

EXPERT-LED IT TRANSFORMATION

Program, Project and Service Management Delivered by GTT — So Your Internal Teams Can Focus on What Matters Most



**A GTT SOLUTION BRIEF
MANUFACTURING**

EXPERT-LED IT TRANSFORMATION

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THE LANDSCAPE

Manufacturing IT Teams Are Asked to Do More Than Their Current Model Allows

The transformation agenda facing manufacturing IT has not shortened. Network modernization, cloud connectivity, OT/IT security segmentation, compliance with NIS2 and equivalent frameworks, and the infrastructure requirements of digital twins, edge analytics and real-time production systems: these programs are running in parallel, often across dozens of countries, and they are running on teams that were not scaled to absorb them.

The talent gap is structural and persistent. A global shortage of cybersecurity and network engineering expertise is forcing manufacturing organizations to reconsider how transformation work gets done. Boards and CISOs cite skills gaps as chronic strategic risks. The response, across sectors, is a shift toward outcome-based managed services and blended sourcing models: retaining internal expertise for strategic direction while placing program execution, technical delivery and ongoing service governance with partners who have the depth and global reach to deliver at scale.¹

¹ ISACA, *State of Cybersecurity, 2023*

The problem is the operational model required to execute the roadmap transformation.

The gap between what manufacturing IT teams are asked to deliver and the resources available to deliver it creates a predictable set of outcomes: transformation programs that slip on timelines because no one owns the coordination of carriers, factory change windows and cross-regional approvals; standards applied inconsistently because governance lives in documents rather than platforms; compliance evidence assembled manually before each audit cycle; and internal engineers who spend their time managing vendor escalations instead of improving lines, safety and production system.

60%	NIS2	OUTCOME BASED
60%of manufacturers cite “people and process gaps” — not technology — as the main barrier to IT/OT convergence and transformation at scale. <i>Automation.com, 2025</i>	NISA2 now classifies most large manufacturers as “essential or important entities,” raising requirements for incident reporting, risk management and supply chain security. <i>EU NIS2 Directive, enforced from October 2024</i>	Managed services and blended sourcing models are the emerging norm as manufacturers shift program execution to specialist partners while retaining internal strategic direction. <i>ISACA / industry consensus, 2023–2025</i>

WHY TRANSFORMATION PROGRAMS STALL



Transformation programs stall not because manufacturers lack ambition, but because no one is accountable for the execution.

Carrier coordination, plant change windows, cross-regional approvals, compliance reporting, in-life service governance: these are operational problems, not technology problems. They require a partner with global reach, manufacturing expertise and service management discipline to own them end-to-end.

Project backlog	Governance gaps	Compliance pressure
Critical network, security and cloud refreshes queue behind day-to-day run operations, with no dedicated program resource to drive complex multi-region delivery to completion.	Standards defined centrally but applied inconsistently across plants and regions because governance lives in documents rather than platforms with centralized enforcement.	NIS2 and equivalent frameworks require audit-ready evidence of risk management and business continuity — evidence that manual reporting cycles cannot reliably produce at scale.

WHERE GTT COMES IN

Built for the Execution Demands of Global Manufacturing Transformation

GTT manages network cloud, and security infrastructure for manufacturers across automotive, chemicals, food and beverage, electronics and industrial automation — across Europe, the Americas, Asia-Pacific, the Middle East and Africa. We understand what it takes to execute a multi-region SD-WAN, SASE or cloud connectivity program across a manufacturing estate: carrier coordination across dozens of countries, factory change windows that cannot disrupt production, configuration standards enforced consistently from the first site to the hundredth, and in-life service governance that keeps the program performing after go-live.



We deliver the people and expertise through GTT’s Professional Services — program, project, technical and service management —all coordinated via the GTT Envision Platform, which embeds governance, visibility and compliance reporting directly into the architecture. Internal IT teams retain strategic direction and engineering focus. GTT retains end-to-end accountability for delivery, performance and continuous improvement.

