Page numbers in *italics* refer to exhibits.

Accounting and finance complexity of, 21–23 executing integration plan and, 84-85 financial information documents, 50 Acquisitions, defined, 7-8 Agreement (employment) documentation, 53 Audience, communication with. See Communication planning Benefit plan documentation, 53-54 Book, organization of, 2-4 Business case, 19–30 challenges of integration and, 24, 24–29, 26, 27, 28, 29 complex activities and, 21-23 for integration support, 23-24 integration success and, 29-30 to improve performance, 19-21 Business growth, talent assessment criteria and, 118, 119 Business management, talent assessment criteria, 120 **Business** plans due diligence and, 51 executing integration plan and, 81 Bylaws, 49

Change management, culture and, 112-114 Charters due diligence phase, 49 setting up an integration project charter, 69-72 Chief operating officers (COO), 63-66,65 Clean-room planning, 40-42, 47 Closing dates, pre-planning for, 40 Collaboration software, 150–151 Communication planning, 95–106 complexity of, 22 executing integration plan and, 75-76 (See also Execution) feedback for, 153 generally, 95 information transfer and cultural integration, 110 matrix, 97, 97-101, 99, 100 objectives, 95-96 pre-planning phase and, 41-42 principles, 96–97 process, 101–105, 102, 103, 104, 105 See also Marketing Company politics, avoiding, 154, 155-156 Complexity, assessing, 11–17, 12, 21–23. See also Integration assessment; Risk assessment

168

INDEX

Conflict resolution, 22, 154, 155 Consultants, working with, 2, 36-37, 153-154 Contingent liability documents, 54 Contracts, due diligence phase, 55-56 Corporate books and records, 48-49 Costs to achieve (CTAs), 133 Cross-functional dependencies, 81 Cross-selling, 20 CTAP. See Cultural integration; Talent assessment process Cultural integration, 107-114 communication planning and, 101 complexity of, 22 culture and change management, 112 - 114executing integration plan and, 82 generally, 107 managing activities of, 107-112 109, 110, 111, 112 pre-planning phase and, 43-45 Daptiv, 150 Day one planning (IX), 144–146 Decision authorities. See Governance Dedicated resources, matrixed resources versus, 68-69, 69 Details, executing. See Execution Diversification, 21 Due diligence phase, 47-60 defined, 32 documents lists, 48-59 generally, 47-48 importance of, 59-60 information technology integration, 142

integration assessment and, 13 talent assessment high-level process/activities, 117 (See also Talent assessment process) virtual dataroom (VDR), 47 Economy of scale/scope, making business case for integration and, 20 End state, 87–93 defined, 32 determining when integration is finished, 88 generally, 87 talent assessment high-level processizactivities, 117 (Securiso Talent assessment process) typical process of, 88-92, 89, 90, 91 Equipment documents, 57–58 Execution, 75-85 defined, 32 functional work-plan elements, 76, 76–77 functional work-plan quality, 79, 79-82 functions requiring extra attention, 82-85 generally, 75-76 integration work streams, 77-79, 78

Facility planning, 85 Feedback, 149–156 collecting, 151–153, 152 generally, 149 goals and tools, 149–150 responding to, 150–151 tips for, 153–156

169

Financial information documents, 50Full integration support model, 9, 11 Functional and operational support model, 9, 11, 12 Functional integration support model, 9, 10, 10-11 Functional resource commitments, determining, 66-68, 67 Functional work plan elements of, 76, 76-77 end state example, 91 quality, 79, 79-82 synergy program management example, 132 See also Execution Goals, conflict of, 22 Governance executing integration plan and, 82,85 pre-planning phase and, 42 setting up integration governance structure, 72, 72–73 Handoff meetings. See Endstate Human resource integration communicating with employees, 98-101, 99, 100, 102-103 (See also Communication planning) complexity of, 21-23 cultural integration and, 107 - 108employee data and pre-planning phase, 41 employee documents, 53 employee surveys, 151, 152 (See also Feedback) executing integration plan and, 81, 82-84

staffing model options, 68, 68-69 talent assessment process, 115-126, 117, 118, 119, 120, 121, 122 Inchieve, 77, 130, 150 Indebtedness records, 52 Individual excellence, talent assessment criteria, 121 Information technology integration, 139-147 complexity of, 21-23 day one planning 144–146 due diligence phase and, 59-60 executing integration plan and, 84 generaliy, 139, 140 integration planning, 33 risks, 146–147 role of, within integration, 140–143, 141, 142, 143 talent assessment and, 123-125 Information transfer, cultural integration and, 110 Insurance documents, 58 executing integration plan and, 85 Integration assessment, 7–18 assessing integration complexity and risk, 11-17, 12 background research, 155 determining integration type, 40, 42-45 (See also Pre-planning phase) determining post-acquisition integration scope, 8-11, 9, 10, 11 executing integration plan and, 75–76 (See also Execution)

