

Moment of Truth Integration Strategy and Execution



When the gate opens in a horse race, it's too late to second-guess your approach. The same is true for the training and other preparations that must be put into action and relentlessly carried through to the finish line, with adjustments made along the way. That ruthless focus and discipline are also required for effective mergers and acquisitions (M&A). The preparations made prior to closing the deal (Day One) were just the beginning. Execution — fulfilling strategic expectations for the deal — is where the race is won or lost in terms of shareholder value.

Driving a deal to value creation not only requires identifying a critical sequence of activities and milestones but also lining up the resources and tools to achieve them. A Day One plan is part of that solution, but so is a broader program to reduce risk, capture value, and provide continuity to both internal and external stakeholders.



Extracting the value of an M&A transaction requires development, implementation, and relentless execution of a detailed plan for Day One and post-close success. Day One, and every day that follows, should deliver tangible benefits that are in line with drivers of the transaction.

Closing the deal is just the beginning.
Execution — fulfilling strategic and market expectations for the deal — is where the race is won or lost in the eyes of shareholders.

How we can help

Deloitte's Integration Strategy and Execution practice can help clients through critical steps that bring a transaction from concept through execution. We look past process to the final impact each decision is likely to have. Our approach helps companies develop the structure and discipline to effectively identify, execute, and integrate their deals.

We work closely with our M&A colleagues to position the critical aspects of people, process, and technology to be addressed at each stage of the M&A life cycle. We also leverage the audit, financial advisory, risk management, and tax services of Deloitte's network of practitioners to bring specialized resources to our M&A engagements.

Our Integration Strategy and Execution services include:

- Day One readiness and execution
- Synergy targeting and realization
- Operating model fine-tuning and organizational design
- Communications, culture, and change management
- Cross-functional and functional coordination

Potential bottom-line benefits

- Increased shareholder value through rapid, effective transaction execution
- Reduced risk by enhancing business continuity
- Identification of quick wins that give a transaction early credibility
- Capture of revenue and cost synergies through careful analysis and follow-through
- Enhanced discipline through content-rich, knowledge-based program management
- Reduced disruption by focusing on people and change management

Learn more



Capturing the value of a transaction requires a relentless focus on execution. To learn more about how Deloitte can help, visit www.deloitte.com/us/IntegrationStrategy, or follow us on Twitter at [@DeloitteStratOp](https://twitter.com/DeloitteStratOp).

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Five ways you can get more value now

Build a growth platform. A defined end-state blueprint can help prevent organizational paralysis. An agreed-upon road map can speed up progress.

Expand and accelerate synergy capture. It's easy to set expectations. Delivering on them shows the situation is under control while spreading confidence and maintaining business momentum and continuity.

Be precise. The benefits from a transaction are the reason for the transaction — so they're too important to get lost in the shuffle. Be specific in setting targets, assigning responsibility for them, and tracking the results.

Engage employees and retain talent. A transaction shakes the ground under people's feet. If you're losing sleep over this, imagine how the people without direct control are feeling. Tackle the issue head-on with two-way, honest communications that keep everyone informed and invested.

Drive global integration and a flawless Day One. When the moment of truth comes, your plan can be insurance against the unforeseen. When everyone knows what has to get done with interdependencies identified, tension and mistakes decrease. Leading practices show that carrying that same focus post-close through a series of 90-day execution waves helps drive deal performance.



The big idea

The bulk of M&A value creation or destruction happens after the deal is signed. Day One and the days that follow should deliver the benefits that made the transaction desirable in the first place.

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