

Readiness is central to M&A success



“It is no accident that most of the positive examples of success came from serial acquirers, companies for which M&A is a core business activity, or companies for which it became a core activity because of changes in the industry that created the necessity or opportunity to win through acquisition.”



“These serial acquirers have demonstrated best practices in M&A because when M&A is central to strategy, superior skills in M&A are central to success.”

Source:

- Ken Smith and Alexandra Reed Lajoux, The Art of M&A Strategy, McGraw Hill, 2012

Why were these companies successful?



Enterprise-level M&A Competency Model



1.0 Strategy and Readiness

- Formal Strategy & Readiness Assessment conducted in advance to build internal capability
- Develop & optimize overall M&A process workflow, tools, templates
- Training sessions to equip and prepare all resources
- Project Management infrastructure and resources ready for launch (DMO/IMO)
- Conduct “Communications Accelerator” workshop
- “As Is” process maps of current business functions completed
- Internal / external resources identified for deployment



“Once the deal took off, our team was never able to catch up.”

- Functional team charters and draft check lists developed for diligence and integration
- Generic Jump Start Executive Planning documents in place
- Conduct baseline culture and talent assessment
- Deal-specific project briefing to launch each phase

