

CASE STUDY

*Data Center Migration and DR*

# The Hershey Company



## Sweet, Long-Term Rewards for an Ambitious, Complex IT Transformation Project

The Hershey Company (NYSE: HSY), headquartered in Hershey, Pennsylvania, is a global confectionery leader known for its chocolate, sweets, mints and other great-tasting snacks. The company has more than 80 brands around the world that drive over \$7.4 billion in annual revenues. Founded in 1894, Hershey's vision is to grow its presence in key international markets while continuing to build its competitive advantage in North America. Hershey is also setting its sights on expanding its portfolio beyond confectionery.

To keep up with the company's ambitious plans and the dynamic marketplace, in 2017 Hershey embarked on a mission to transform its IT infrastructure. The team had several key goals:

- Modernize IS service delivery strategy with improved infrastructure and platform services, high performance and scalable infrastructure, platform, and software capabilities.
- Align infrastructure services with the related ERP Transformation program.
- Reduce the risk to the business by improving its information security profile, disaster recovery and business continuity solution.
- Establish an east-coast and west-coast based hosted model with applications operating in public cloud and SaaS based services maintaining a resilient Hybrid IT environment.
- Minimize the impact on the business by scheduling systems and infrastructure migrations outside of normal business hours and blackout periods and maintain communications with management throughout the program.

## GETTING THE GO-AHEAD

“The tipping point for gaining buy-in for this major transformation project was our ability to clearly articulate the risks and the impact on the business of retaining our legacy infrastructure,” explained Brian Fenimore, director of enterprise infrastructure at Hershey. “This was our opportunity to shed technical debt and

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move to a modern IT infrastructure that is closely aligned with our cloud strategy – and ensure we can continue to serve the business as it needs to adapt and change. Knowing that, in parallel with this effort, we were embarking on a complete ERP transformation program, we needed to take a holistic look at how we do IT on a daily basis.”

Once they had senior leadership approval, the Hershey IT team dove into the project with eyes wide open. They knew that the complexities and magnitude of this project would span across multiple business units and impact current and future states of technology and that they’d need a proven partner to guide them all along the way.

After conducting a comprehensive survey of the industry and a rigorous RFP process, Hershey selected TDS as the partner with the right leadership experience, proven methodology and proprietary software, TransitionManager, to help drive the migration and modernization project.

TransitionManager was built to help IT teams like Hershey’s more efficiently plan and execute change in complex, mixed-vendor, cross-silo environments. It provides access to a comprehensive, consolidated view of the entire IT landscape, enabling IT to visually map and plan any project, no matter how complex, across multiple hosting sites.

Runbooks that sequence the coordination of human and automated tasks can be regenerated as needed to reflect any changes made to the process or data – so IT operates with always accurate data, and virtually eliminates risk in execution.

## THE APPROACH

TDS' expert migration team began by collecting and normalizing numerous sources of application and infrastructure data and importing these into its proprietary SaaS orchestration platform TransitionManager. TransitionManager incorporates data from existing cloud assessment tools and analytic platforms to drive better planning to identify the right migration strategy for each application and alignment with business goals.

"It was an eye-opening process from the start," said Fenimore. "As TDS led us through the discovery process, we recognized that we had a lot of gaps in our application ownership. We are a 125-year old company in central Pennsylvania with many long-term staff, and over the years we had built deep historic, tribal knowledge about what applications were running, who you needed to talk to about certain assets. But over time, as people left the organization, retired, etc., there were no successors and that knowledge wasn't passed down. We had to find new owners and give them time to gather background, have them identify how an app would be tested and take on the overall responsibility for the application. Now, I'm pleased to say we have a clear, concise list of our applications and owners, they understand their roles, and this will allow us to be nimbler when making decisions going forward."

During this time, TDS worked side by side with Hershey through a series of workshops to identify the various migration methods and toolsets. Using TransitionManager, TDS developed a conceptual design of the proper steps and task sequences required for the migration events tailored to Hershey requirements. After receiving team approval, TDS developed the "recipes" or custom scripts in TransitionManager which would auto-generate the pre-migration, execution and post-runbooks.

