**Gartner Consulting Case Study: Healthcare Insurance Organization Wants to Execute a Global Consolidation Strategy**

**Client Context**
A Fortune 100 healthcare organization is executing a global consolidation strategy.

**Client Challenges**
- Move from multiple application environments to one unified application environment to drive business efficiencies and cost reductions.

**Gartner Approach**
- Benchmark to drive optimization efforts.
- Explore sourcing and offshoring best practices and solutions.
- Conduct financial planning and work plan development.
- Perform application process redesign.
- Provide critical program management expertise.

**Benefits Achieved**
- Cost-reduction plan of $107 million overachieved consolidation by more than $10 million.
- 200+ personnel were redeployed to support strategic initiatives.
- Productivity improved more than 20% over five years.
- Improved application maturity and reliability - moving from CMMi Level 1 to Level 3 over three years.
- Competitive process provided additional $20 million savings.