

accenture



# FROM PRODUCE TO PRODUCTIVITY

**Del Monte Foods  
is growing with Cloud**



**Del Monte Foods' lightning-fast AWS implementation, along with its new approach to infrastructure and application management, have provided the agility and cost savings the company needs to grow as a connected enterprise.**

# OVERVIEW

**To stand out in a tightening market and prepare for its next phase of growth, Del Monte Foods, Inc. decided to transform its IT infrastructure and transition to public cloud.**

With Accenture's help, Del Monte has successfully migrated 200 servers—including 50 dedicated to the company's SAP systems—to Amazon Web Services (AWS) with minimal business disruption and in less than four months.

Today, the company is benefitting from its new cloud platform running on AWS, as well as the outsourced management of its IT infrastructure and applications. By embedding new IT and data science capabilities into the enterprise, the company has been able to cut costs, improve system stability and bring down provisioning time for servers and computing power from weeks or months to less than 60 minutes. Automated services have also reduced the time it takes to provide employees with IT support from days to hours.

Plus, analytics are giving Del Monte leaders better visibility into IT operations and spend, and also providing insights the company can use to improve its operational agility and streamline its core business operations.

As a result, the company can deliver business solutions and products that delight customers much more quickly. And with more stable, agile and responsive IT operations, Del Monte is able to free up savings that it can reinvest to unlock greater growth and innovation.



The top of the page features a vibrant background of orange juice splashes and slices of oranges with green leaves scattered across a white surface. The word "THE STORY" is prominently displayed in large, bold, black capital letters, centered over the upper portion of this graphic.

# THE STORY

## Client profile

**Created in 2014, Del Monte Foods, Inc. is one of the largest producers, distributors and marketers of premium quality, branded food products for the US retail market. In fiscal year 2017, the company generated sales of nearly \$1.7 billion.**

## The background

The Del Monte brand was created more than 100 years ago and since that time has merged, split and been acquired several times over. One thing has stayed constant, however: The company's commitment to producing premium quality foods. Today, Del Monte Foods is recognized as one of the top two players in the highly competitive US fruit, vegetable, tomato and broth packaged foods categories. Recently, however, category growth has slowed. In response, the company developed a new growth strategy. To achieve its goals, the company knew it needed to continuously drive operational efficiencies. Doing so would allow Del Monte to not only keep pace with evolving consumer expectations, but also help support and fund its growth initiatives.

Del Monte zeroed in on its IT organization as a source of savings and agility. Its fragmented IT environment, which comprised hundreds of apps, servers and systems, including SAP ERP ECC®, was outdated, expensive to maintain and increasingly unstable. The delivery of new IT solutions and upgrades took months, which slowed the delivery of new products to end users. Finally, the company's legacy IT service provider was not as responsive to service requests as Del Monte would have liked and unable to provide the level of transparency into spending that the company needed.

Del Monte's leaders recognized that the company's existing approach to provisioning, managing and maintaining IT would frustrate, rather than facilitate, its plans for growth. They felt the time was right to make a bold move to the public cloud and pivot to become a modern enterprise.

After selecting Amazon Web Services (AWS) as its public cloud, the company turned to Accenture to help navigate the journey. Having successfully helped Del Monte improve operations in the past, Accenture was well positioned to help the company succeed, with its more than 1,600 AWS-certified cloud professionals, its deep relationship with AWS via the Accenture AWS Business Group, and its set of industrialized tools for accelerating and optimizing AWS transformations. Further, Accenture brought with it proven delivery methods and extensive experience in managing infrastructures and applications for clients around the world.

**“We needed a partner that would understand how our systems worked, and then how to migrate them without creating any negative user experience, that had expertise in Amazon, in the AWS system architecture.”**

**PJ Balsley**

IT Director, Del Monte Foods

**Del Monte's migration to AWS—completed in less than four months—has improved its operational agility, streamlined its core business operations, and reduced infrastructure-provisioning time from weeks to within 60 minutes. IT transparency is up, while costs are down.**





# The journey

With its IT transformation, Del Monte was looking not just to improve cost-effectiveness and responsiveness, but also to create intelligent back-office operations that would enable enhanced decision making and breakthrough business outcomes.

Speed was of the essence. With the company's fiscal year end and the critical canning season fast approaching, Del Monte needed to quickly migrate its systems to AWS within just a few months. Together, the Del Monte and Accenture teams—comprising resources from the United States, India and the Philippines—leveraged automated software solutions and industrialized migration tools to keep costs low and accelerate a seamless transition. Some 200 servers were moved, including 50 complex workloads that were associated with Del Monte's SAP ERP system.

Del Monte has also strategically tapped its smart partnership ecosystem to secure expert talent. It has taken full advantage of Accenture's PRIME delivery model, as well as the Accenture Cloud Platform (ACP) to introduce automated tools and managed services—ensuring that, throughout a seven-year outsourcing arrangement, Del Monte's AWS infrastructure, SAP and non-SAP business applications, and end-user technical support would be in good hands.

**“It was during a peak time and there was no interruption at all. People didn't even know it was happening. It went seamlessly.”**

**Tracy West**

VP Internal Audit,  
Del Monte Foods



# The impact

In less than four months, Del Monte went live with a new cloud environment that delivers the agility its ambitious growth agenda requires. For a project of this size, the speed and quality of the migration was remarkable. Business users did not notice any disruption, and the company's IT support team had minimal issues to deal with during the transition.

The benefits to Del Monte have quickly become apparent. Improved stability means downtime has been all but eliminated. With AWS's automated right-sizing features, plus the business continuity, security and native cloud capabilities that are integrated and managed via ACP, Del Monte now has the flexibility to scale its IT operations up and down to support new growth initiatives and also meet the changes to demand across its yearly business cycle. For Del Monte's technologists, the time needed to provision computing power and infrastructure components dropped from weeks or months to just minutes. This means they can rapidly stand up solutions with little time or cost commitments, and consequently provide superior products to consumers more efficiently than before.