*"TDS has been a great partner for two plus years. They've become an extension of our team. TDS walks the walk with us. They are a true solution provider, not just a project management tool."*

- Brian Fenimore  
director of enterprise  
infrastructure at The  
Hershey Company

TDS reviewed the event runbooks with the Hershey team, validating the task sequence and fine-tuning the duration of these tasks to predict the time required for application migrations. This robust process ensured that planning of the migration went smoothly; accurate data and deeper knowledge about the environment enabled the team to make informed decisions about the bundling and migration of assets and sequencing of events.

"It's been refreshing to see the thinking that has gone into TDS' recommendations," added Fenimore. "We still do the majority of the projects in a waterfall method. But, with the TDS

approach, there is more of an agile methodology to our thinking. The runbooks are broken out into manageable bundles of work where interdependencies are clearly understood, and then there's flexibility as to how to move them between migration events, there's always a feedback loop and a regular capturing of information while you're going through it, which continually improves the process."

## RESULTS

The Hershey project is actively underway at the time of this publication:

- 50% of the applications have been migrated and 35% of the servers.
- Eleven events have generated no unplanned downtime or adverse impact to the business or customers.

In developing the 2019 migration event schedule, the IT team worked collaboratively with the business. Hershey operates round-the-clock manufacturing and distribution, and the IT team had to consider the impact of the move schedule on the business and minimize the downtime. It was a much more collaborative process, with both IT and the business coming to agreement quickly with sufficient time to prepare for the changes. The IT team has expanded its knowledge of application behavior through the process and will be able to apply early lessons to final phases of the data center migration and DR project.

"We've delivered every single milestone that we stated we would deliver. We've exceeded our savings goals and reduced our technical debt. On the whole, we've over-delivered what we said we would deliver and expect to do the same this year, said Brian Fenimore.

"We've built the confidence of the leadership team so that they can don't worry about the process. And it increases our own expertise. For example, in 2018 we completed eight migration events and the level of expertise we've developed with TDS guidance has grown exponentially from first event to eighth, along with the confidence and predictability. Coming into 2019, we are thinking differently about things. We are hitting the ground with every migration and the results speak for themselves."

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- Christian Pearce  
cloud architect at The Hershey Company

"As we strive to improve our IT services strategy, we've been focusing on consolidating the infrastructure team into a single working set," also commented Christian Pearce, cloud architect at Hershey. "With different responsibilities, domains, skill sets, security, we are now coming together and having really good discussions about what our end state will look like now and in five years. The TDS process, people and tools have helped us to attain cohesion as a team and a do a good job of shedding technical debt. We are better able to communicate to people what it means to function in the new environment and reduce edge cases, allowing

us to automate some of the work day to day, adopt agile dev ops, and push more self-service.”

## THE FUTURE

Another critical mark of success for the project was confirmation that Hershey is prepared for future cloud migrations or disaster recovery. High availability testing of foundational infrastructure and disaster recovery capabilities was completed. With TDS’s rigorous methodology, Hershey could ensure that every application is part of the recovery plan and each of the recovery plans is tested for recovery. With this preparedness, they can confidently migrate or failover the complete data center.

The team recognized that a data center migration or other major transition is the best place to start for building an IT resilience plan. When you plan for change, the same steps and information that you capture leave you ready for the future with both its planned and the unplanned changes.

“When we complete this project, we are going to be free to be nimble and more forward thinking,” explained Fenimore. “We will be able to tackle automation, AI, and machine learning. Our team and our processes will have less of a foothold in a waterfall methodology and move us closer to agile development. We will be physically co-located with business but also will have shifted away from a paradigm where IT and business are separate, and business just wonders why stuff breaks all the time. Instead, now it’s a paradigm where we know what business needs and wants and we are working side by side with them to collaboratively deliver what they need, like greater sales and less operational costs over time.”

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TDS has been helping organizations plan for and manage complex change for over 16 years and we built the only software platform that is specifically designed to accelerate, simplify, and orchestrate any IT transformation process – and eliminate risk in execution. Contact us today to discuss how we can help your organization prepare and recovery quickly from whatever comes next.

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