



Global reach
Local knowledge

The Secrets to Shortening the M&A Integration Process – Q&A

Q1: This question is about branding. As you think about Day 1 readiness and ongoing successful integration, what have you seen as the most effective processes relative to changes in corporate name and how that is communicated to both internal and external stakeholders?

A1: Ideally the more comprehensive the “NEWCO” can look and feel like a distinct company, as close to day 1, the better. Branding is one important piece, along with a clarity from Senior Management, having a clear plan for who the support team is, making sure all of the vital day 1 roles are filled asap, etc.

Q2: Can you talk about project managers vs post-merger integration office? In my experience, PM's can be so focused on executing that they sometimes lack the understanding of the big picture (i.e., aligning with the original investment thesis). How do you keep a PM aligned with the original value proposition so that they don't go off course?

A2: We have tried to touch on this during the call. The PM role is critical in getting the deal closed, but post-close is really the vision of the NEWCO Management team that need to be executed. The PM role is at least as critical post-close, but it is a different role than it was pre-close. We often see less emphasis on the post-close challenges than there should be and this causes a lot of problems and inefficiencies.

Q3: Which is the proper moment to detect the synergies behind any M&A? usually we tend to make such analysis before the deal but the knowledge of the target is very limited.

A3: Pre-close everything is theoretical and post-close things are more based on reality. The best synergy plans start with a realistic expectation, but are flexible enough to adjust to the post-close realities.