Access, user, 101, 259, 293–296, 472	due diligence investigations, 72, 74,
Accountability, 195, 456, 478	75, 89
Accounting, 51–53, 340, 383–385	emerging trends, 193-194
Active directory migration, 94, 97, 99,	IT's role in direction for, 121
488	lessons learned, 488
Active program management, 419,	long-term planning, 382-383
424-428	rationalization, 175-138, 194-197
Active validation, transition services	support strategy, 6-1
agreements, 240-241	synergy opportunities, 138
Ad hoc tools, due diligence	synergy planning and road map
investigations, 74	process, 127
Administration role, CIOs, 307, 309	transition from current state to target
Adopt and go decision making criteria,	state approach, 179
43	transition plans, 100, 101
Alignment, with business objectives,	See also Business processes
35–45	Applications rationalization,
best practices, 467–468	175–188
blueprints and, 38–43	best practices, 194-197, 198
CFOs role in achieving, 329	cost synergies through, 178–182
critical success factors, 45	drivers contributing to, 175, 176
decision making and, 43	elements of, 178
in due diligence, 44	financials consolidation, 187
elements of, 150-151	four Cs of, 177
of enterprise IM strategy with M&A	function of, 175
strategy, 420–423	objectives of, 178
integration models and, 29-30,	operational synergies through,
36–37	182-188
introduction, 35–36	Architecture diagrams, 108, 109–110
IT strategy and, 146	Architecture plans, 62-63. See also
lack of as deal failure risk, 454	Enterprise architecture,
Announcement day, 349, 366	"M&A-aware"
Applications	Archiving, data, 168–169
administration of, 64	As-is access, 101
cloud suitability, 161	Assessments
Day 1 migration solution options, 94	data quality, 170–171
divestitures, 188–193	employee performance, 60,
drivers for streamlining footprint,	360-361
175, 176	risk, 286, 291–292

Assets	sample of, 13
CFO's role in protecting, 337–342	transition services agreements, 227
identification of, 169	Bottom-up synergy commitments, 13
migration, 487	Brainstorming, 112
utilization metrics, 124	Budgeting, 53, 89, 148, 455
Audits, regulatory requirements,	Bundling of transition services, 242, 247
290–291	Business-aligned integration models,
Authoritarian leadership style, 32	36–38
Automated contract review, 209–210	Business case, for long-term business
,	process integration, 380–381, 389
Paglyum magayyamy taating 442 449	Business continuity, temporary, 295
Backup recovery testing, 442, 448	Business intelligence (BI) systems, 57
Balance sheets, 255	Business intent, 207–208, 222
Banks, 218–219	Business objectives, integration
Benchmarks, 81, 124	approach and, 29-39. See also
Benefits, employee, 58, 126–128	Alignment, with business objectives
Best-of-breed approach, 62	Business processes, 373–389
Best practices, 464–479	building business case for, 380–381,
applications rationalization,	389
194–197, 198	building phase, 385–386
for deal execution, 477–478	business requirement details, 381
organizational implications,	
475-477	Day 1 integration requirements,
prior to deal, 464–467	376–380, 389
security and privacy implications,	deployment, 387
472–473	design phase, 381–385
strategy, approach, and governance,	diagrams, 106, 107
467–472	due diligence and, 72–74, 89
synergies, 473	flow diagrams, 106, 107
third-party contracts, 473-475	long-term integration requirements,
See also Critical success factors	380–388, 389
(CSFs)	long-term support, 387–388
Bias, in synergies analysis, 111	pre-Day 1 planning road map,
Blueprints	373–376, 388–389
alignment of IT with business	testing, 433
objectives, 38-43, 150	See also Applications
applications portfolio, 183–187,	
196	Capability maturity models (CMMs),
best practices, 468-469	310, 311
critical success factors, 42	Carve out and hand off (COHO) teams
definition of, 38	228
design execution, 16–18	Carve-outs
infrastructure, 91–93	divestitures, 143–144
IT's role in functional blueprint	due diligence, 71, 78, 87
preparation, 39–43	process, 143
phases of, 10	time constraints, 265
role of 10 38-39	See also Divestitures

