platform designed to support planned business growth to 2012 and beyond. The second phase is now under way and Jon has established a new Project Office Management framework to support this.

Rexam, one of the world's leading packaging businesses, faced a critical event in its history: the need to migrate its Data Centres to a new location in the UK. The multi-billion pound British company headquartered at Millbank, London had outgrown its Data Centres in Stevenage and Luton and needed to move. Timescales were becoming tight as the original building had already been sold and there was limited experience within Rexam for such a large-scale programme of work. As a major global hub for all the company's data systems, the Data Centre carries out vital computing functions including raw material to plant, production, distribution (in some cases, direct to retailers) and core business applications. It is the lifeblood of the firm and the successful transference of the Data Centre to its Hewlett Packard-hosted facility required low risk to the business with minimal planned downtime and fault-free switching between systems.

Rexam's Vice President of IT for Beverage Cans Europe & Asia and project sponsor, Bo-Arne Olsson recognised the need for an expert interim IT Programme Director to lead Phase 1 of the project. This involved 3 lines of business in 13 countries, together with the core PLC business systems. Intramezzo, a leading provider of executive talent solutions, provided a shortlist of three candidates within 14 days. Jon Upfold was selected for his impressive pedigree in international IT leadership and management. His expertise in the IT sector, combined with experience of different cultures and geographies and skills as a leader and diplomat, brought the necessary direction to the project.

On arrival at Rexam, Jon reviewed the initial timelines and revised these to ensure a realistic expectation of delivery and results was set. For Jon the challenge was not simply one of IT but also of relationship-building with the business leadership internally, suppliers, programme resources and the team as a whole. His approach was to keep strict control over resources, establishing accountability and empowering the team to succeed. A competition to name the project (Programme Phoenix) brought the winner a bottle of Champagne. Jon believes that in addition to regular communication, social evenings help bond a team and he devised a 'Scalectrix' event to bring the Rexam and HP project teams together to create a 'one team' mentality.

In addition to building a team that would deliver results, Jon also participated in the complex commercial negotiations and devised a strategic plan that focused on a number of objectives, including improved performance, scalability, service levels, resilience and flexibility.

With multi-million pound capital expenditure, Jon delivered a Data Centre that provided Rexam with 99.99 per cent uptime and established systems with built-in effective disaster recovery solutions and security processes to support the operations 24/7.

The solution created scalable SAP and Wintel environments for production, assurance and development for the lines of business, with the additional benefit of future proofing the environment for consolidation of sector IT. The new environment brought major improvements including:

- State-of-the-art Platforms including Superdome technology
- Metro Clustering and Continuous Access enabling High Availability
- Reduced cost over a physical environment
- Reduced maintenance downtime
- Virtualisation
- Increased Resource Utilisation
- Monitoring of equipment and environment
- Managed services for the infrastructure up to and including operating systems
- Service level agreement to reduce unplanned downtime
- Streamlined operations
- Support of future projects such as SAP upgrades, future migrations and acquisitions



The new technology is housed in one of HP's Tier 3 data centres with multiple data halls that enable automatic failover in the event of component failure or even the loss of an entire data hall. This also allows for any work on the systems in one hall to be carried out in isolation, without affecting day-to-day business.

**The bottom line was the dramatic increase on the \$ return on IT investment of greater than 30% - a factor which more than paid for the project costs and Jon's specific project fees. Overall the project met the rigorous requirements of implementing a platform with a capability and flexibility for major growth, including acquisition and divestment. The Data Centre is well established to support Rexam's strategic aims to consolidate its North and South American operations, currently under planning - as are the aggressive plans to double the size of Rexam by 2012.**