



# 12 Ways to Deliver M&A Value

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

Intista helps acquirers of lower-mid and mid-size businesses integrate their acquisitions, by either

- Certifying and mentoring your employees
- Providing the resources to deliver the value

Provider of the *Certified Acquisition Integration Manager (CAIM)* designation



## Delivering Lower-Mid and Mid-Size Acquisition Integrations



### 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