Case studies	CLM (contract lifecycle management)
data domain prioritization, 429–430	system, 55
difficult situations, 490–491	Clone, vitiate, and go separation model
divestitures at multinational bank,	12, 101
218–219	Clone and go separation model, 12,
incomplete due diligence, 490	101, 143
integration planning, 490	Closure, financial, 339, 343, 375
merger between two energy	Cloud computing, 157–165
companies, 219–221	benefits, 158, 159
Cash management, 54	critical success factors, 164–165
Catalyst, CFO as, 323, 329-332, 342	emerging trends, 193–194
Centralized organization structure, 356	integration opportunities, 158–159
CEOs (chief executive officers), role of,	migration timing, 160–162
374	by operating model, 159–160
Certification, access, 296	provider evaluation, 163–164
CFO's (chief financial officers),	strategy for, 162–163
321-344	suitability for, 160, 161
business process role, 374	types of systems, 157–158
as catalyst, 323, 329-332, 342	CMD (customer master data), 57
collaboration with CIOs, 343	CMMs (capability maturity models),
cross-functional collaboration,	310, 311
321–323	CCHO (carve out and hand off) teams,
Four Faces Framework, 323–324	228
as operator, 332–338, 341–343	Collaboration, 321–323, 343,
as steward, 338–342	399–401, 427
as strategist, 323, 324-329, 342	Combination integration model
Change management, 277, 293,	alignment of IT with business
297–298, 363–370	objectives, 37
Change requests, 397, 473	critical success factors, 31
Charge-backs, 269	definition of, 29
Chart of accounts (COA), 340–341	execution priorities, 30
Checklists, 128, 130	features of, 11, 142
CIOs (chief information officers),	leadership style, 32
305–320	M&A failure causes, 31
alignment, of business and IT	Commercial applications, 74. See also
strategy, 146	Applications
business process role, 374	Commercial diligence, 326
challenge of multiple roles, 305–307	Communication
collaboration with CFOs, 343	by CFO, 335
external role, 314–317	challenges, 350
internal role, 307–313	for change management, 363
involvement of, 22	control over, 402–403
lessons learned, 317–319	Day 1 priorities, 254, 261–262,
models of, 306	351
Clean rooms, 168, 331	deal failure themes, 454–455
Clean teams, 7–8, 331	with employees, 346–352, 475–476

Communication (Continued) due diligence valuations, 7, 87 of employee transition plans, estimates of, 28 366-367 lessons learned, 480-482 information management office's M&A IT, 3 role, 395, 402-403 planning for unexpected, 465 between IT and business leaders, 466 reduction opportunities, 25, 178–182 with IT leadership, 111, 363-366 stranded, 206, 249-250, 279-280 M&A critical success factor, synergy opportunities, 119-120, 456-457 331 by merger stage, 348-351 third-party contracts, 205-206 plan for, 346–352 transition services agreements, procurement division, 211, 214–215 267 - 269for rumor control, 346 Cost benefit analysis, 119–120 with suppliers, 210–211, 223, Cost escalation technique, 233 474-475 Cost management of synergy road map, 128 cloud computing benefits, 159 Communications systems, 64–65 as critical success factor, 460 Compensation, 58, 377–378 third-party contracts, 205-206, Competitive advantage, 292 212-215 Compliance, 102, 277-278, 294 Cost plus technique, 233 Confidentiality. See Privacy and Cost reduction, 25, 178–182 Cost saving integration model, confidentiality Configuration testing, 440, 446 141–142, 160 Critical success factors (CSFs), 459–461 Consolidation integration model alignment of IT with business alignment with business objectives, objectives, 37 45 cloud solution considerations, 160 blueprints, 42 critical success factors, 31, 142 cloud computing, 164-165 definition of, 28 cost management, 460 execution priorities, 30 due diligence, 28, 33 features of, 11 early IT involvement, 459 leadership styles, 32 information management, 419-438 for M&A-aware enterprise by integration model, 31 architecture, 142-143 IT readiness, 460 M&A failure causes, 31 risk management, 460 Consultants, 112, 149, 150 road maps, 460 Continuous improvement, 388 stakeholder engagement, 461 Contract lifecycle management (CLM) talent retention, 461 system, 55 top 10, 455-457 Contracts. See Third-party contracts See also Best practices COO, role of, 374 CRM (customer relationship Copy, configure, and load separation management), 47, 56-57, 66 model, 12 Cross-deal program structure, 468, 480 Cost(s) Cross-fertilization, 23, 25 baseline for, 13 CSFs. See Critical success factors (CSFs)

