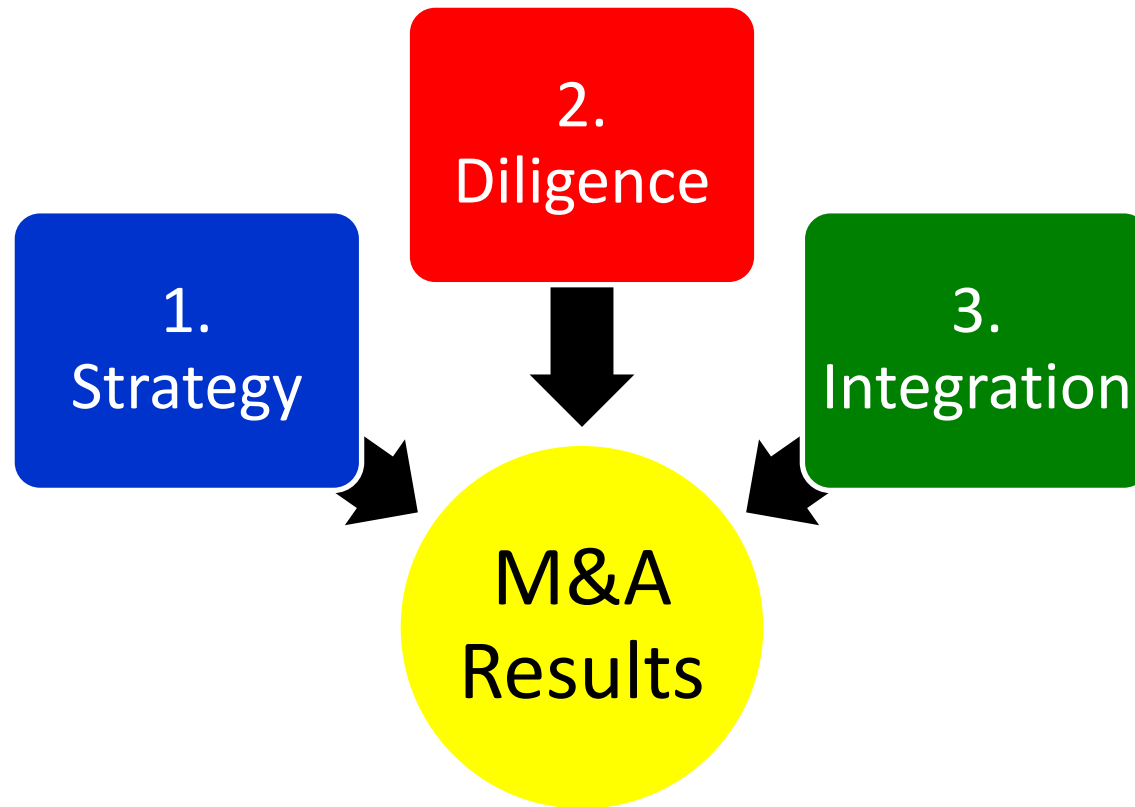


Failure can occur at ANY phase of the process



“Bad planning & execution will kill a good deal every time, but the best diligence and integration can never save a bad deal after it is done.”

Typical integration-driven failure factors

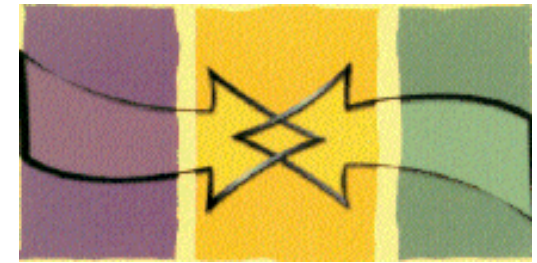
3. Integration

- ▶ Failure to pre-plan the integration prior to closing
- ▶ Delay and ambiguity
- ▶ Lack of shared vision and alignment around top-down strategic direction
- ▶ Conflicting corporate or national cultures
- ▶ Inadequate resourcing & integration budget
- ▶ Failure to prioritize and focus on key “value-drivers”
- ▶ Inadequate integration management process
- ▶ Poor planning and execution
- ▶ Failure to pay attention to customers and operations
- ▶ Lack of attention to people and change
- ▶ Others?

“Failing to understand where the value resides in what’s been bought, and therefore integrating incorrectly, has caused some of the biggest disasters in acquisitions history.”

Clayton Christensen, et al
The Big Idea: The New M&A Playbook

Principles for integration success



It is not...

Business as usual

It is...

Difficult, complex, risky and often politically charged

The science is...

Technical skills driving a rigorous planning process...and executing the fundamentals with discipline

The art is...

Preserving, capturing and optimizing target value in the Newco context; while sustaining the core business and implementing change effectively

The next step is...

Building your M&A capability
