CLIENT STORY | MANUFACTURING | SITE CONSOLIDATION

Resultant

The Planning Work That Made an **87-VM Migration Uneventful**

A manufacturer consolidated operations without disrupting production by treating planning as the project's most valuable deliverable.

For one PE-backed manufacturer, capturing the operational efficiencies behind the deal's investment thesis meant consolidating three acquired businesses into two operating locations.

Closing a facility promised lower operating costs and a simpler operating model, but only if the production systems supporting that facility could move without disrupting the business.

What looked routine on paper was, in reality, a fragile legacy environment with unsupported hardware, aging infrastructure, and little room for error. If critical systems failed during the move, production could stop and the cost reduction the consolidation was meant to deliver would be erased by the expense of fixing it.

The company engaged Resultant, its managed services partner, to lead the migration. Before anyone moved a server, we identified a different challenge: the greatest risk was assuming the environment was healthy enough to survive it without a comprehensive assessment.

Cutting planning costs would have shifted far more risk into the migration weekend.

RIGHT-SIZING THE PLAN WITHOUT CUTTING SAFEGUARDS

Balancing operational priorities against transaction timelines, the client questioned why the engagement included so much project management, inventory work, and documentation. Labeling hardware and documenting dependencies looked like busywork compared to the physical move, an understandable perspective when IT migration isn't in your day-to-day.

We knew that without a complete inventory, it would be impossible to confidently identify unsupported components, sequence system recovery, or know whether every critical dependency had been accounted for before the first rack left the building. Cutting that work might have reduced the project's cost. It also would have shifted far more risk into the migration weekend itself.

Rather than compromise the planning, the client's ops team weighed the cost against the exposure and chose to keep the inventory and dependency work intact, right-sizing the engagement while preserving the activities that directly reduced operational risk.

FINDING THE RISK BEFORE THE WEEKEND

The assessment confirmed that the environment included legacy infrastructure operating without active vendor support contracts, with portions already in a degraded state. If hardware failed during transport or startup, replacement parts wouldn't be just a phone call away.

We treated every unsupported component as a potential failure point. Engineers documented the environment, mapped dependencies, built a detailed cutover sequence, and developed contingency plans for the systems least likely to recover cleanly.

One decision reflected that philosophy better than any other. We purchased redundant replacement components at our own expense and staged them at the destination before the migration began. If unsupported hardware failed, the recovery plan was already waiting on-site instead of depending on emergency procurement.

The parts were never needed, which was exactly the result we wanted.

AN INTENTIONALLY UNEVENTFUL MIGRATION

We coordinated the technical execution while a third-party logistics provider handled the physical relocation of the equipment. The migration included 87 virtual machines, three storage area networks (SANs), and three equipment racks supporting the client's production environment. Every shutdown, startup, dependency, and validation followed a documented sequence developed before the maintenance window opened.

The planned outage began Friday evening. Approximately 20 hours later, the migrated environment was operational, well ahead of the allotted weekend window. Systems returned online without unplanned failures or emergency remediation, and business operations resumed within the scheduled maintenance period.

THE COST OF CUTTING PLANNING WORK

The same trade-off shows up in every facility consolidation or carveout run on a transaction timeline. Inventory, risk assessment, and contingency planning are the first things a budget-conscious portfolio company wants to cut, and they're also the work that decides whether a migration weekend is uneventful or expensive.

Treat that work as negotiable, and the risk doesn't disappear. It just moves into the maintenance window, where there's no time left to manage it.