Culture, organizational, 30–32, 131–133, 367–369	lessons learned, 487 master data management, 57, 319
Current-state systems architecture	road map for, 169–172
	testing, 433
diagram, 108, 109	
Custom-developed applications, 74. See also Applications	See also Information management (IM)
Customer data, 172–173, 187–188,	Data mapping, 171, 195
291–292	Data migration, 141, 142, 280–281
Customer master data (CMD), 57	Data quality, 170–171, 418
Customer relationship management	Data readiness, 418
(CRM), 47, 56–57, 66	Data relationship model (DRM), 187
	Data requests, 82–83
Dashboards, 19	Data requirements definition, 171
Data	Data room reviews, 83–84
archiving of, 168–169	Data sheets, synergy capture, 132
assets, identification of, 169	Day 0 (announcement day), 6, 349, 366
customer, 57, 172–173, 187–188,	Day 1, 253–263
291–292	blueprinting and, 10, 13
due diligence preparation, 72	business process changes and
ownership, 167–168, 170	integration, 376-380
protection, 168, 294, 299–300	communication, 254, 261–262, 351
segregation, 254, 260–261	data segregation, 254, 260-261
supplier, 187–188	Clefined, 112
Data architecture diagrams, 106	e-mail, 254, 261–262
Databases, 62–63	financial separation, 253–256
Data centers, 76, 95, 138	human resource separation, 254,
Data cleansing, 172, 255–256	256–257
Data coexistence, 418	infrastructure planning, 93-99
Data consolidation, 417	integration and separation execution.
Data dictionaries, 170	17
Data domain prioritation strategy,	integration and separation planning,
429–430	9
Data extraction, 188, 210	in M&A lifecycle, 5, 6
Data factory framework, 430	network connectivity, 254, 258-259
Data governance, 167–168, 435–437	priorities, 113, 253–263
Data integration planning, 417,	rebranding strategy, 254, 257–258
431–432	risk management, 301
Data management, 167-173	scope of, 454
archiving, 168–169	synergy planning and road map
controls, 472	process, 127
customer data, 172–173	third-party contracts, 216-217
data protection, 168	transition services agreements and,
governance and organizational issues,	15, 20, 254, 259–261
167–168	Day 1 Complete, 216-217
importance of, 167	Day 1 Ready, 216

Day 2	best practices, 469–471
communication, 351	case studies, 490–491
defined, 113	CFO's role, 326-327
synergy planning and road map	CIO's role, 314
process, 127, 152	complexity of, 70-72
Deal closed. See Day 1	confidentiality issues, 83, 85
Decentralized organization structure,	cost, 7, 87
356	critical success factors, 28, 33
Decision making, 43, 401–402, 456	deal context, 80–81
Defect management tools, 443	definition of, 24
Demand planning, 56	divestitures, 152–153
Demand-to-results management, 316	expectations for, 81
Dependencies, determination of,	final report, 86–87
477–478	hidden information sources, 470
Deployment, of business process,	importance of, 6, 27–28, 88
387	objectives of, 6–8, 70, 149–150
Disaster recovery, 442–443, 448	other IT assessments vs., 69
Distribution, 56	planning considerations, 79-81
Divestitures	post-transaction activities and, 88,
applications management, 188–193	89-20
challenges of, 265	preparation for, 79
costs of, 5	process, 82–86
data archiving, 169	proprietary or product
data requirements definition, 171	technology-driven, 76–77
data solutions implementation, 172	scope of, 469
due diligence, 152–153	for strategic vs. financial buyers,
enterprise architecture frameworks	78-79
and, 143–144	team member selection, 80
infrastructure issues, 91	transaction type impact, 77-78
IT integration issues, 61	unpredictability of, 79
risks of, 285	DuPont Model, 113, 124
Sarbanes-Oxley requirements, 288	
separation planning, 153-154	Early IT involvement, 459, 465-466
synergy opportunities, 138	EBAM (electronic bank account
third-party contracts, 200, 218–219	management), 54
See also Transition services	Economies of scale, 23, 25
agreements (TSAs)	E-discovery, 210
Documentation, 197, 230–231, 401	Efficiency metrics, 125
Dress rehearsals, 443	Electronic bank account management
DRM (data relationship model),	(eBAM), 54
187	E-mail
Due diligence	Day 1 migration solution options, 94,
alignment of IT with business	97, 98
objectives, 44	Day 1 priorities, 254, 261–262
areas of investigation, 72–76	impact of changes on, 47, 66
henchmarks 81	integration issues 65

