



The PMI processes-

The Role and Responsibilities of Chief Integration Officer.

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Fly & change engine at the same time?

⇒ Most PMI processes fail

⇒ ~20% of all acquisitions meet performance expectations

Shape a great, high-performing company, **leveraging the best of both partners**

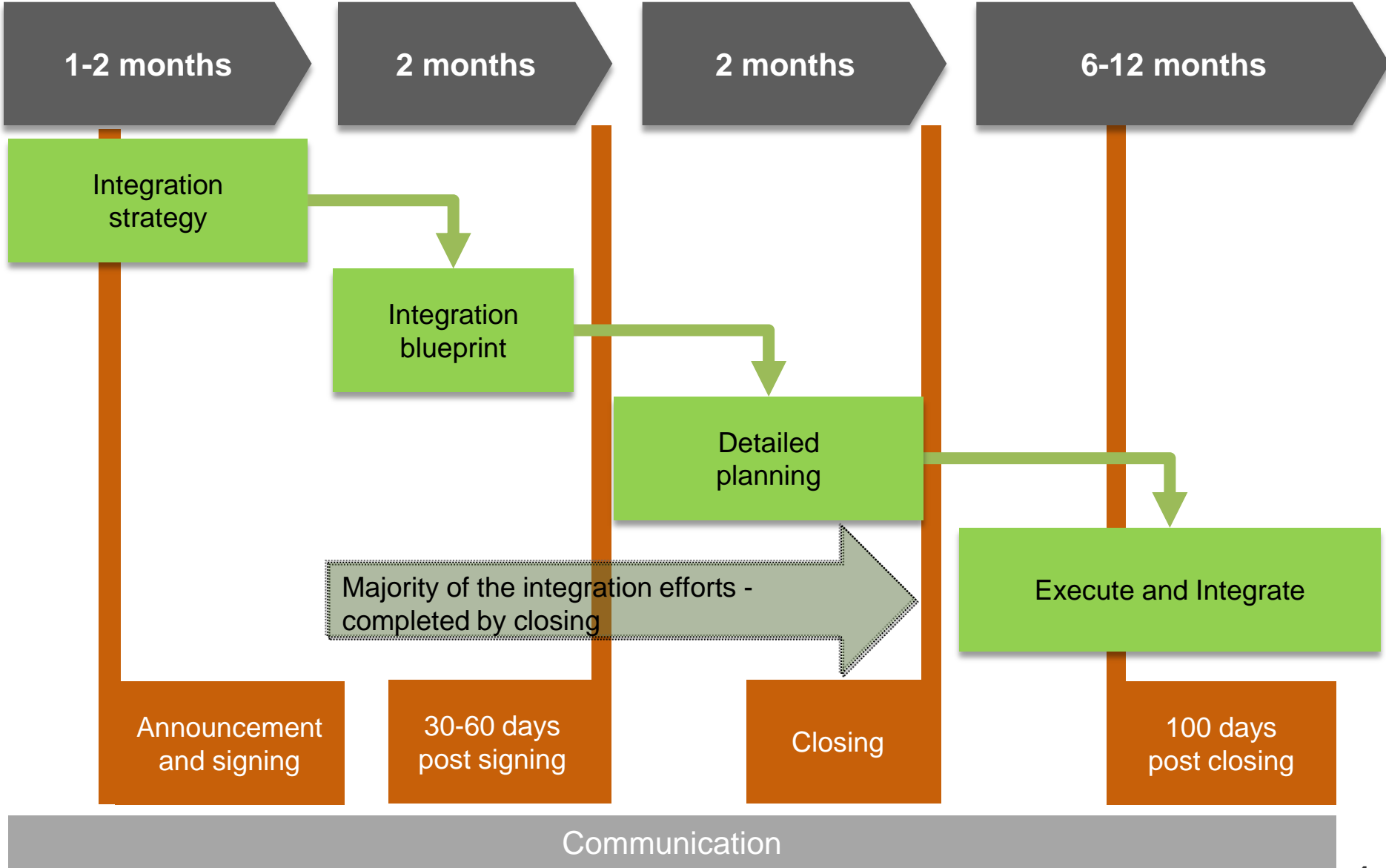
Build the infrastructure to support **the #1 company**

