

# THE MANAGED M&A

**The five-step process to successful  
Post Merger Technology Integration.**

Create high-performing teams.

Reduce risk.

Increase certainty.

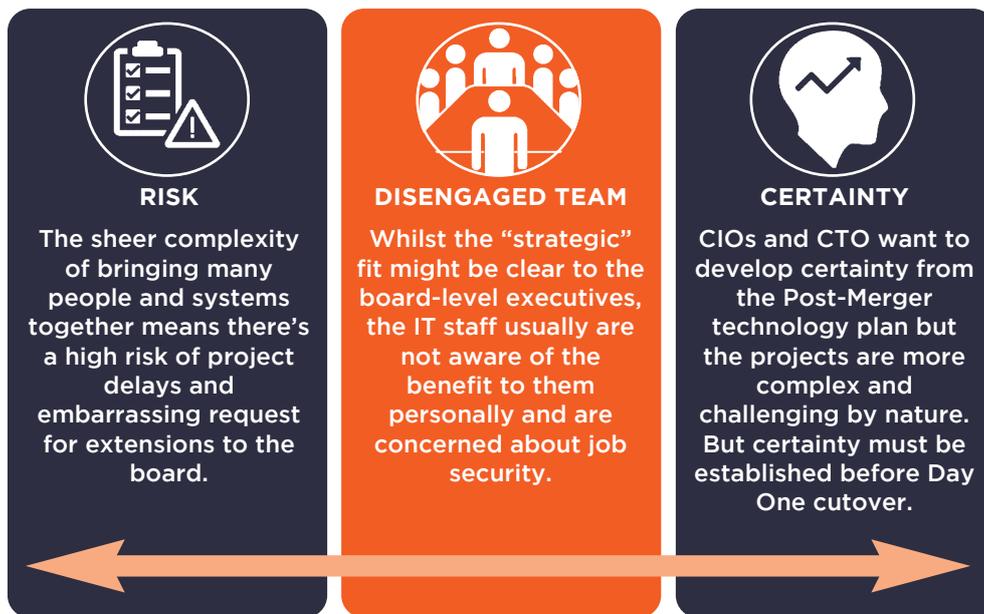




## The M&A struggle Enabling better teams

By their very nature, mergers and acquisitions are challenging, and it's always your IT teams that are on the frontline. They're going to have to be fully engaged to cope with the vast amount of integration work needed to accomplish a seamless transition.

There are **3 major challenges** you need to overcome to ensure the success of your merger and acquisition projects.



Combined, these challenges lead to the most significant risk:

### Expecting fear-driven teams to perform.

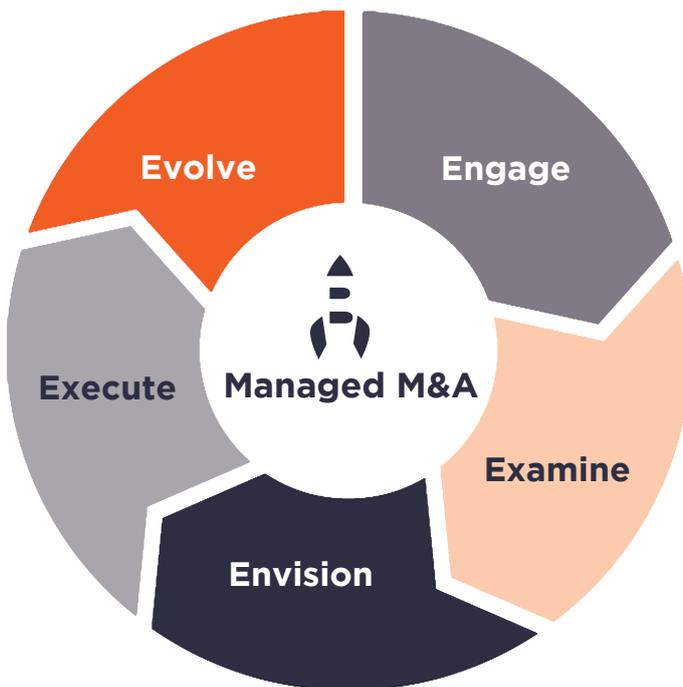
Engaging the IT Staff is the most critical requirement of a M&A IT project. IT Teams will be under significant pressure during the transition. They will be asked to work significantly extended hours to help the IT integration without any clear indication as how the merger will help them personally. At the same time, they will be concerned about their personal Job Security. This makes project delivery extremely difficult and can create a challenging political workforce between the parties.