Cost savings are another big benefit. By eliminating its physical servers and paying only for the infrastructure and computing power it needs, Del Monte has pivoted from making significant capital investments to servicing ongoing operating expenditures. The resulting capital savings can be re-allocated in the company's growth strategy.

Finally, Del Monte now enjoys the freedom of the public cloud and the benefit of having a single point of contact managing and continually monitoring its IT business processes, infrastructures, applications and cloud platform. These managed services have reduced the amount of time it takes to resolve IT issues from days to hours. Through ACP, Del Monte has also been able to introduce new security and disaster recovery features, as well as a data and analytics dashboard that gives company leaders more visibility into IT operations and spend than they ever had before.

## The benefits



**IMPROVED STABILITY**



**HIGHER RATE OF EFFICIENCY**



**COST SAVINGS**



**SINGLE POINT OF CONTACT**



**MORE FLEXIBILITY**



**REDUCTION OF IT ISSUES**



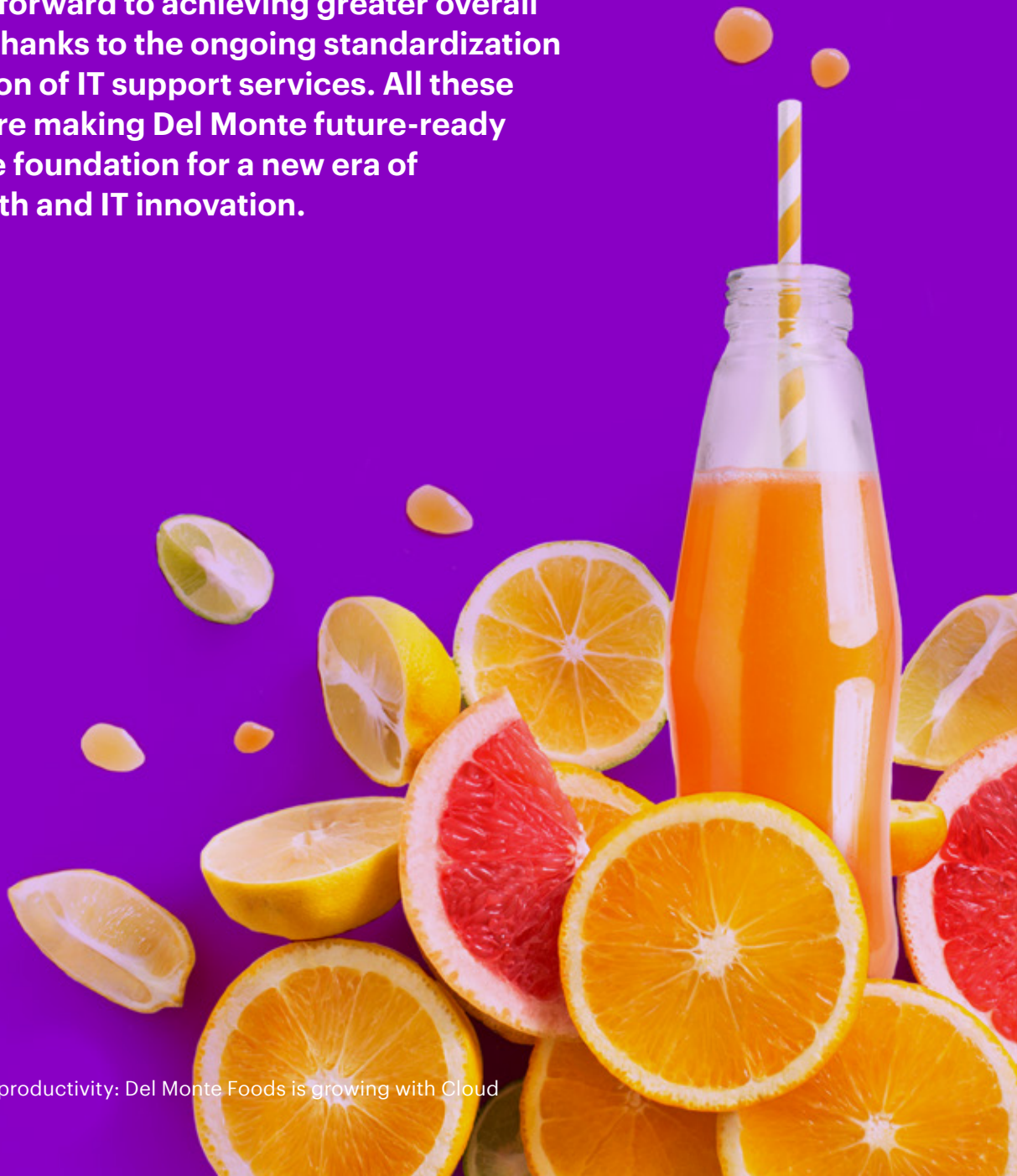
**INCREASED SECURITY**



**MORE VISIBILITY**

# THE FUTURE

With its bold move to the public cloud, Del Monte is now ready to take advantage of new analytics, the Internet of Things, applied intelligence and other emerging technologies that will benefit its frontline business—and which can be easily integrated with the public cloud from an established provider such as AWS. The company can also look forward to achieving greater overall efficiencies, thanks to the ongoing standardization and automation of IT support services. All these advantages are making Del Monte future-ready and laying the foundation for a new era of modern growth and IT innovation.







**We can now  
deploy resources  
to work on the  
most important  
things, which is  
developing new  
products for  
our customers."**

**Chad Anderson**, CIO, Del Monte Foods

## **ABOUT ACCENTURE**

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