

# Improve Your Acquisition Integration Success

For successful M&A, the integration of the businesses must deliver the envisioned value

## Acquisitions Rarely Fail. Integrations Fail



Objectives not met



Missed business opportunities



Losing key staff



Unrealized value



Operational mistakes



Deadlines missed



Lack of staff engagement



Implementation inefficiencies

## Solving issues: the five areas of acquisition integration



Org. Charts



Technologies & Products



Business Operations



Processes



Business Cultures

**The average success rate of acquisition integration is 30%. Ours is 90%**

Private Equity



Gain a competitive advantage in scaling. Exit businesses that have used integration Best Practices

Strategic Acquirers



Successfully balance acquisitions and your organic growth

Advisors



Provide clients with best recommendations for achieving M&A value

Consultants

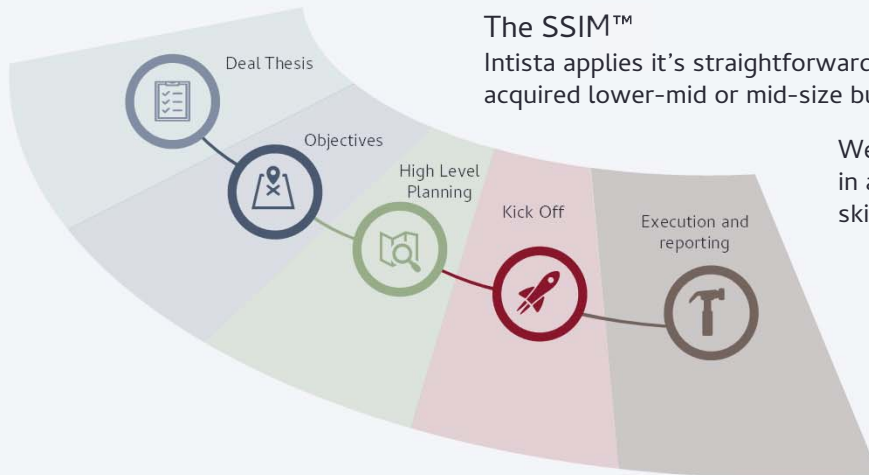


Plan and deliver M&A integrations that return the value modeled in the Deal Thesis



[www.intista.com](http://www.intista.com)





## The SSIM™

Intista applies it's straightforward, unambiguous approach to integrating acquired lower-mid or mid-size businesses.

We train and mentor our clients' employees in acquisition integration, building in-house skills for serial acquirers

Your People. Our Expertise

Learn more at

<https://intista.com/integration/ssim/>

## How We Help



### Readiness

- Health Check your integration preparedness
- High-level integration planning
- Assess if your business is prepared and able to deliver M&A ROI



### Delivery

- Implementation of Intista's SSIM™ methodology
- Align integration strategy with deal thesis
- Plan and setup your integration
- Run the IMO, monitoring and coordinating projects
- Advisory service to Steering Committee



### Training, Certification and Mentoring

- Developing knowledge and skills to create *Acquisition Integration Managers*
- Relevant, actionable, practical learning
- Monthly Mastermind groups
- Checklists, templates, reference documents
- Learn more at <https://intista.com/caim/>



### Support

- Your team leads the integration, Intista supports and mentors them to a higher level
- Delivery through, flexibility, determination, pragmatism, and empathy

