



CASE STUDY

ENSURING THAT ACQUISITIONS ARE SUCCESSFULLY INTEGRATED

OPTIMIZE

A Customized Playbook Provides The Roadmap for The Future

THE BUSINESS CHALLENGE

Our client was experiencing typical integration challenges as it moved through a significant growth phase. Recent small acquisitions had not been integrated as effectively as planned, a larger acquisition was already underway, and even more complex acquisitions were expected.

To maintain the acquisitions' strategic intent and ROI targets, our client needed more rigor in the integration process. They needed to ensure success of the in-flight integration while developing a process and a scalable plan for accomplishing future integrations.

AGSI'S HIGH-LEVERAGE SOLUTION

AGSI focuses integration on a transaction's original strategic intent (e.g., growing revenue, expanding into new markets, increasing the talent base), and on leveraging unrealized opportunities in areas such as new sales channels and technologies. With the intent established for our client's in-flight integration, we moved quickly to build a clear plan, including a detailed roadmap for the first 100 days. We deployed AGSI proprietary frameworks that laid out the steps for business effectiveness across each functional area, and led our client through a highly successful integration.

Alongside this effort, we used AGSI proprietary methodology to create a **tailored M&A playbook with repeatable processes, quantifying alignment of goals and business models** for future transactions. Elements included:

- *Due Diligence Process and Artifacts* – asset assessment, liability assessment, service capability assessment, cost saving synergies and opportunistic synergies
- *Integration Process and Artifacts* – plan, monitoring processes, reporting processes, metrics management and integration scorecards
- *Integration Trends* – improvement strategies and continuous improvement process

VALUE TO THE ENTERPRISE

Our client **shortened the time for the in-flight integration by 50%** versus its previous performance and began establishing its own pool of experienced integration managers. The new playbook became a roadmap that standardized pre-close activities, customized effective post-close activities and bridged the traditional gap between the two. Processes, templates and examples, insights from applicable best practices, and artifacts from each previous integration added to the **robust knowledge transfer**.

Quantification tying business goals to transaction accretion caused our client to change its process for compensating owners, while the detailed roadmap allowed leadership to sit down with a target company's principals and detail exactly how an acquisition would move forward, when milestones would occur, and what would be required from various stakeholders. This valuable demonstration of "who we are and how we execute" gave our client **greater ability to negotiate with strength and clarity**.

IN BRIEF

CLIENT:

Mid-market Communications
Technology Firm

ENGAGEMENT:

Integration Program Management
and Acquisition Playbook
Development

CHALLENGE:

Enter mid-stream and manage
acquisition integration; develop
roadmap to guide client through
effective integration of larger
acquisitions to come

OUTCOME:

In-flight acquisition was
integrated 50% more quickly;
customized integration playbook
provided complete knowledge
transfer of tools to drive future
integration success