



Carlos Cesta



Stacy Hendricks



Javid Moosaji

VIDEO SUMMARY:

Leading M&A - with Integration

M&A Virtual Summit

www.masience.com

KEY TAKE-AWAYS:

1

Integration should begin at the targeting stage;

having integration get involved allows for Corp Dev to understand some of the integration criteria, which ultimately allows for better valuation and lower risk; essentially integration introduces new criteria for profiling a target.

2

Integration is a pivotal variable when targeting

and valuing a deal as it affects all the other pieces you are analyzing.

3

With the above in mind, bringing in the integration lead early can help achieve two best practices:

planning an integration strategy with the seller and aligning goals.

4

At the core of all integration discussion needs to be the customer and products (go- to-market strategy)

because customers and products should drive integration.

5

During discovery, take new information and build it into the integration plan and process;

this means integration leaders should be at pipeline meetings.

KEY TAKE-AWAYS:

6

An integration lead should be more than just a project manager - more like a GM or COO with a great deal of business background;

has the ability to navigate the politics of the deal cycle; has a certain amount of gravitas and credibility to influence the thinking of those around him/her; is capable of delivering difficult news; can successfully bring two worlds together.

7

Knowing when to involve sales in the process is important - not necessarily the whole team,

but rather the head of sales to provide insights to the integration team around the ever so critical go-to-market approach.

8

The go-to-market strategy should be the cornerstone of the integration teams's work;

if you begin with the go-to-market strategy, the rest of the capabilities will follow; the consequences of not doing this are grave.

9

There is complexity in doing the above - some are afraid to focus on go-to-market strategy and aligning workstreams and processes;

instead they focus on smaller, more tangible tasks, but this can lead to loss of value.

KEY TAKE-AWAYS:

10

Testing synergies, designing the integration plan with the seller, and identifying synergies early on in the process

(and holding the integration team accountable for them) are three best practices.

11

The complexity of platforms and systems can be a troublesome area of integration;

those who force change end up better in the end; those who let too many systems continue to be used ultimately suffer, but make employees happier in the beginning.

12

How do you know when integration is over?

This goes back to the original KPIs set at the forefront of the deal; when you've hit your integration milestones.



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