Merger Integration Case Studies
Merger and Integration Processes

Transaction Management

1) Corporate Strategy
2) Transaction Strategy
3) Value Proposition
4) Target Search
5) Preliminary Analysis
6) Risk Assessment
7) Deal Structure
8) Integration/ Synergy Analysis
9) Due Diligence
10) Value Proposition Confirmation
11) Negotiation
12) Financing/ Pricing
13) Transaction Documentation
14) 100-Day Integration Plan
15) Close
16) Integration Kick-off
17) Synergy Management
18) Rapid integration and stabilization
19) Operational Integration
20) Financial Integration
21) Organizational Integration
22) People Integration
23) Cultural Integration
24) Measurement and Evaluation of Results With Objectives
25) Exit Strategy

Integration and Project Management

Plan → Execute → Integrate → Evaluate
The Integration of two $450 million dollar companies created multiple, complex integration challenges in areas of IT, HR and strategy. Further, the acquired company was a division comprised of several stand-alone businesses. The future working relationships of both companies were unclear.

- The challenges posed by integration required project management oversight and coordination as well as rapid integration and stabilization.

- GT held an integration kick-off to develop key documents such as a project plan, risk and issues tracking and a communication plan. We also advised on the development of transaction documentation used throughout the course of the integration.

- We successfully navigated project challenges through synergy management – a continuous monitoring process to achieve targeted cost savings. Our ability to react quickly and bring to bear critical resources during key times greatly contributed to keeping the project on track and under budget.

- As the integration proceeded, GT assisted with organizational and people integration to ensure consistency throughout both organizations.
Merger Integration Case Studies
Compensation and Benefits Integration

Following the acquisition of the employee population of another company, the compensation programs of both companies needed to be assessed for internal and external market parity. Additionally, incentive plans needed to be evaluated for effectiveness and alignment with long-term company goals.

- GT identified and analyzed the best available market data to benchmark compensation of the client company and new employees.
- A review and analysis of the existing compensation and incentive programs was performed to determine if the current plans were properly aligned with the new entity’s goals, strategy and financial expectations through synergy management activities.

- **People Integration** – at the end of the day, the compensation and incentive programs for both populations were integrated into a streamlined, coordinated and market-based system.
- We delivered results consistent with the existing compensation philosophy, allowing the company to focus resources on remaining integration challenges.
A $1.5 billion provider of multi-service HR business process outsourcing had a rich acquisition history, recent leadership changes, and global operations. But its Divisions had different approaches to acquisitions and integration.

• The Company was challenged by non-standard documentation, duplicated efforts, inconsistent data capture and irregular management reporting. We started the project with a comprehensive review of transaction documentation and strategy.

• The Company’s existing due diligence and integration checklists, acquisition and integration process flows, board presentations and valuation models were reviewed to identify opportunities for improvement.

• We succeeded in assisting the Company in developing standard acquisition and integration processes including a 100-day integration plan for cross-divisional challenges and cultural integration plans to assist with global acquisitions.

• We also assisted in developing a foundation for a corporate development office to provide on-going acquisition and integration oversight for the purposes of measurement and evaluation of results with objectives.
The Integration of four companies created multiple, complex integration challenges in the areas of IT, HR, process consistency and inventory management. Further, the acquired companies were divided by geography and culture.

- The challenges posed by integration required process review, documentation and best practice integration.
- During the integration kick-off, we learned that all four companies operated on different IT systems ranging from home grown to an underutilized market package. We identified the need for a single integrated ERP system to be utilized at all locations.

- We brought an integrated project team to meet the client’s organizational, cultural and people integration needs and agreed upon a phased integration approach.
- Our client achieved operational integration through the centralization of key business processes which allowed for a reduction in personnel and accountability in process accuracy.
Bolt-ons

A $250 Billion dollar financial company’s growth strategy was to expand and grow through acquisition of credit card and consumer portfolios. We assisted in the development of the strategy and the execution of each integration effort following the purchases.

- We successfully developed a rapid integration and stabilization process that began with the creation of financial and operational outcomes and concluded with the measurement and evaluation of results with objectives. This methodology has continued to be leveraged through other divisions of the company.

- We successfully navigated project challenges through continuous monitoring of issues and risks. Our ability to react quickly and bring to bear critical resources with a “roll up your sleeves” mentality during key times greatly contributed to keeping the project on track, assimilating the portfolios and standardizing new credit features.

- In each acquisition integration we focused on creating detailed integration and project management plans to meet strict integration and transition timelines to ensure on time and on budget completion.
A private equity (PE) firm purchased a struggling $1B nationwide health club chain with exorbitant IT, field and SG&A structures.

- In 6 weeks we delivered a Comprehensive Risk Assessment Report with key observations/recommendations for IT/call center operations, SG&A expenses, footprint rationalization and revenue growth opportunities.

- The Assessment was used by the Client as a financial and IT integration "roadmap" to avert bankruptcy. Based on the Assessment work performed, the PE firm again selected us to provide project and risk management for multiple IT modernization and cost reduction projects.

- We translated the “roadmap” into a series of manageable projects that were coordinated by our rapid integration and stabilization Program Management Office (PMO). The PMO provided daily communication through a single point of contact to keep management informed.

- Our final deliverable was a Measurement and Evaluation of Results with Objectives document that management could use to monitor their projects on an ongoing basis.