

Five distinct Phases that Acquisitions & Divestments go through

Business Transitions



Introduction



It is a truth that no two acquisitions or divestments are the same. Each one is different, whether this be the size of the assets being sold, the experience of the Buyer to operate the assets, or the timescale for completing the Transition.

One thing is the same though: your Transition will typically go through five distinct Phases and each of these will have a different characteristic.



Pre-announcement Preparation Phase



This Phase commences at some point before the Sale and Purchase Agreement (SPA) is signed and is usually cloaked in secrecy.

There may be commercial, legal and regulatory reasons (including stock market sensitivities) why such secrecy is required.

Only people who are 'in the know' that the transaction is progressing are party to it.

These people will normally have signed...

Confidentiality Letter

or

Non-Disclosure Agreement

...restricting them from disclosing information to any person or company that is not 'in the know'.

During this Phase of the Transition, the following activities are undertaken:



Establish Governance for the Transition.



Appoint a Transition Manager.



Get ready to announce the sale and purchase.



Support the Mergers & Acquisitions Deal Team.



Prepare for the Initiation & Ramp Up Phase.

Initiation & Ramp Up Phase

The Initiation & Ramp Up Phase begins immediately following the signing of the Sale and Purchase Agreement.

It's characterised by:

Testing the Transition Plan.



Populating and Onboarding the Transition teams.



Finalising Terms of Reference Documents
and Building the Transition Plan.



Onboarding people who join the
Transition teams late.



Delivery Phase

This Phase of the Transition commences once the Workstream Leads have sufficiently developed their Workstream Plans. The bulk of the Transition work will be completed during this Phase.

The Transition Management Team focuses on the following:



01/ Testing the Transition Plan.



02/ Freezing the Transition Plan and Transition Budget.



03/ Enabling Workstream Leads to get work done.



04/ Holding required Review Workshop.

Drive to Completion Phase



During this Phase, Category A Deliverables are progressively closed out by the Workstream Leads and the focus turns to becoming operationally ready to "go live".



The Transition Management Team continue to monitor progress of the Transition Plan and how Transition Risks are reducing.



As Completion Date draws nearer, significant effort is expended to close out Deliverables and work towards transferring Ownership at the planned date.



The emphasis is on quickly surfacing issues and seeking to resolve them in an expedient manner. The final stage of this Phase is to enact the Freeze Calendar and Cutover plan.

Close Out Phase

This Phase commences once Cutover has been completed. The key requirements of the Close Out Phase are to:



Complete all Category B Deliverables.

Implement Transition Service Agreements.

Conduct and publish a Lessons Learned Review.



Disband the Transition Teams.

Transition your assets from one party to another.

Business Transitions



If you need to comprehensively transition your assets, then our Transition Deployment will be suitable for you.

Contact us to discuss your unique challenges.

Acquisitions



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Divestments



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