Most acquisitions fail in the integration phase

We know how to fix them.

Intista has developed a process to **address stalled or incomplete M&A integrations**. It is based upon our experience in M&A, Change Management, Business Operations and Project/Program Management. The result is an unambiguous process that provides order and direction to restart and/or complete integrations.
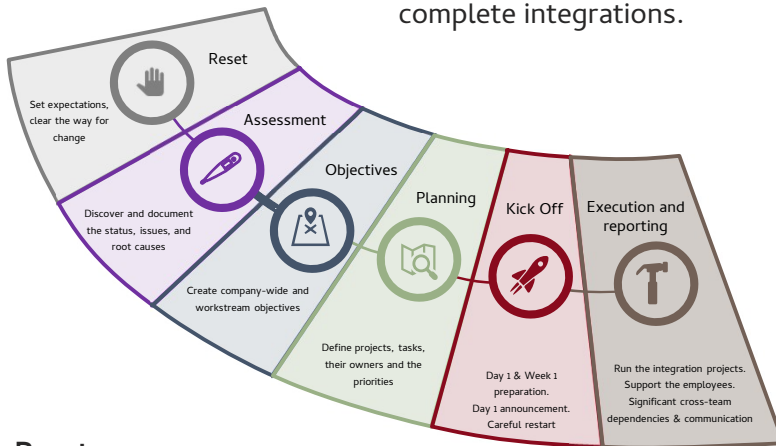
Reset
- Secure leadership buy-in for a difficult process, setting and agreeing upon the expectations

Assessment
- Investigate the existing status, discover roadblocks, determine what the leftover issues are, and design a way forwards

Objectives
- Create specific, measurable, unambiguous targets to be achieved

Planning
- Formulate how to relaunch and deliver the integration of the people, technologies, operations, processes and cultures of the two businesses

Kick off
- Create the projects and tasks needed to integrate the two businesses together, with a compelling, candid narrative of why we think the integration was troubled

Execution and Reporting
- Run the many projects and tasks, with the correct priority, coordinating and adjusting for unexpected items
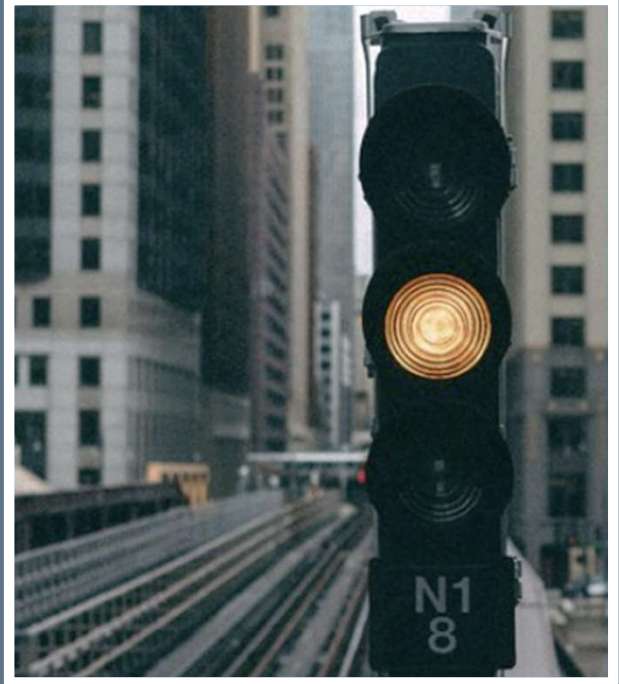
Merging together, or integrating, the acquiring and acquired businesses involves hundreds of tasks or projects.

If all activity has stopped and the value that the Acquisition Deal Team envisioned has not been delivered, it should be considered an **Incomplete** Integration

If progress has slowed, or is on pause with the intention of continuing, it could be considered a **Stalled** Integration

Fixing a troubled integration will take longer than if it went smoothly from the start, taking 30 to 70% more time than the initial schedule.

As every business and hence every integration is unique, there is no definitive way to label an integration as troubled (stalled or incomplete). However, here are *some* of the general indications:

Symptoms of a Stalled Integration
No Welcome speech given to the acquired employees
No integration progress communications
No leadership office/facility visit since the announcement
No single org chart
Reluctance to mix acquired and acquiring offices employees
Poor employee engagement
Infrequent Steering Committee meetings
Delays in making key decisions
Conflicting policies in different facilities
Doing multiple acquisitions, and treating them as one integration
Team disagreements on a roadmap
Lack of clarity with the completion schedule
Deadlines missed, but projects still happening
Separate IT systems, with no plan on integration
No announcement of completion

Symptoms of an Incomplete Integration
After the acquisition, no team or person is assigned to integrate the businesses
No budget is allocated to the integration
An announcement that the integration is not continuing
Key decisions are avoided
The definition of success for this integration is modified
Project deliverables are unachievable
Deadlines are missed and left to drift
Employees agree that the initiative will not deliver the intended value
Differences in business culture that hurt the business
Hostility from acquired employees is not addressed
Customer satisfaction is significantly reduced
Productivity has dropped and not recovered
The integration is on pause - with no scheduled restart
Disparate IT systems will be retained
The Integration Management Office (IMO) is dismantled

A+ grade
A grade
B grade
C grade
D grade
F grade
Possible outcomes envelope
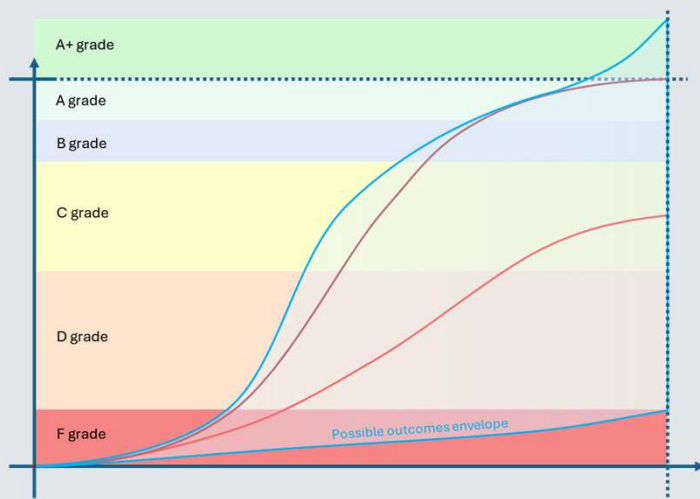
What grade would you give your last Acquisition Integration?

Take our short survey to get an approximate score of how complete your acquisition integration might be
https://intista.com/what-we-do/integration-assessment/

Moving a stalled or incomplete integration will take an honest, often difficult, assessment of the original reasons for the acquisition, the actual achievements, and uncovering the challenges that prevent reaching the desired outcomes.

For an accurate score, contact Intista for a comprehensive Integration Assessment

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