## A 5-step process we call 'Managed M&A' will help you solve these problems

Our approach focuses on developing the skills and mindset of your team members. By putting people before technology, we can help you achieve a much smoother integration. Our Managed M&A strategy eliminates risks, reduces the impact of a complex IT transformational programme and results in a much better performing team.



### **Engage**

Coaching staff to help turn fear into opportunity

### **Examine**

IT and environment discovery using LENS, our bespoke software

### **Envision**

Project Planning and Tech Design using work stream and people-first approach

### **Execute**

Testing and Delivery of the Day One Cut Over for IT infrastructure

### **Evolve**

Managed Service to provide Postimplementation Support and Day Two Remediation

The best value of the deal can be obtained by using an approach that plans for Day One, Day Two and Day 100 in mind. The team needs to consider all original socio-technical systems of two or more companies into a new business technology environment aiming for growth.



## Engage

The Engage package is for Programme and Project managers who are responsible for a M&A technology project. It ensures that the right information has been collected, assessed and an action plan to provide high-engagement from your technology teams.

### Engage delivers the following results:

1. Research	2. Profile	3. Coach	4. Empower	5. Communication
An impartial, third-party report based on a standardised company assessment and any observations that may impact the project.	Through one-to-one interviews or our software find out who your key players are and those that need encouragement. Understand their technical skills.	Identification of technology staff who may benefit from coaching to help them to see the incredible benefits of such a high profile project.	Creation of small, recommended goals to ensure the technology staff learn new skills and feel more confident going into the new organisation.	Assess cross-party communication, IT processes and recommendations for a more effective delivery.

### Case study

We worked for a privately-owned retail corporation on a major divestment. Rather than just manage the technology project and services as they were today, we performed some essential research. Through employee engagement we quickly established the history of the technology environment, which had undergone many growth and consolidation phases. We also understood which employees were willing to take on the challenge and learn the appropriate skills to undertake a major technical transformation. Using this foundation of information and the obligatory CMDB it was possible to build a more realistic project delivery plan that reduced risks and established better engagement with the technical staff.

### Approach

A typical engagement will consist of pre-screening telephone calls, one-to-one meetings and time offsite to develop assessment reports and action plan.

### Timeline

Engage assessments include a maximum of three days onsite for meetings and interviews. We work towards delivery of the action plan within 5 days after all agreed information has been collected. This timeline is dependent on staff availability, openness and co-operation.

### For Engage to be a successful, we require the following from you.

- 1 Background media related to the deal/acquisition and Clear understanding and agreement of the strategic fit. We must understand what benefits are underpinning this deal so we can assess how well versed the technology staff are.
- 2 Single point of contact - to arrange pre-screening calls, meetings and communication.
- 3 Contact within Human Resources.
- 4 Completion of pre-screening calls prior to onsite visits. Attending initial calls provides an insight to the responsiveness of the team and save substantial time onsite.
- 5 Completion of the pre-engagement questionnaire.
- 6 Confirmed attendance of the stakeholders for the action-plan review. This can be performed onsite, in-person or online. For best results we highly recommend an in-person review.

# Examine

Examine delivers the following results:

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| <p><b>1</b> <b>Benchmarking</b> </p> <p>We assess the IT function using a standardised set of over 130 questions, sent out via software to one or more employees. Using this information, you can see where the team is aligned.</p>   | <p><b>2</b> <b>CMDB</b> </p> <p>It is critical to understand if the computing environment matches the resources and staff that currently operate it and the software estate is fully licensed. Therefore, not only is full inventory of software and hardware is essential but also an indication of risks and understanding of growth and capacity requirements.</p> |
| <p><b>3</b> <b>Service Catalogue</b> </p> <p>Structure created through an agreed Service Catalogue helps to drive transformational change. The entire team can use the catalogue to determine which services need to be refactored into the new world which, in turn, allows you to transparently manage these changes.</p>  | <p><b>4</b> <b>Software Inventory</b> </p> <p>Assess the server and software inventory compared to the size of business and industry. Software can often be installed incorrectly leading to expensive re-licensing during the transformation project.</p>  |
| <p><b>5</b> <b>Support Contracts</b> </p> <p>The target company technology support contracts will need reviewing to assess value for money and to understand if any services are currently operating at risk. This information is essential to fully understand the SLAs and costs to gain a holistic view of the environment and expectations of the business community.</p> | <p><b>6</b> <b>Finance</b> </p> <p>An independent and impartial report of finances based on information gathered from the technology and finance teams with the intention of signalling any hidden costs that may be significant in Day Two operations.</p>  |

**Case study** It is common during IT Due Diligence for a technology environment to be different to expectations. Yet for one financial services client they had acquired a company and the general assumption was the target company operated a small number of servers within a few hundred but it turned out to be in the thousands. Any person or company would have uncovered this information quite quickly.