Fast/seamless integration, maintaining business momentum **and retaining the best people**

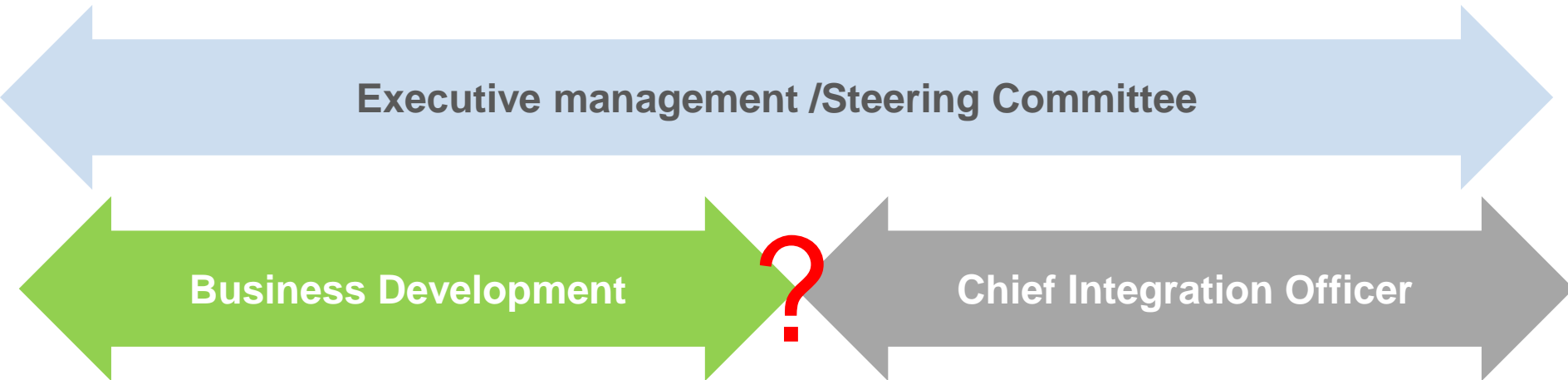
Achieve the right financial improvements and synergies **based on value creation**