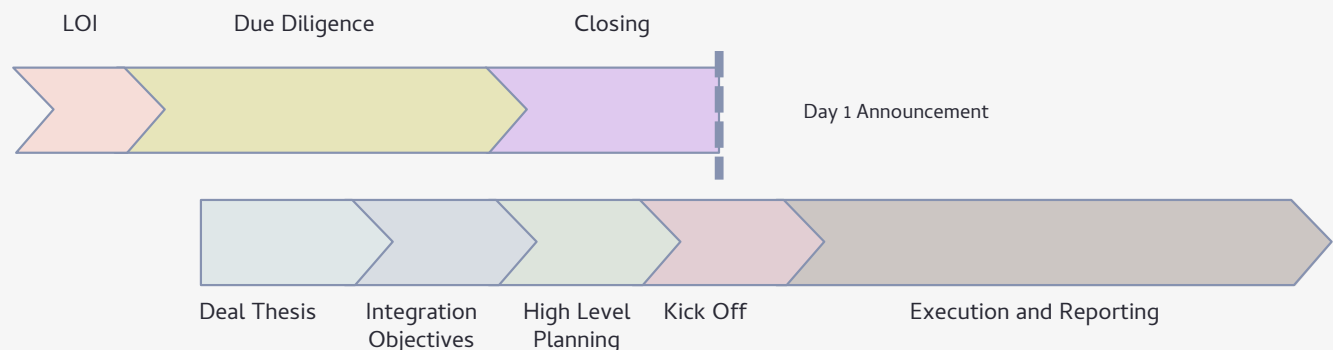


### Resources

- Available expertise and advice
- Continued access to online training
- Integration Mastermind sessions
- Recommendations on further improvement

## When to Involve the Integration Team

The Integration Team is selected after LOI is completed. When Due Diligence is underway, they are engaged



Broad experience. Focused on acquired lower-mid and mid-size businesses.



Acquired business has 20 to 1000 employees



Deal size between \$5M and \$2B



Acquirer can be any size



>50% of our engagements have some cross border element

Client	Location(s)	Industry	Engagement Type	No. of acquired employees
 Walloby Medical	China, Germany, Ireland, USA, UK, Italy	 Medical devices	Phenox integration	400
 COX AUTOMOTIVE	USA, UK	 Automotive	Integration training	N/A
 BORAL	USA: GA, UT	 Construction materials	Headwaters integration	750
 CROSS COUNTRY HEALTHCARE	USA: FL	 Medical staffing	Medical Staffing Network integration	200
 Matrix Medical Network	USA: FL, AZ	 Healthcare assessments	HealthFair integration	100
 Office DEPOT	USA: FL	 Retail	OfficeMax integration	29,000
 beyer CONSTRUCTION	USA: TX	 Construction	Transformation assessment	N/A
 CAE	USA: OK, TX, FL	 Flight simulators	Titan Corporation integration	7,600
 FLAGGER FORCE Traffic Control Services	USA: PA	 Traffic Safety	Integration training, process setup	N/A
 DCC DIVERSIFIED CONSTRUCTION CONTRACTORS	USA: LA	 Construction	Acquisition announcement prep.	25
 Envision HEALTHCARE	USA: FL	 Medical Practices	Healthcare IT integration	35
 CADTALK Integrate Intelligently	USA, Canada	 Information Technology	Software business integration	10
	USA: FL	 Retail	Business Analysis	N/A



## 12 Ways to Deliver M&A Value

For acquisitions to be successful, the integration of the businesses must deliver the value



### Ownership

1. Appoint a person to deliver the integration, and a hierarchy of people that will deliver their parts of the integration to him/her
2. Leadership must ensure that departments Buy Into the acquisition: they are aligned with the fact that the acquisition is an important business initiative, and the integration will affect their resources
3. Workstream leaders need to have the bandwidth to devote 25% of their time to the integration, and not be an empire builder: you need collaborative, communicators to work through the chaos of multiple workstreams working in parallel
4. Once the Integration Management Office (IMO) has identified the strong areas, leadership should focus upon encouraging or helping the weak links in the chain



### Communications

7. Plan your announcement carefully: what, where and how you will announce an acquisition will affect how employee engagement
8. Employee communications are usually thorough at the announcement but drop off soon after. In the absence of information, employees will fill the void with guesswork, rumor and worst-case scenarios
9. Communicate honestly and frequently, adjusting the messaging as the integration progresses



### Project Management

10. Use *simple* tools for tracking integration activities. Progress must be capable of being summarized for executive review



### IT

5. Migrating network domains (including email accounts) is a minefield of problems that need to be navigated. The owner of this must think of (and accommodate) every scenario that could go wrong
6. Probably the biggest cost in an integration. Make sure that they are supported, not questioned (and delayed) with budgeting discussions



### Revenues

11. Plan for revenues to not grow significantly in the first 6 or 12 months: integrations are huge distractions and disruptors to business operations



### HR

12. Resist letting employees go to save costs. The effect upon the morale, trust and productivity can often be greater than the savings



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