What we do differently is working as a “glue” bringing internal staff together to ensure the correct artefacts are developed with Post-Merger Integration delivery in mind.

Hence in this scenario we operated a small tight-knit team that immediately highlighted the risk, ensured the project plan was amended accordingly (but well within the timeframe required) and then build the correct information to develop the PMI technology project plan.

- For Examine to be a successful, we require the following from you.**
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| <p><b>1</b> Single point of contact - to arrange pre-screening calls, meetings and communication.</p> <p><b>2</b> Upper management buy-in and Escalation channel. To help speed-up responses from stakeholders,</p> <p><b>3</b> Creation and acceptance of Project Guidelines to ensure communication is prompt.</p> <p><b>4</b> Identification of who will complete the Benchmark Q&amp;A and an agreed completion date.</p> | <p><b>5</b> Access to technical staff and inventory information. If information is incomplete we would need to discuss implementation of LENS (Gold Package).</p> <p><b>6</b> Access to Finance information.</p> <p><b>7</b> Dedicated time with Technology Procurement contact.</p> <p><b>8</b> Dedicated time with Finance team contact.</p> |
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The stakes are high at this stage as the both companies will be close to contract signature yet at the same time the IT teams may not have been working long together and there will be many unknowns which make putting precise plan together impossible. Yet the pressure for a plan and associated costs to be reported to the board will be high.

# Envision

The Envision package is for Programme and Project managers who are actively working within an M&A project. This package gives the ultimate in transparency for consultant led projects. You can clearly understand and budget the resources you need to successfully deliver your M&A project whilst feeling confident that you have a highly skilled team.



## Envision delivers the following results:

**1****Plans**

The ability to deliver a cohesive M&A plan requires a team of experienced Programme and Project Managers. We bring decades of experience to the table to ensure that the plans are as close to reality as possible with the right level of detail. We work with you to ensure that all regulatory and compliance needs are fully discovered and managed.

**2****Requirements**

We help you create your own baselines to understand the scope of each area covered by the M&A project. This minimises potential scope creep and unforeseen costs and delay. We interview the key stakeholders and gather the ROI intentions so that we ensure everything is captured.

**3****Synergies**

As its more than likely that part of the ROI of the deal will have been technology synergies – it makes sense have brought to the surface quickly. We make these apart of the guiding principles of the project.

**4****Designs**

Taking all the targets technologies and integrating them is hugely difficult. So we take the stress away from the process by providing high quality documentation and resources that are well versed in complex technologies migrations.

**5****TSA**

We will deliver the support agreements you need to ensure that not just Day One is successful – but so is Day 100. Complex technologies will often be supported by key personell with silo'd knowledge. We gather this important detail and support the process of creating binding agreements and knowledge transfer.

**6****Testing and Dress Rehearsals**

We will clearly demonstrate the probability of success through the use detailed test plans, report matrix and remediation activities amongst hundreds of sub-tasks. The build up to Day One will be more confident and crucially will have the buy-in from stakeholders to the cutover teams.

**For Envision to be a successful, we require the following from you:**

<p><b>1 Stakeholder access</b> Our team will need access to all levels of the M&amp;A project.</p> <p><b>2 Teamwork</b> We will fully integrate with your team so that we deliver as a team.</p>	<p><b>3 Engagement</b> To make all the required people available ahead of time and let them know what is expected.</p> <p><b>4 System Access</b> We will need system access to run our bespoke software to accurately inventory your estate.</p>
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# Execute

Execute provides a structured approach to successfully delivering the most crucial stage of the deal - ensuring the lights continue to stay on, and that no compromises were made whilst the transition occurred, making sure the environment is fit for Day One, Day Two, Day 100 and Beyond



