

# M&A SUCCESS FACTORS

- 1** **Define an Inspiring, Clear End-State:** Create a case for change that defines why the combined organizations will create greater value, why now is the optimal time to integrate, and what success will look like post-combination.
- 2** **Focus on an Integrated Culture (Not Just Integrated Processes and Operational Synergies):** Articulate, model, and reward desired cultural norms and ways of working.
- 3** **Defy Pace Expectations:** Provide opportunities for collaborative, fast-paced cost and growth target pursuit.
- 4** **Involve as Many People as Possible:** Look beyond the usual suspects to provide as many people as possible opportunities to contribute to integration success.

# M&A SUCCESS PITFALLS

- Not articulating a compelling case for the merger that extends beyond cost-cutting synergies
- Integrating activities and teams without a clear purpose or business goal
- Cross-training is often focused on the training versus the results it's supposed to create
- Focusing too much on the processes and systems and not enough on people and culture
- Not having each employee top-to-bottom meet their new counterparts early and often and allowing them to articulate what success looks like in their relationship
- Not recognizing the complexity of employees' emotions leading to lost time and productivity, and high turnover