Order of events for a successful Integration



Take home lesson from past integrations



Closing the deal

Process management:
planning, execution, day 1 readiness

Regulatory

Legal

Accounting

Financial

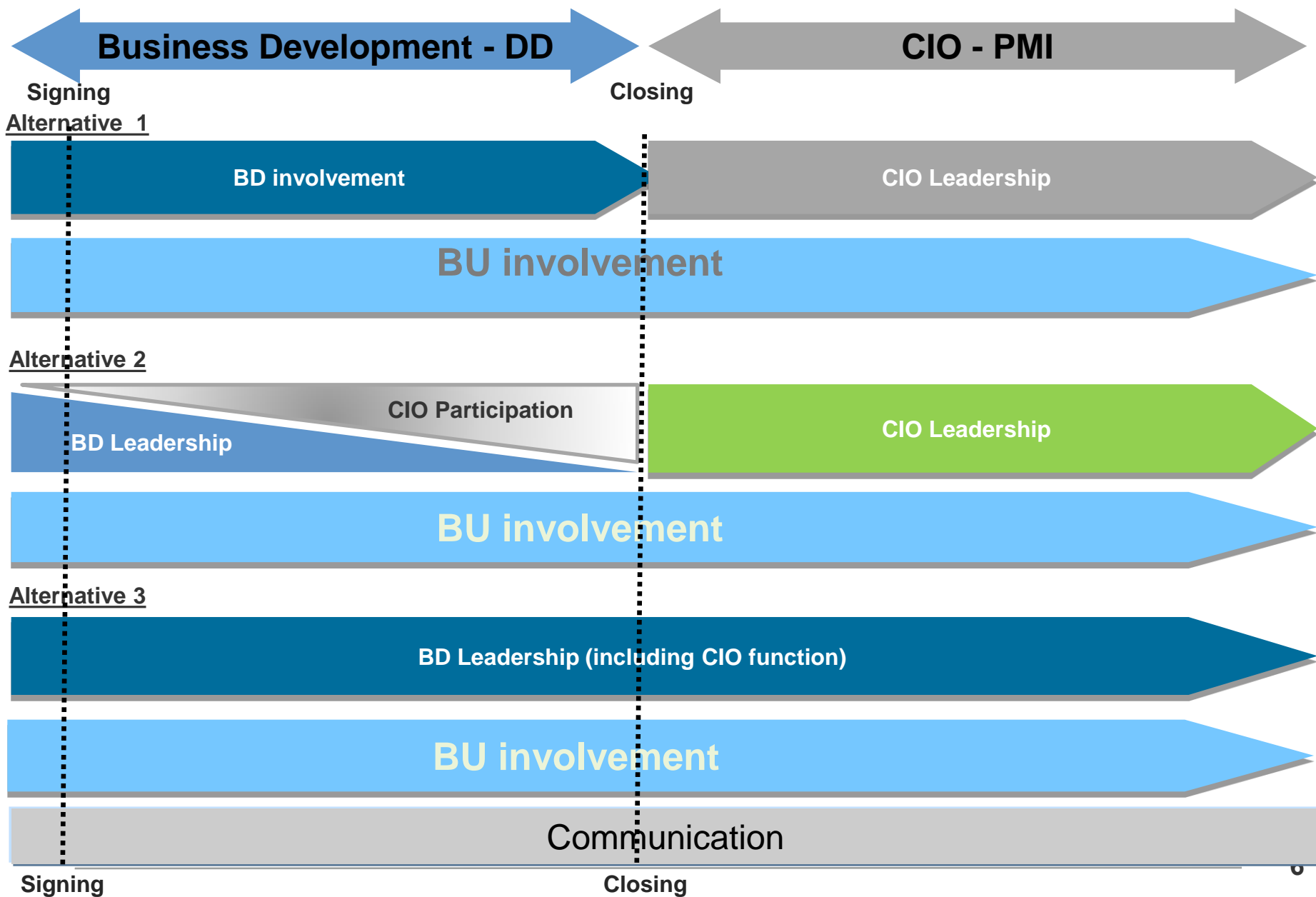
Geographical → BU geography

Global → Global functions

Corporate → Corporate units

Country-level → Countries

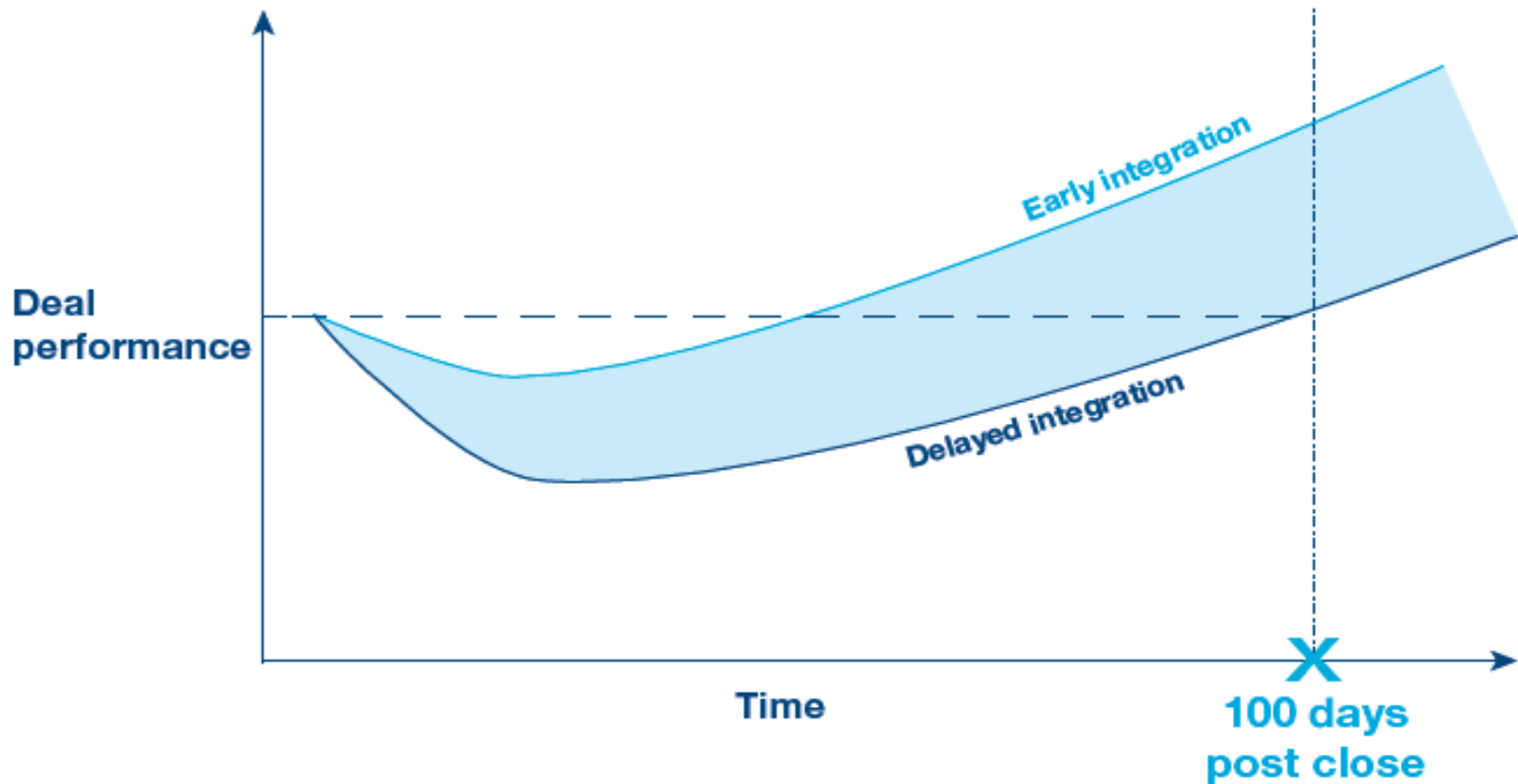
Order of events for a successful Integration