In manufacturing, GTT is the partner that makes ambitious transformation roadmaps executable at the scale, pace and consistency that distributed global operations require.

THE APPROACH

Why Expert-Led IT Transformation Is an Execution Argument, Not a Capability Discussion

Manufacturing organizations evaluating transformation partners typically assess technical capabilities: network architecture, security tooling, platform features. These are necessary but insufficient. The factor that most reliably determines whether a global program lands on time, on standard and with the outcomes it was designed to deliver is execution accountability — and specifically, whether a single partner owns the full delivery chain from program scoping to in-life service management.

GTT’s approach is built on that accountability. GTT owns the program from initiation to run-state: project management across carrier coordination, factory scheduling and change control; technical management across architecture, cutover playbooks and post-deployment tuning; and service management across incident, problem and change in the run environment. Our Professional Services expertise, coordinated through The GTT Envision Platform, ensure that governance and visibility are embedded in the delivery, not reported manually after the fact

WITHOUT DEDICATED PROGRAM AND SERVICE OWNERSHIP	WITH GTT EXPERT-LED IT TRANSFORMATION
Transformation programs managed across internal IT teams alongside existing run responsibilities, with no dedicated resource to drive complex multi-region delivery,	End-to-end program accountability from GTT, from scoping and carrier coordination through cutover, go-live and in-life service management
Carrier coordination, factory change windows and cross-regional approvals managed ad-hoc, creating timeline risk across every site deployment,	GTT manages carrier relationships, factory scheduling and change control centrally, removing the coordination burden from internal teams,
Standards defined centrally but applied inconsistently across plants and regions due to fragmented implementation oversight,	Consistent technical standards enforced across every site through GTT EnvisionCORE, propagated centrally, not applied manually per location,
Compliance evidence assembled manually before each audit cycle from fragmented logs and regional reports,	Continuous governance and audit-ready KPIs available on demand through GTT EnvisionDX, built into the architecture, not bolted on before reviews,
Internal engineers diverted from production, safety and innovation priorities to manage vendor escalations and service issues,	Internal specialists focused on high-value engineering work; GTT owns incident management, problem resolution and continuous improvement,

THE SOLUTION

One Partner. Accountable for the Full Delivery Chain.

GTT's Expert-Led IT Transformation places program, project, technical and service management with a single partner accountable for delivery from initial scope through in-life governance, backed by the GTT Envision Platform and GTT's global managed and professional services infrastructure.

Unlike providers that deliver technology and hand back operational responsibility to internal teams, GTT retains accountability for how the program performs in delivery and in run. For manufacturing organizations executing complex, multi-region transformations with lean IT teams, that accountability model is the operational difference between a program that delivers its intended outcomes and one that achieves initial deployment but fails to sustain or scale.

Core Capabilities Supporting Manufacturing IT Transformation:

- ✔ Program & Project Management

✔ Technical Management (Architecture, Cutover, Tuning)

✔ Service Management (Incident, Problem, Change, CX Governance)
- ✔ GTT Envision Platform (Governance, Visibility, Compliance Reporting)

✔ 24/7 Global NOC and SOC Support

THE PLATFORM ADVANTAGE

Governance and Visibility Embedded in the Delivery — Not Reported After the Fact

The GTT Envision Platform is what makes transformation governance scalable. Rather than building reporting and compliance evidence manually at the end of each delivery phase, the platform embeds visibility, policy enforcement and performance tracking into the architecture from day one — giving operations, IT and leadership teams a current, accurate view of program progress and in-life service performance.

GTTENVISIONEDGE

Real-time telemetry at every plant edge to identify issues early and validate the impact of post-change improvements. Service deviations visible as they occur — not discovered during the next review cycle.