Employees	Experience, M&A critical success
access to technology, 319	factor, 455
assessments, 60, 360–361	External role, CIOs, 314–317
benefits, 58, 256-257, 377-378	Extract and go separation model, 12,
communication with, 346–352, 475–476	101
compensation, 58, 377–378	
morale, 311–312	Facilities, transition schedule, 100–102
recruitment, 59	Failure of deals, 451–457
retention, 59–60, 121, 300–301,	causes of, 452
362–363, 461, 476, 482	common patterns, 453–455
	critical success factors, 455-457
selection, 361–362	risk factors, 452-453
training, 280	statistics, 451
transition plans, 366–368, 476–477	Finance department
End state, 10, 92–93, 196 End to and segments 444, 445	integration issues, 49, 51–54
End-to-end scenarios, 444–445	integration or divestiture priorities,
Energy companies, 219–221 Enterprise architecture "M87A avvera"	332–333
Enterprise architecture, "M&A-aware," 137–144	integration teams, 334
	performance metrics, 125
divestitures and, 143–144	Financial puyers, 78–79, 225
for integration support, 146–147 models, 139–143	Financial closure, 339, 343, 375
synergy sources, 137–138	Financial planning and analysis
Enterprise blueprints, 38–39	(FP&A), 53
Enterprise resource planning (ERP)	Financial policies and procedures, 52
system	Financials
applications rationalization, 197	consolidation of, 51–52, 53, 187,
consolidation issues, 318–319	340-342
finance department's role in decision	Day 1 priorities, 253–256, 376–377
making, 323, 326	due diligence, 327
financial consolidation in, 51–52	statutory requirements, 53
impact of changes on, 47, 66	Financial services industry, 289
manufacturing and supply chain, 55	Financial systems, selection and
operations, 55	integration of, 375-380
Enterprise Value Map (EVM),	Firewalls, 93
113–115, 116	Focus, M&A critical success factor, 456
Entity relationship diagrams, 106	Forecasting, 53
ERP. See Enterprise resource planning	Forward transition services agreements,
(ERP) system	265–266, 267
Errors, 293, 380, 387	Four Faces Framework, 323–324
EVM (Enterprise Value Map),	Full integration, 48
113–115, 116	Functional areas, integration
Exception management, 298	components, 47–66
Exit management, 20	alignment with overall integration
Exit planning, transition services	strategy, 48-49, 66
agreements, 247-249, 272-273,	coordination of, 66
277 270 201	france 10 51 51

Hart-Scott-Rodino Antitrust

Functional areas, integration	Hart-Scott-Rodino Antitrust
components (Continued)	Improvements (HSR) Act, 398
governance, 50–51	HCM (human capital management), 47
human resources, 57–60	66
introduction, 47–48	Health care industry, 289, 436–437
IT, 60-65	Health insurance, 58
operations, 54–57	Holding companies, integration
timing matrix, 49–50	strategy, 48
Functional blueprints, 39–43, 183–187	Human capital management (HCM),
Functional redundancy, 106	47, 66
Functional unit testing, 440, 446	Human error, 293
Funding, streamlining of IT, 148	Human resources (HR)
Future, planning for, 437–438, 465	Day 1 priorities, 254, 256-257
Future-systems architecture diagram,	integration issues, 57-60
108, 110	performance metrics 125
	priorities, 345–346
General ledger, 255, 376, 377	risk management, 301
Geographic coverage changes, 315	See also Employees; People
Give and go separation model, 12, 101	management
Globalization, 399	Hybrid organization structure,
Governance, 405–415	356-357
best practices, 467–472	Hybrid separation model, 12
CFO's role, 334, 342–343	300
CIO's role, 314–315	IaaS (infrastructure as a service),
collaborative project management	157–158, 163
tools, 401	ICFR (internal control over financial
data, 167-168, 435-437	reporting), 288–289
example of, 18, 407	IMOs. See Integration management
four pillars of, 314–315	offices (IMOs)
importance of, 50	Information gaps, third-party contracts
information management office's	209
role, 395	Information management (IM),
plan execution, 413-415	417–438
program management office	active program management, 419,
establishment, 408-413	424–428
roles and responsibilities, 408	alignment of strategy with M&A
streamlining processes, 148	strategy, 420–423
structure for, 18, 50–51, 405–408	challenges and opportunities,
testing, 433	417–419
transition services agreements,	critical success factors, 419-438
235-247, 273-278	data domain prioritization strategy,
	429–430
Hacking, 293	data governance implementation,
Hardware, synergy opportunities, 138	435–437
Hardware maintenance agreements,	data integration plans and control,
102	431–432
	-