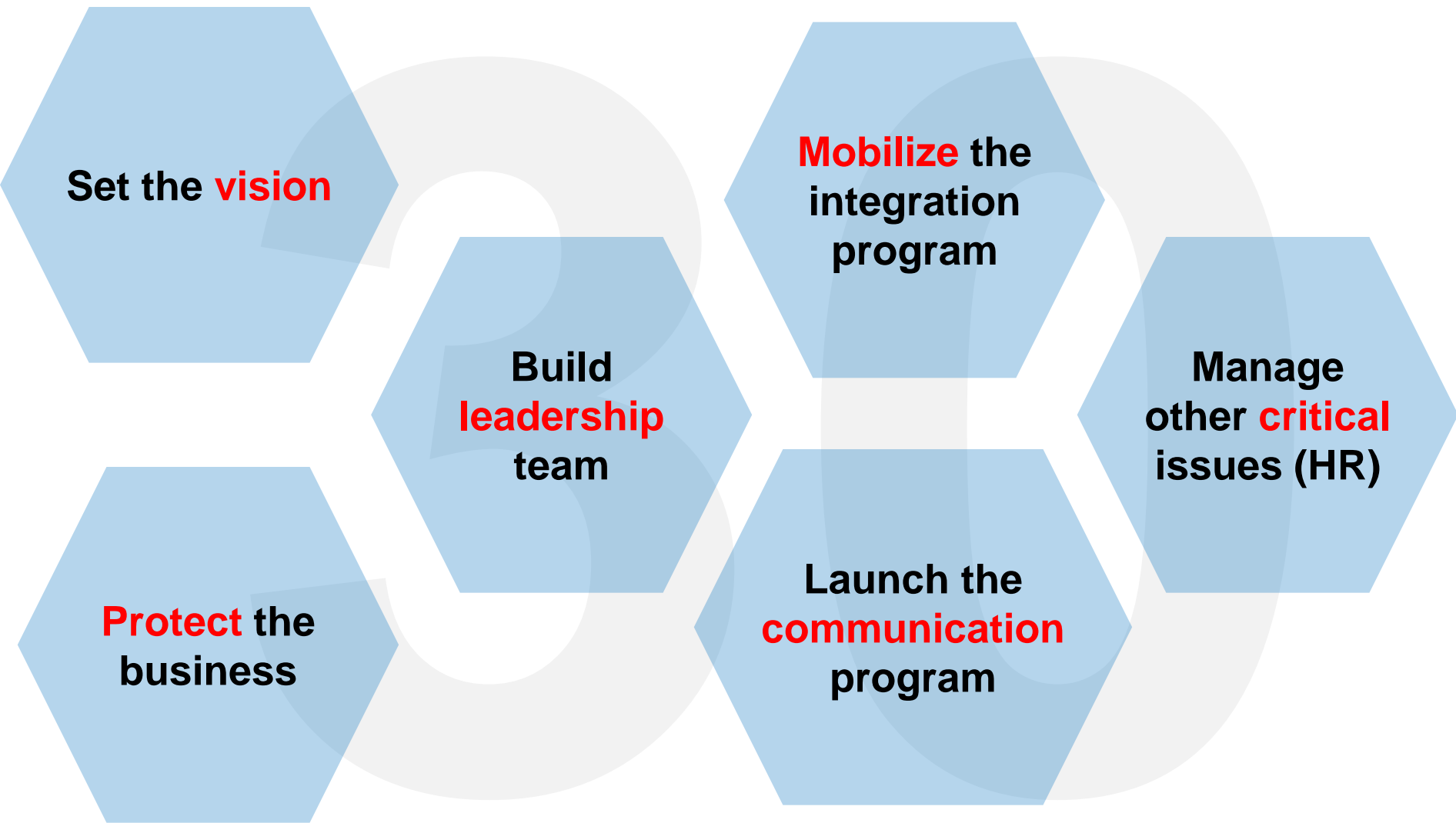




You could be losing deal value by failing to plan soon enough or act fast enough

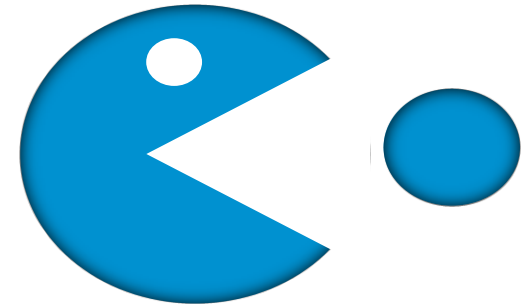
Accelerating the transition improves results enterprise wide







- ➔ Cultural sensitivity
- ➔ Adopt a **Best of Breeds** approach
 - ➔ People
 - ➔ Talent **retention**
 - ➔ **Fair** Process – **Fair** Opportunities
 - ➔ Legacy
 - ➔ **Brand**
 - ➔ Processes
 - ➔ Assets
 - ➔ Combined Portfolio & Pipeline Review
 - ➔ Resources