JWBT717-IND JWBT717-Whitaker Printer: Courier Westford

170

INDEX

Integration assessment (Continued) making business case for integration and, 21 measurement and, 16–17 mergers and acquisitions (M&A), defined, 7–8 talent assessment high-level process/activities, 117 (See also Talent assessment process) verifying integration type and level of support required, 63-66, 64, 65, 66 (See also Integration management office (IMO)See also Cultural integration; Feedback Integration fatigue, 155 Integration management office (IMO), 61–73 communication planning role of, 101 (See also Communication planning) cultural integration assessment by, 107–108, 111 (See also Cultural integration) dedicated versus matrixed resources, 68-69, 69 determining functional resource commitments, 66–68, 67 end state and, 87, 88-92 establishing in-house, 2 generally, 61-63 retention and separation guidelines and policies, 118 (See also Talent assessment process) setting up, 63-66, 64, 65, 66 setting up an integration project charter, 69–72 setting up integration governance structure, 72, 72-73

synergy program management and role of, 127, 129-130, 130 (See also Synergy program management) See also Feedback Integration planning, 31–37 business planning and, 33–35 integration activities, 32 integration support and, 35-37 timing and, 31-33 Integration support integration planning and, 35 - 37making business case for, 23-24 verifying integration type and level of support required, 63–66, 64, 65, 66 (See also Integration management office (IMO))Integration work streams, 77–79, 78 Integration, defined, 1

Labor unions, 41 Leadership complexity of integration and, 21–23 importance of, 156 talent assessment criteria, 119 See also Integration management office (IMO) Legal service consolidation, 85 Litigation documents, 54–55

Marketing complexity of, 21–23 documents, 58–59 executing integration plan and, 85 Matrixed resources, dedicated resources versus, 68–69, 69 McKinsey Quarterly, 140

171

Meeting minutes, 49 Mergers and acquisitions (M&A), defined, 7–8 Newco, defined, 14 Office planning, defined, 32 Open-door policy, 154 Operating-style risk, 15–16 Operational integration support model, 9, 11 Operations consolidations, 32-33 executing integration plan and, 85 Organizational dependency, executing integration plan and, 81–82 Organizational documents, 54 Pending acquisitions, 33 Performance evaluation for talent assessment, 117-11 118 (See also Talent assessment process) integration assessment and 16 - 17See also Feedback Physical environment, cultural integration and, 110 Planning. See Integration planning Planning and control systems, cultural integration and, 109 Plant data documents, 57–58 pre-planning phase and, 41 Playbook, 157-162 applying, 163 contents of, 157–158 elements of, 159-160, 161 for individual phases and special needs, 158-159

generally, 157 optimization of, 162, 162-163 Post-acquisition integration scope, 8-11, 9, 10, 11 Post-integration success, 29 - 30Pre-planning phase, 39–45 assessing potential challenge areas, 42-45 defined, 32 generally, 39 information technology integration, 141 key activities of, 39-40 reviewing planning documents, 40-42 Pritchett, 44, 107, 108 Property documents, 57-58 Proprietary rights documents, 55-57 Qualification documents, 50 Registration documents, 50 Regulatory compliance documentation, 55 Reporting options, for IMO, 66-68,67 Retention guidelines. See Talent assessment process Risk assessment, 11–17, 12 for poor communication,

100–101 information technology integration and, 146–147 *See also* Integration assessment Roles, in end state. *See* End state

Sales documents, 58–59 Sales force integration, 21–23 Security, employee separation and, 125

172

INDEX

Separation guidelines. See Talent assessment process Shareholder records and reports, 49-50 Social media, 125 Stakeholder communities integration assessment and, 13-14, 15 messages by audience and, 104-105, 104, 105 (See also Communication planning) pre-planning phase and, 41-42 Store data, pre-planning phase and, 41 Strategic planning executing integration plan and, 81 integration planning and, 34 strategic direction and cultural integration, 109 Stress testing, 39-40. See also Pre-planning phase Subsidiary bolt-on support model, 9, 10, 10 Synergy program management, 127 - 138best practices, 137-138 effective management of synergies, 128-129 generally, 127-128 IMO role and, 127, 129–130, 130 making business case for integration and, 20, 24, 24-29, 26, 27, 28, 29 pre-planning phase, 40 retention and separation guidelines and policies, 118 (See also Talent assessment process)

synergy initiative planning, 76 (See also Execution) synergy plan example, 130–136, 131, 132, 133, 134, 135, 136 Talent assessment process, 115-126 dependencies for talent assessment and retention and separation activities, 123-125 evaluation tools, 117-118, 118 generally, 115 important considerations, 125-126, 126, objectives, 116, 117 principles, 115-116 retention and separation guidelines, 118–123, 119, 120, 121, 122 Taxation making business case for integration and, 20 tax materials, 51–52 Team focus, talent assessment criteria, 120 Technical expertise, talent assessment criteria, 121 Timing issues communication and, 98 executing integration plan and, 80 for establishing an integration management office, 62 integration planning and, 31-33 pre-planning phase and, 40 reconciling integration work with other job responsibilities, 151 synergy program management and, 137 See also End state; Integration assessment

173

Tracking tools. *See* Synergy program management Transaction advisors, 35–36

Unanimous written consents, 49

Value, delivering, 34–35, 42–43 Vertical integration information technology and, 140, 145 making business case for integration and, 21 Virtual dataroom (VDR), 47 Vision, integration planning and, 34

Written consents, 49