for future M&A deals, 437-438	Infrastructure
integrated testing, 432-434	blueprinting, 91–93
M&A data factory framework,	components of, 91, 92
430	dependencies, 100-102
reporting strategy, 434-435	diagrams, 106
road map for, 423-424, 425, 426	due diligence investigations, 72, 74,
See also Data management	76, 90
Information rationalization, 418	IT's role in decision making, 122
Information technology (IT)	management, 76
communication plans, 346-352	planning, 62-63, 93-99
complexity of, 35	prioritization vs. deferral to
contract management, 216	transitional period, 93, 94–95
dependency areas, 42	Infrastructure as a service (IaaS),
functional blueprint preparation,	157–158, 163
39–43	Inspirational leadership 32
governance structure, 18	Instance management 63
job families, 358, 359	Integrated testing 432-434
M&A impact on, 47	Integration
managers, 365–366	business processes, 376–388
M&A objectives, 35	cloud opportunities, 158–159
M&A role, 4–6, 45	costs of, 5
organization structure, 313, 352–35	
performance metrics, 125	customer data, 172–173
sources of "hidden" information,	data management tools, 171–172
83–84	definition of, 24
staff, 7, 111	framework, 19
supervisors, 365–366	importance of, 32–33
synergy capture team role, 120-122	inadequate, 24–26
synergy metric establishment, 127	management issues, 30–32
synergy planning, 127–128	models, 11, 28–30, 36–38, 139–143
See also specific index headings	monitoring process, 369–370
Information Technology Infrastructure	
Library (ITIL), 307, 308	risks of, 284–285
Information technology (IT) leadership	
communication, 111, 363–366	synergies from, 23
due diligence assignment, 466	testing, 441, 446–448
identification of, 373–374	timing, 50
IT system selection influence, 374	See also Functional areas, integration
readiness for M&A deals, 148	components
summit or working session for,	Integration management offices (IMOs)
363–364	393–404
synergies identification analysis,	best practices for deal management,
111	399–403
synergy capture team membership,	challenges, 398–399
122	key activities, 395–397
understanding risks, 284–293	roles and responsibilities, 393–395
unucistanume nisks. 204–223	TOTES AND TESPONSIBILITIES, 373-373

Integration models	Issue escalation, transition services
alignment of IT with business	agreements, 236, 239
objectives, 29-30, 36-38	IT. See Information technology (IT)
changing over time, 38	ITIL (Information Technology
choosing, 139	Infrastructure Library), 307, 308
features of, 11, 28–29	IVR (interactive voice response), 65
for M&A-aware enterprise	
architecture, 139–143	Job families, 358, 359
review of, 139	Joint ventures, 71, 78, 87
use of multiple models, 36	joint ventures, 11, 10, 0,
Integration planning	Key performance indicators (KPIs)
case studies, 490	establishment for each value driver,
complexity of, 27	134–135
components of, 151	integration program performance,
critical success factors, 30, 33	427
definition of, 24	synergy opportunities, 117, 119, 124
by functional area, 49–50	system stability measurement, 387
importance of, 32–33	Kickoff meetings, 411–413
inadequate, 24–26	Rickon meetings, 411–413
objectives of, 150–151	I am day Ca Day 1
priorities, 8–15	Launches, See Day 1
timing matrix, 49	Laws and legislation, 288, 398–399
Integration strategy	Leadership, 32, 60, 456. See also
critical success factors, 27, 33	Information technology (IT)
definition of, 24	leadership
development of, 150	Leaks of information, 291–292, 350,
enterprise architecture design,	399
146–147	Legal department, 216, 327
	Lessons learned, summary of, 480–489
governance structure and, 50	Letter of intent (LOI), 5
types of, 48–49	Leverage, M&A critical success factor,
Intellectual property protection and	456
exposure, 197	Licenses, 102. See also Third-party
Interactive voice response (IVR),	contracts
65	LOI (letter of intent), 5
Internal control	
due diligence investigations, 73, 89	Mainframes, 95
key practices, 293–301	Managers, 30–32, 60, 365–366
understanding current state of,	Manufacturing, 55–56
283-293	Mapping, 171, 195, 267
Internal control over financial reporting	Marketing and sales, 56–57, 257–258,
(ICFR), 288–289	378
Internal role, CIOs, 307–313	Market share, 25
Intervention, manual, 108	Master data management (MDM), 57,
Interviews, due diligence process,	319
84–86	Master services agreements (MSAs),
Invoicing, 242–244, 277	205, 215, 269