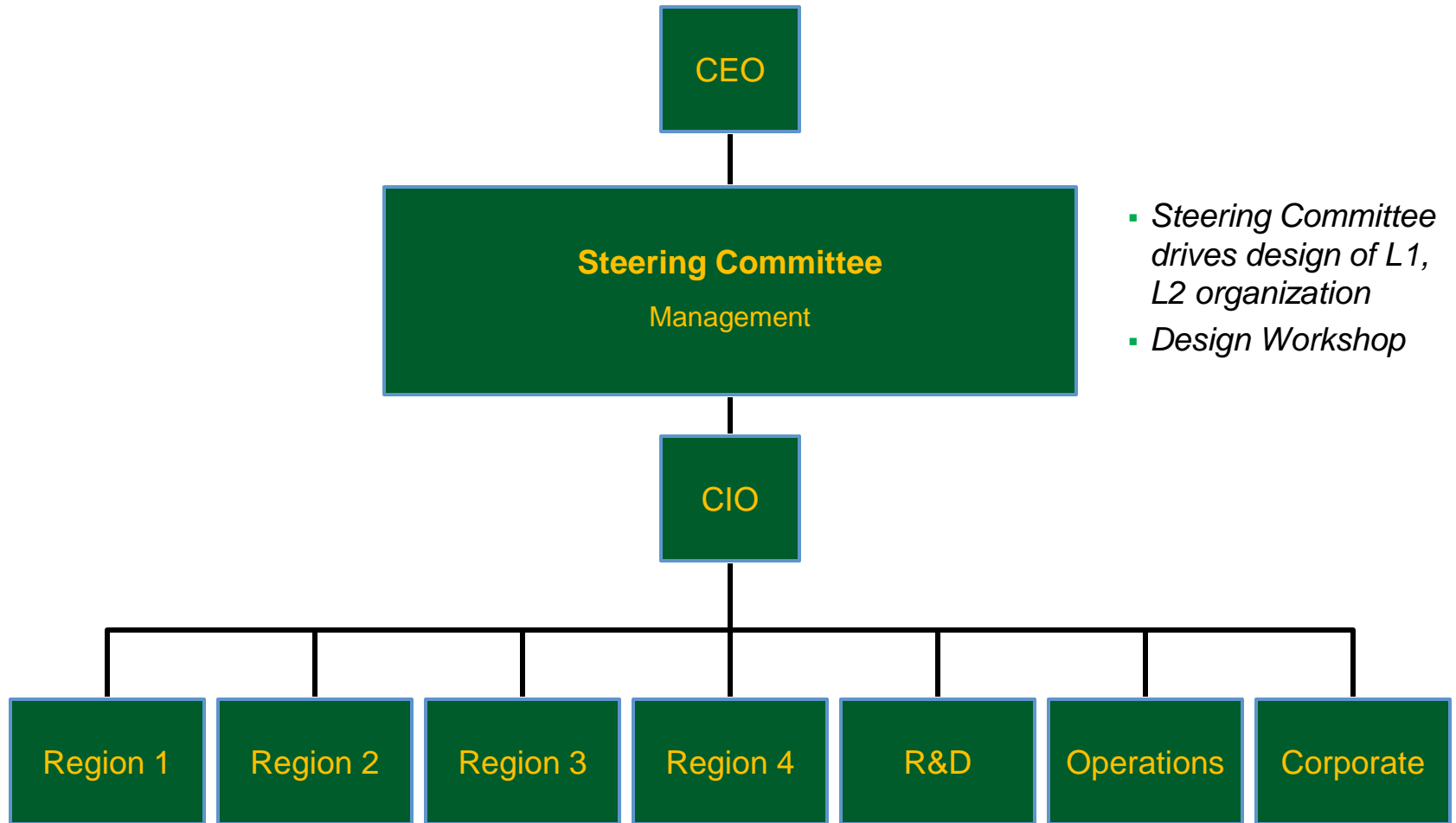
CEO & management / steering Committee: overall responsibility

CIO: responsible to manage the process (planning -> execution)

CIO : Provides direction and coordination (among BUs via the CIO) due to inherent Interdependencies and acts as a focal point for information sharing

BU: designates an integration coordination point of contact

BU: responsible for its part after approval of Master Plan



- *Regional and functional integration teams to work with the acquired company counterparts for detailed integration planning, including organization, processes, synergies, and Workplan*



The coordinator-Mostly, behind the curtains

- ⇒ Integration kickoff meetings
- ⇒ Clear **definitions** of integration framework and roles & responsibilities
- ⇒ Identification and initiation of **sub-teams**
- ⇒ Integration process **timelines**
- ⇒ **Direct communication** between the organization & BU
- ⇒ **People** Processes Planning and monitoring
- ⇒ Communicate importance of “**business as usual**”
- ⇒ Identify Key **watch items**
- ⇒ Blueprint & Detail integration **plan approvals**



Smooth Transition from DD to Integration

Clear strategy
and blue print

**2 months
after signing**

Control the
integration

**Weekly
committees updates**

accelerate
synergy capture

**Shortened
timelines**

Finalize
organization
design
and staffing

Blueprint phase

Issue-free
day 1

**Full planning & alignment within
and between organizations**

Address **culture**
and change

Pulse check

End to End Business accountability



THANK YOU