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A practitioner to guide you.



CASE STUDY — INTERIM CIO

Running IT through a bankruptcy reconstruction and a divestiture at the same time

A financial-services firm was restructuring under bankruptcy protection and selling a business unit simultaneously. I came in as interim CIO with full accountability for the entire IT and cybersecurity estate.

300 → 50

people in IT

3 → 1

datacentres to one
colocation facility

~80%

removed from the IT cost
base

~\$115M

starting IT cost base

THE SITUATION

The estate had been built for a company that no longer existed: roughly 300 people, three datacentres, and a cost base of about \$115M. Two processes were running at once and they pulled in opposite directions. The creditor committee wanted cost out immediately. The buyer wanted the business intact and running on day one of ownership. Every decision had to satisfy both, which ruled out anything that depended on savings arriving later.

WHAT I OWNED

Everything under the CIO line — infrastructure, applications, business systems, end-user services and security. Not an advisory seat. I held the accountability, made the calls, and stayed until the estate was stable and handed over.

HOW IT WAS DONE

This was a sequencing problem rather than a technology one. The work was deciding what to cut first, what to keep alive until the deal closed, and what the buyer needed still standing on the first day of ownership. Each decision had to survive a creditor committee and a buyer diligence process reading the same estate with opposite intentions. Consolidation of the datacentre footprint ran in parallel with the headcount reduction so the two never stranded each other.

WHY IT IS RELEVANT TO A FRACTIONAL ENGAGEMENT

An interim seat is a fractional seat with a deadline. Parachuted in, no political capital, no time to build a team, and a clock set by someone else. The discipline is identical to the one a fractional CIO or CISO needs on day one: work out what actually matters, sequence it, and leave a running operation behind rather than a plan.