## Execute delivers the following results:

1. Cutover	2 Post-Implementation Support	3. Exit Planning	4. Security
<p>We make sure the implementation and support teams are ready to go and understand their individual responsibilities. All plans are created, vetted, and communicated by seasoned Project Managers, and nothing is left to chance. We ensure that all agreed services are running to their benchmarked performance.</p>	<p>There will have been a lot of focus on migrating potentially thousands of systems and services across the line for Day One. However, this isn't the time to take your foot off the gas. We monitor core system performance, and correctly supply and manage the personnel providing the technical support and Project Management.</p>	<p>We help craft a technical exit strategy that ensures that both sides of the deal get the best possible result. We report on targets met, outstanding issues and risks, and recommend specific remedial actions. All the resultant tasks are allocated to specific personnel for action until satisfactorily complete. We manage this process to the very end.</p>	<p>40% of merged technical environments introduce new security vulnerabilities. With this in mind, we arrange for independent penetration testing of the new company and technical environment to ensure that there have been no compromises. Detailed reports are produced and a root cause analysis undertaken to understand how a potential breach occurred. We then agree the next steps and resolve the risks.</p>

**Significant change will have occurred over a relatively short space of time.**

**Therefore, for Execute to be successful, we require the following from you:**

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| <b>1</b> Access to IT Security teams                           | <b>4</b> Access to Change Management teams |
| <b>2</b> Access to Key Stakeholders for concise communications | <b>5</b> Access to IT Technical teams      |
| <b>3</b> Access to Service Management teams                    | <b>6</b> Access to Change Management teams |

**Engage is fixed cost - call to discuss options.**

(excluding travel and accommodation costs)

# Evolve

Evolve offers the ability to provide flexible and structured support for your complex transition. We work with you to determine the best solution in terms of technical and non-technical support, leveraging knowledge gained during the project lifecycle.



## Engage delivers the following results:

1. Cultural	2. Review	3. Support	4. Day 100	5. Performance
<p>The staff will have been through a turbulent time and will need support to continue in the 'New World'. We combine our team with yours to create a functional and efficient environment in which people can continue to enjoy their employment.</p>	<p>Once the PMI has completed, we undertake final workshops and assessments to ensure that the original guiding principles and goals have been achieved, and, if not, clearly state the reasons why. We provide a detailed analysis that contains all the information created throughout our engagement with you, and review this in detail with Key Stakeholders.</p>	<p>Post Technical Support enables you to be confident that your carefully planned PMI will continue to be effective and reliable. We provide full remote and onsite technical support using our own team, which can also include TUPE services for your staff.</p>	<p>There will have been enormous focus on Day One - however, Day Two is potentially even more challenging, as problems can arise once systems are under full load and transition staff start to feel the effects of long hours. Our teams will supplement yours to ensure there isn't an information 'Silo' so that handovers can be seamless.</p>	<p>We continually monitor and improve your services and staff so that you can be sure peak efficiency will be maintained at all times. We provide reports with the correct detail including metrics, baselines, and improvement recommendations.</p>

### Evolve will commence at the point at which people are most fatigued.

#### Therefore, for Evolve to be successful, we require the following from you:

- 1 Your agreement to a contract for services over a set duration, as agreed between Beyond and your company
- 2 Open discussion with the Procurement team, or similar
- 3 Open discussion with the Legal department, or similar
- 4 Company Policies and Standards documentation
- 5 Reliable and constant access to supported systems and services
- 6 Access to Change Management teams
- 7 Access to IT Technical teams

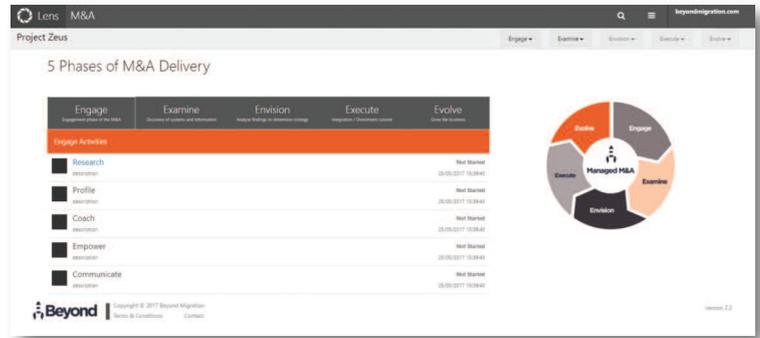
**Evolve is fixed cost - call to discuss options.**

(excluding travel and accommodation costs)



## LENS Our Unique M&A IT Software

An up-to-date and accurate CMDB is essential to size and plan a M&A IT project. It can be a sensitive area, no one wants to admit that they don't keep an up to date CMDB. We totally understand and developed a platform to help you.