MDM (master data management), 57, 319	due diligence investigations, 76 integration process, 63
Media, leaks to, 291–292, 350, 399	lessons learned, 485–486
Meetings	synergy opportunities, 138
due diligence interviews, 84–86	New builds, application access, 101
kickoff, 411–413	New market creation and entry, 25
status, 409–411	ivew market eleation and entry, 25
Mergers and acquisitions (M&A)	0001
cost of, 3	Offshore outsourcing, 356
of equally sized organizations, 318	Operational role, CIOs, 307, 310
	Operations
failure to create shareholder value, 23	costs, 206
four pillars of, 24, 33	defined, 54–55
introduction, 3–4	due diligence, 73, 326–327
IT impact, 47	integration issues, 23, 25, 54–57
IT's role in, 4–6, 45	IT integration benefits, 25
lifecycle, 5–6, 20–22, 421	synergies, 23, 182–188
motivations for, 27, 29–30, 35	Operator, CFO at 332–338, 342–343
See also specific index headings	Organizational culture, 30–32,
Messaging services, 94, 97, 98	131–133, 367–369
Metrics	Organization structure, 147–148,
applications rationalization, 195,	352–358, 393–394, 483
196–197	Output tracking, 210
performance, 331	Outsourcing, 143, 148, 317, 356
for progress against plan, 414	Overcontrolled processing, 108
for synergy tracking, 124–126,	Overhead, shared, 23, 25
134–135	
system stability, 387	PaaS (platform as a service), 157–158,
Middleware technology, 319	159
Migration costs, 233	Parallel testing, 441
Minimal integration, 48	Partial integration, 48
Minimum fee technique, 233	Payment processing, 378–379
Mock cut-over testing, 443, 447	Payroll, 52, 58, 256–257
Momentum, CFO's role in maintaining,	People
337–338	deal failure themes, 455
Monitoring, 300, 369–370	due diligence area, 72-74
Morale, 311–312	risks associated with, 452–453
MSAs (master services agreements),	See also Employees
205, 215, 269	People management, 345–371
	change management, 363-370
Negative tests, 440	communication plans, 346–352
Negotiation, 471–472	organization structure design,
Networks and networking	352–358
capacity, 63	priorities, overview of, 345–346
Day 1 migration solution options, 93,	talent assessment and selection,
94, 96	358–363
Day 1 priorities, 254, 258–259	See also Human resources (HR)

contract management, 216 Performance and stress testing, 442, 447 Performance management, 244-247, contract ownership, 204 integration, 378–379 276, 312 involvement in transaction, 213 Performance measurement tools, 443 volume goals, 209 Performance metrics, 125, 331 Procure to pay (PTP), 55 Phased approach, 334–335, 336 Plan to make (PTM), 56 Production planning and optimization, Platform as a service (PaaS), 157–158, Product technology-drive due diligence, 159 76 - 77Playbooks, 195 Program management offices (PMOs) PMI (post-merger integration) steering applications rationalization, 194 committee, 50 communication plans, 111 PMOs. See Program management establishment, 16, 408-413, offices (PMOs) 427-428, 477-478 Portals, 65, 257 integration and separation execution Portfolio integration model, 140, 160 role, 20-22Positive tests, 440 kickoff meetings, 411–413 Post-merger integration (PMI) steering lessons learned, 480 committee, 50 project direction and control, 409 Preannouncement, communication project plans, 411, 413-415 during, 348-349 reporting, 414 Preservation integration model status meetings, 409–411 alignment of IT with business third-party contracts, 215-217 objectives, 37 Project management tools, 400–401 critical success factors, 31 Project risks, 453 definition of, 29 Proprietary due diligence, 76–77 execution priorities, 30 PTM (plan to make), 56 features of, 11 Public clouds, 157 leadership style, 32 M&A failure causes, 31 Pricing, of transition services, 231–235 Quality, data, 170-171, 418 Quality reporting, 434–435 Prioritization mechanism, third-party contracts, 209 Privacy and confidentiality RACI (responsible, accountable, best practices, 472-473 consulted, and informed) matrix, data protection requirements, 168 Rationalization, 64, 175-188, 418 due diligence process and, 83, 85 Readiness lessons learned, 483-485 facilitation, 460 Private clouds, 157 factors, 147-148 Private equity firms, 14, 193-194 metrics, 125 Process controls testing, 440 transition services agreements, 236, Processes. See Business processes 240 - 241Real estate, transition schedule, Procurement business intent as driver of, 207 100 - 102communication, 211, 214-215 Rebranding strategy, 254, 257-258

