Executives identified the top three drivers:

- Executive support
- Involvement of management from both sides
- Comprehensive plan

A smooth transition from the beginning of the merger correlated very highly with overall success. The most common reason cited for failure resulted from unexpected challenges before, during, or after the merger.

Almost 30% of respondents said their integration efforts fell short of success. Only 39% said they exceeded synergy targets. One in five (18%) reported a failure to achieve synergy targets.

Respondents cited three key areas they plan to focus on in their future deals.

- Swifter, phased integration
- Better communication
- More rigorously selected integration team

In a new survey on post-merger integration, we asked more than 800 executives what drives deals that work, what foils ones that don’t, and what companies can do to help increase their chances.