LENS collects company-wide IT information directly from computers and electronic scorecards sent to employees.

LENS provides a M&A capability based on our experience in the field – taking the IT project from Due Diligence to successful implementation.

## The Payoff

Our “People First” approach of using coaching helps foster a high-performing integration team, which reduces the risk and increases certainty for the Day One transition and helps bring balance back to the Project Team’s lifestyle.



**To do this we:**

- ✓ Provide programme management staff that have the correct team fitment and gravitas required to direct the transformation teams
- ✓ Provide high calibre technical staff who have significant complex change experience.
- ✓ Provide the best technical tools and software.
- ✓ Encourage the best from the IT teams so that they can be seen positively.
- ✓ Encourage IT Teams to bring the best thinking to the table.

We know if an M&A IT transformation team can fully engage the target companies IT team, they unlock productivity and enable a greater degree of success.





## Who are we?

We Help You Eliminate Risk and Reduce Costs by up to 40%.

2014

Founded by Hutton Henry after 23 years merger and acquisition experience, Beyond M&a ensures IT staff are fully engaged in the merger process and provides M&A specific automation and project management tools.

Merger &  
Acquisition IT

We specialise in Corporate M&A Technology Projects. Our team of consultants and unique software reduce risks and save costs of approximately 40%.

Good Causes

We deeply believe young people need to develop their skills for the digital world so that they become creators and not consumers of technology. So we donate to CodeClub who help school children learn to code.

People First

We also believe the need to focus primarily on the IT team before the technology to get best results for all parties involved in the deal. Our "people first" approach accelerates the project entirely.

Focus on  
Day Two

We understand the urgency and criticality of a smooth transition for Day One technology transformation and resulting tech environment. Therefore every plan, design and action is developed with Day Two in mind.

Due to the nature of M&A IT projects, we work with a maximum of three clients simultaneously. This enables us to focus on high quality and successful outcomes.





## Case Study Summary

M&A IT Transformation projects are unique in that they always involve a multitude of technology migrations to occur at once and each is totally unique due to the number of parties and systems involved. Whilst these projects vary in complexity and size they all depend on one thing – the effectiveness of the joint IT teams.

Below is a summary of previous engagements:

Project	Primary Challenge	Approach
 <b>Ford/ Jaguar</b>	Major employer creates large social impact in the local area.	Whilst acutely aware of sensitivity, we worked with the company to deliver a major business critical production-line application.
 <b>Morgan Sindall/ Connaught</b>	Extremely tight deadlines and staff sensitivity around job security.	We worked openly with the technical teams to deliver a successful transformation.
 <b>Gala/Coral</b>	Sluggish in-house technical team, timelines that didn't match deadlines.	We totally re-planned the entire programme to transform delivery and invigorate technical teams.
 <b>Norton Rose/ Fulbright</b>	Merger of two global multi-site corporates leading to centralized AD.	We worked with Architecture and Security Teams to deliver a solution that all global stakeholders bought into.
 <b>British Land/ Broadgate Estates</b>	Fluid business requirements.	We developed good relationship with technical teams to develop complex and risky bespoke cloud-to-cloud migration.
 <b>Equiniti/ Hazel Carr</b>	Disparate data locations. Post-merger activity occurring many years after the acquisition.	We dramatically enhanced communication so that all teams 'bought in' to enable key technical upgrades and removal of legacy software and hardware.
 <b>Equiniti/RA</b>	Project management challenges. Simultaneous merger and divestment project.	We became part of the IT project board to deliver the overall design and IT approach, re-planning the whole programme.
 <b>ICE/ Hurtigruten</b>	Switching MSP suppliers, original MSP uncooperative due to loss of business/interest.	We worked with the new MSP to understand and deliver new technology and resolve complex issues while negotiating between new and old suppliers.
 <b>HP/ Compaq</b>	Global IT Teams (43 countries) unaware of business benefits and brand loyalty to original hardware supplier. Unable to see business benefits.	We continued with planned change despite IT reticence.



Helping highly-acquisitive companies  
deliver M&A technology projects.

[www.beyond-ma.com](http://www.beyond-ma.com)



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