



NATIONAL POSTAL FORUM | MAY 3-6, 2026 | PHOENIX, AZ



LEADING THROUGH CHANGE & MERGERS

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Our Industry is Consolidating



A Decade of Consolidation

in the US Commercial Mailing Industry

Who Is Buying Whom, What It Costs, and What It Means for Commercial Mailers

\$8B+

Confirmed Disclosed
Deal Value

10+

Distinct M&A
Transactions

6

Consolidation
Patterns

2015

to 2025
Research Window



Most Mergers Do Not Deliver

- 70% of mergers fail to deliver expected financial value
- 44% cite culture clash as the number one cause of failure
- 95% of executives say cultural fit is critical to success



The Market Is Applying Pressure



- Postal rates rise annually; mail volume continues to decline
- PE-backed competitors discount aggressively to grab share
- Customers demand digital and physical integration simultaneously
- USPS® compliance requirements grow in scope and complexity

Your Best People Are Deciding to Stay—Or Not



- 33% of key employees leave within 12 months of a merger announcement
- Key talent decides within 30 days whether to stay or leave
- Ambiguity about roles is the single fastest driver of exit
- Top performers leave quietly; clients notice before you do
- Culture carriers are your most irreplaceable and unmapped asset

Hardest Questions Leaders Never Plan To Ask

- Did we lose who we are in this deal?
- Will our customers trust a company they do not recognize?
- Are we still serving people — or just surviving?
- Can our team believe in something they did not choose?



We Have Lived This Transformation For decades (Assurety & NAPM)

- Witnessed every generation of postal technology change
- Supported mailers through hardware, software, and cultural shifts
- Led USPS® Intelligent Mail platform integration nationwide
- **ISO 27001 Certified** | **Smithsonian** Recognized
- Independent: not PE-owned, not distracted by hedge fund mandates



Assurety's 4P Integration Model



1. **PURPOSE:** Mission, brand, customer commitment
2. **PEOPLE:** Trust, clarity, retention
3. **PROCESS:** Continuity, compliance, workflow
4. **PLATFORM:** Software, data, integration

Pillar 1 – Purpose & Mission



- Announce a unified mission within 30 days — not 90
- Customers do not care about your org chart
- Brand integration is as urgent as system integration
- Purpose is the retention plan for both clients and employees
- Without shared meaning, efficiency gains evaporate

Pillar 2 – People First



- Map mission-critical roles before the deal closes
- Announce titles, reporting lines, and comp within 30 days
- Weekly all-hands for the first 90 days: no exceptions
- Culture carriers are more valuable than org charts suggest
- When people feel uncertain, they make certain decisions to leave

Cultural DNA – The Retention Plan



95% of executives say cultural fit is critical, but only 25% have a formal plan. Culture carriers are your unmapped asset.

- **Trust Metrics**

Measure sentiment, not just attendance.

- **Identify High-Potentials**

Not just directors, but the "knowledge hubs" on the floor.

- **Radical Transparency**

Weekly all-hands for the first 90 days.

Pillar 3 – Process Continuity

- **BEFORE:** Audit workflows, map SLAs, document routines, Identify Improvement Areas
- **DAYS 1 TO 30:** Run parallel operations, protect USPS® compliance and discounts
- **DAYS 31 TO 90+:** Consolidate deliberately, measure efficiency, retire legacy systems



Process – The 15% Postage Edge



Legacy Un-integrated



Post Merger Parallel



Integrated



Centralized mailing platforms help merged companies reduce postage spend by 8-15% by combining mail volumes and sharing logistics infrastructure.

Pillar 4 – Platform

- Aging sortation machines: cannot scale to combined volume
- Desktop-only presort post-presort software: no web/browser, no cloud, no API, no scale
- Code frozen years behind current technology standards and current USPS specs
- Two CRMs, two platforms, two reporting stacks: hidden tax
- No unified analytics: leadership flying blind post-merger



Platform: Future – Proofing IT

Unified Tracking & Analytics

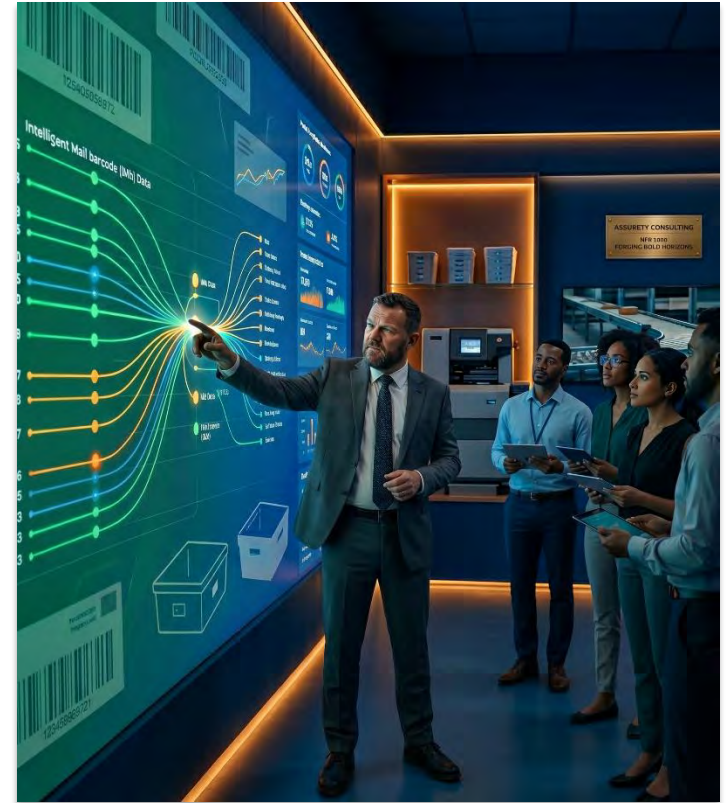
Eliminate the "Hidden Tax" of two CRMs and legacy reporting stacks. Visibility through analytics accelerates team trust.