Recruitment, employee, 59	third-party contracts, 202, 204–205,
Regression testing, 442	206-212
Regulatory issues	understanding current state of,
CIO's understanding of, 315	283-293
data segregation, 261	Risk assessments, 286, 291-292
Sarbanes-Oxley requirements,	Risk governance, 285-286
288-289	Risk management
transition plans, 102	collaborative project management
understanding, 287–291	tools, 400–401
Relationship management, transition	as critical success factor, 460
services agreements, 276	IT areas, 285
Remediation, 286–287	key practices, 293-301
Repetitive cycles, 108	third-party contracts, 206-212
Reports and reporting	transition services agreements,
due diligence, 86–87	277–278
errors, 380	Risk response phase, 236-287
information management, 434–435	Road maps
program management office,	applications, 196
414–415	business processes, 373–376,
regulatory requirements, 53,	388-389
290–291	critical success factors, 460
of synergy achievements, 128–131	data management, 169-172
See also Financials	integration, 126–128, 129
	ROE (return on equity), 113
Requirements traceability matrix	ROI (return on investment), 142, 319,
Requirements traceability matrix, 446	418
Research, initial on target company, 82,	RTU (right to use) clauses, 102
466–467	Rumors, 346
Restricted access, 101	,
Restricted access, 101 Restructuring, 352–358	C C / C : \ 157 150
	SaaS (software as a service), 157–158,
Retention, of employees, 59–60, 121,	159, 163, 193–194
300–301, 362–363, 461, 476, 482	Sales and marketing, 56–57, 257–258,
Retention of documents, 197	378
	Sarbanes-Oxley Act (SOx), 288
Return on equity (ROE), 113 Return on investment (ROI), 142, 319,	Scope of M&A transaction,
418	453–454
	Security 472 473
Revenue capture integration model,	best practices, 472–473
140–141, 144, 160	data management issues, 168
Revenue recognition, 378	Day 1 solution options, 95
Reverse transition services agreements,	HR role, 59
266, 267	key practices, 293–301
Right to use (RTU) clauses, 102	lessons learned, 483–485
Risk	migration planning, 93
identification of (See Due diligence)	testing, 440
synergy opportunities, 119-120	transition plans, 102

Security (Continued) Stranded costs, 206, 249-250, understanding current state of, 279 - 280283-293 Strategic buyers, 78-79, 225 See also Privacy and confidentiality Strategy, 145–155 Self-validation, transition services alignment with business goals, 146 agreements, 240, 241 building capabilities to support and execute M&A deals, 149 Senior executives, due diligence role, 7 Separation CFO's role, 324–329, 342 execution priorities, 16-20 components, overview, 145 models of, 10, 12 divestiture approach, 152–154 objectives of, 154 enterprise architecture design to planning, 8-15, 153-154 support integration, 146-147 Servers, 63, 76, 138, 488 funding process, 148 Service-level agreements (SLAs), governance process, 148 244-245, 246 integration approach 149–152 readiness for M&A deals, 147-148 Service levels, CIO's role in See also Integration strategy maintaining, 312 Service Organization Controls (SOC) String testing, 410–441, 446 No. 1, 288 Structural risk, 452 Shareholder value, 112, 113-115 Subject matter advisers (SMAs), 80 Sherman Antitrust Act, 398 Success factors. See Critical success SLAs (service-level agreements), jactors (CSFs) 244-245, 246 Succession planning, 60 Supplier data, 187–188 SMAs (subject matter advisers), 80 Software, 52, 102, 138. See also Suppliers Third-party contracts analysis of, 214 Software as a service (SaaS), 157-158, communication with, 210-211, 223, 159, 163, 193-194 474-475 SOW (statement of work), 277 knowledge of, 208-209, 222, 474 Spending, as due diligence area, 72-74 prioritization mechanism, 209 Spreadsheets, financial consolidation in, See also Third-party contracts Supply chain, integration issues, 55-56 AE (Statement on Standards for Support, for new business processes, Attestation Engagements) No.D 387 - 38816, 288 SWIFT connectivity, 54 Stakeholder support and participation, **Synergies** 121, 300-301, 461 applications rationalization, Standards, 121-122, 178, 380 196-197 Statement of work (SOW), 277 benefits of, 24, 25 Statement on Standards for Attestation best practices, 473 CFO's role in development and Engagements (SSAE) No. 16, 288 Status meetings, 409-411 tracking of, 329-332 Status report template, 396 cost benefit analysis, 119-120 Statutory reporting and compliance, 53 definition of, 13, 24 Steering committees, 215, 393–394 examples of, 23 Steward, CFO as, 338-342 identification of, 49, 105-118