GTTENVISIONCORE

Policy, orchestration and standardized change control across plants and regions. Standards defined once and propagated to every site, ensuring configuration consistency from the first deployment to the last — and through every change cycle in the run environment.

GTTENVISIONDX

Executive-ready KPIs, SLA trend lines and compliance evidence, available on demand. Audits become routine — the evidence is already in the platform. Leadership reports on transformation progress with current data, not manually assembled summaries.

Expert-Led Transformation

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THE PROOF

What Manufacturing Customers Achieve with GTT

The manufacturer below engaged GTT to manage a complex, multi-region transformation program, retaining GTT as an accountable delivery partner from scoping through in-life service management. Results are drawn from a verified, publicly available case study.



BARRY CALLEBAUT | Food & Beverage Manufacturing — 130+ sites globally

Barry Callebaut, one of the world’s largest chocolate and cocoa producers, operates at a scale that makes transformation execution a distinct and demanding discipline: 130+ sites across continents, with production, distribution and supply chain systems that depend on consistent connectivity and cloud access. Prior to engaging GTT, the company managed a patchwork of local networks and legacy connectivity models that created inconsistent performance across regions and placed ongoing operational management on internal IT teams.

GTT deployed managed SD-WAN across Barry Callebaut’s global footprint, backed by Professional Services spanning program, project, technical and service management — driving a consistent global delivery model from initial planning and pilot through to ongoing service assurance. A single GTT team owned end-to-end accountability across the entire rollout.

“GTT’s global SD-WAN solution gives us the flexibility, agility, and performance we need to optimize our business-critical applications and operations worldwide.”

— Jean-Jacques Tripp, Global Network Manager, Barry Callebaut

Outcome: Managed SD-WAN deployed across 130+ sites with consistent application performance for production, logistics and cloud collaboration; simplified global operations through a single accountable partner; and reduced internal IT burden through centralized management and a single global service model.



CONNECT



SECURE



SIMPLIFY



WHY GTT

Built for the Transformation Execution Demands of Global Manufacturing

Most network and security providers can deploy technology reliably in a single environment. The challenge that determines whether a global manufacturing transformation program succeeds is different. Can a provider own end-to-end execution across hundreds of sites and multiple continents — coordinating local carriers in thirty countries, scheduling deployments within tight factory change windows, enforcing consistent technical standards without local deviation, and then managing the run environment with full service accountability — while the internal IT team continues to run day-to-day operations without disruption?

This is the problem GTT is specifically built to solve. Three capabilities — aligned to GTT's core commitment to connect, secure and simplify — combine to make that possible:

TIER-1 GLOBAL BACKBONE & CARRIER REACH	GTT ENVISION PLATFORM	END-TO-END PROGRAM OWNERSHIP
GTT's top-ranked global IP backbone covers 400+ points of presence across six continents. GTT's carrier relationships and local delivery capability across EMEA, the Americas, APAC, the Middle East and Africa mean that multi-region manufacturing programs do not stall waiting for local providers to be coordinated. One commercial relationship. One delivery team. One SLA across the entire estate.	The GTT Envision Platform embeds governance directly into the delivery architecture. GTT EnvisionCORE enforces consistent policy and standards across every site. GTT EnvisionEDGE provides real-time telemetry to validate post-change performance. GTT EnvisionDX delivers executive-ready KPIs and audit-ready compliance evidence available on demand, not assembled manually before reviews.	GTT's Professional Services team owns the full delivery chain: program scoping, project management, technical architecture, cutover planning and execution, and in-life service management. Internal IT teams are not handed a handover document at go-live. GTT retains accountability for service performance, continuous improvement and compliance evidence through the full life of the program.