- **AIMSplus:** Cloud-ready alternative to PE-owned stacks.
- **Network Pulse:** Real-time visibility into mailing performance.
- **Integration:** Seamless hardware-to-software labeling infrastructure.



Lessons – Integrated Mail Transformation Across Industry

1. Empathy drives adoption faster than any mandate
2. Data integrity must come before any platform migration
3. Change management is 80% communication, 20% technology
4. Purpose alignment determines platform adoption rates
5. Visibility through analytics accelerates team trust



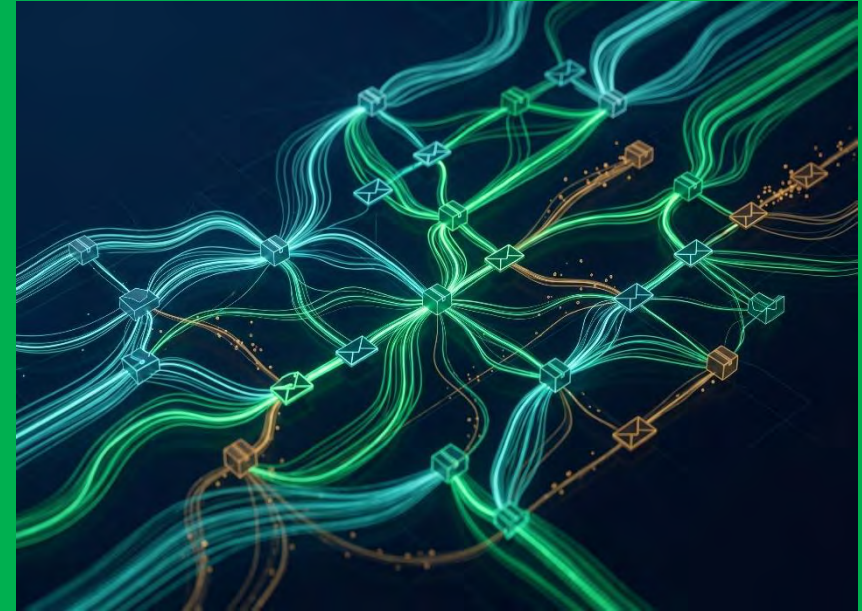
Expert Analysis – Organization and Change

Expert / Source	Core Concept	Application to Mergers
William Bridges <i>Managing Transitions</i>	Transition vs. Change	Manage the psychological "ending" and "neutral zone" before expecting the "new beginning."
John Kotter <i>Leading Change</i>	The 8-Step Process	Urgency and a "Guiding Coalition" are required to overcome the inertia of old cultures.
Edgar Schein <i>Culture Triangle</i>	Artifacts & Assumptions	Identify "unspoken essence" of how groups function to prevent catastrophic culture clashes.



Expert Analysis – Process Integration

Expert / Source	Core Concept	Application to Mergers
Scott C. Whitaker <i>PMI Handbook</i>	PMO Structure	Centralize an Integration Management Office (IMO) to track day-to-day synergy capture.
McKinsey & Co. <i>Valuation Handbook</i>	Revenue Synergies	Most fail because they over-index on cost cutting and under-index on process continuity.
Lean Six Sigma	Waste Identification	Use parallel operations to map "Value Streams" and retire redundant "Black Hole" processes.





❑ Data Integrity First

Burnie Group emphasizes: "Data cleaning must precede any platform migration." Never migrate "bad mail" records into a new AIMSplus environment.

❑ Web vs. Desktop

Modernization requires shifting from "Frozen Software Code" versions to Web/Browser based and Cloud-API Ready platforms that scale to combined merger volumes instantly.

❑ Phased Integration

Day 1: Collaboration (Email/AD). Day 30: CRM/Reporting. Day 90: Core Presort, post-Presort, Address, USPS Data and Sortation Hardware and Labeling infrastructure.

What Failure Looks Like



- Top 3 performers resign within 60 days
- Customer churn accelerates before you notice
- Two IT systems run indefinitely, doubling cost
- No one can answer: what is our mission now?
- USPS compliance lapses: postage discounts lost

The Vision of Success

- ❑ Customer retention exceeds 95% through the transition
- ❑ Top talent stays because they understand their future
- ❑ Unified platform reduces postage costs by 8 to 15%
- ❑ Brand identity is stronger — not weaker — post-merger



Assurety's Solutions



- ❑ **AIMS^{plus}™**: Mail.dat PostPresort Platform – independent, On-Premise and cloud-ready alternative
- ❑ **TrackingAnalytics™**: TrackingAnalytics™ Flex™ & TrackingAnalytics™ Infinity™ Editions – unified tracking and Network Pulse dashboard integrated with Mailing and Parcel Operational Data
- ❑ **Integration and Analytics Services**: On-site and remote support across all four integration pillars



Key Takeaways— Five Moves

1. Audit your 4Ps: Purpose, People, Process, Platform
2. Deliver a Common Purpose and Goal within 30 days - Build your 90-day plan with owners and weekly KPIs
3. Name your mission-critical talent, before they leave
4. Assess your mailing platform's merger-readiness today
5. Build or Buy Integrated Software Platforms that are API ready to consume data from different hardware Platforms



Thank you

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