preparation activities, 444–446
timing of, 446–447, 448
tools, 443
types of, 172
Text mining, 210
Third-party contracts, 199–223
best practices, 473–475
case studies, 218–221
contract lifecycle management
system, 55
costs and cost management,
205–206, 212–215
Day 1 solution options, 95
due diligence investigations, 73, 89
lessons learned, 221-223, 481
management plans, 203, 215–217
during mergers vs. divestitures, 200
program management office role,
215-217
risks and risk management,
204–205, 206–212
situation of buyers vs. sellers,
200–204
suppliers' leverage, 199–200, 202
transition plans, 102, 278
Timing matrix, by functional area, 49
Top-down synergy target setting, 13
Traceability, synergy value, 133–134
Tracking
collaborative project management
tools, 400
IMO's role, 395
output, 210
synergy capture, 18–19, 124–126,
128–135, 332
transition services agreements, 20
value, 131–135
Training, 280
Transaction costs, third-party contracts
and, 202, 206
Transaction type, 77–78, 120
Transformation integration model
alignment of IT with business
objectives, 37
critical success factors, 31
definition of, 29

Transformation integration model talent identification and selection, (Continued) 358-360 execution priorities, 30 timeline, 15, 266 types of, 265-267 features of, 11 use of, 465 leadership style, 32 M&A failure causes, 31 Transition services coordinators, 271 Treasury, integration issues, 54 Transition phase, 151-152, 154. See also Day 1 TSAs. See Transition services Transition plans, employees, 366–368, agreements (TSAs) 476-477 Transition services agreements (TSAs), Unionization, 317, 377-378 225-251, 265-281 Unit testing, 386, 439-440, 444 alignment of legal agreement with Upgrades, 383 exhibits, 229-230 User acceptance testing (UAT), 441, 448 applications management, 189-191 User access, 101, 259, 253–296, 472 architecture supporting, 266–267 benefits of, 267, 268 Value and valuation best practices, 471 Enterprise Value Map, 113–115, 116 components of, 229 of synergies, 123–126, 131–135 costs, understanding and defining, tracking, 131-135 267-269 Vendor clouds, 157-158 Day 1 priorities, 254, 259-261 Venoor management definition of, 14, 225-226, 265-266 Day 1 solution options, 95 disadvantages of, 5 due diligence investigations, 73, 89 documentation requirements, lessons learned, 481 230 - 231Vendor sourcing, 122 drafting tips, 267–270 Virtual desktop infrastructure (VDI) execution and management 20, 21, solution, 295 61, 271-273, 471 Vision, 317 exit planning, 247-249, 272-273, Volume goal, 209 277, 278-281 Volume testing, 442 functional area input, 61 governance structure, 235–247, Warehousing, 56 273 - 278Websites, 65, 257 infrastructure, 91 What-if-analysis, 112 lessons learned, 489 Workforce services, 319 planning, 14–15, 227–228 Work plans, 128 pricing services, 231–235 Workshops, 40, 116-118, 128 resources dedicated to, 228-229 Workstations, 76 roles and responsibilities, 238 Work stream, 134 secure access to services, 259 stranded costs, 249-250 structure of, 270-271 XML format, 54