MANUFACTURING SUB-VERTICALS SERVED

Expert-Led Transformation Adapted Across Every Manufacturing Sub-Vertical

Expert-Led IT Transformation addresses distinct execution and governance challenges across manufacturing sub-verticals, with program models adapted to the operational, regulatory and technology environment of each:

Automotive & EV	Multi-region SD-WAN and SASE rollouts coordinated across tier-1 and tier-2 supplier networks, TISAX-compliant change governance, dedicated program management for plant-level cutover and change control.
Food & Beverage	Transformation delivery across 100+ global sites, professional services supporting SAP and cloud migration programs, ongoing service management for production-critical applications and supply chain systems.
Chemicals & Materials	Governance-heavy transformation programs with COMAH and SEVESO change control requirements, NIS2-aligned compliance reporting, expert-led security posture improvement across OT-connected production sites.
Packaging	Managed rollout of unified WAN and cloud connectivity across distributed production and logistics operations, centralized service governance replacing fragmented regional management models
Building Materials	Global transformation program delivery across European and international manufacturing estates, audit-ready SLA and KPI reporting for board-level governance, continuous improvement managed through the GTT Envision Platform.
Industrial Equipment & Automation	Complex multi-carrier coordination across engineering-heavy international operations, technical management for OT/IT interlock and security posture improvement programs across distributed plant environments.



NEXT STEPS



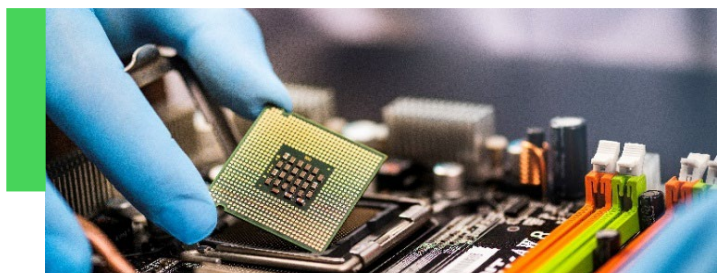
Starting the Conversation

Manufacturing transformation programs do not fail on technology. They fail on execution. To establish the delivery model your transformation requires:

- **Assess your current program accountability model:** Identify where ownership gaps exist in your current transformation programs — carrier coordination, change governance, in-life service management — and where internal teams are absorbing operational work that a delivery partner should own.
- **Identify talent and capacity gaps across your transformation roadmap:** Assess where internal teams lack the network engineering, cybersecurity or program management depth to execute on timeline, and where a specialist delivery partner can close those gaps without the lead time and risk of recruitment cycles.
- **Map compliance reporting requirements:** Determine whether NIS2, CMMC or equivalent frameworks require audit-ready evidence of risk management, incident reporting and business continuity that your current architecture and reporting model can reliably produce.
- **Evaluate your run environment governance:** Review whether in-life service management — incident, problem, change — is managed against agreed outcomes with clear accountability, or whether internal teams are absorbing escalations that a managed services partner should resolve.
- **Engage GTT:** Contact GTT to map Expert-Led IT Transformation to your manufacturing operations and establish the program and service management model your modernization requires.

MANUFACTURING TRANSFORMATION PROGRAMS DO NOT FAIL ON TECHNOLOGY. THEY FAIL ON EXECUTION.

GTT places program, project, technical and service management with a single accountable partner — so your internal teams can focus on what they do best, and your transformation keeps pace with what the business requires.



ABOUT GTT

GTT is a leading networking and security as a service provider for multinational organizations, simply and securely connecting people and agents to data and applications — anywhere in the world. We serve thousands of organizations, bringing together the right people, partners and technology to reduce the burden on IT teams and solve the most pressing networking and security challenges. Built on our top-ranked global Tier 1 network, GTT Envision is a single global technology platform to connect, orchestrate, virtualize and automate enterprise networks, enabling customers with consumable solutions to achieve business missions and meet ongoing demand when, where and how needed. Our portfolio includes SASE, SD-WAN, security, internet, voice and other connectivity options, complemented by a suite of professional services and exceptional sales and support teams in local markets around the globe. We partner with our customers to deliver Greater Technology Together. For more information, visit www.gtt.net.

