

# Integration Planning & Execution



We provide end-to-end leadership in post-merger integrations and value capture, taking ownership of all critical pre and post-close activities and direct governance activities through our Integration Management Office (IMO). We have expertise in executing integrations in the middle market, striking the right balance between hands-on support and leadership activities.

Our integration approach is tech enabled, aligned with best practices, and tailored to specific organizational needs. We deploy the relevant expertise to ensure a comprehensive and exhaustive approach for the particular functional and industry requirements.

## Integration & Strategy Assessment:

During this phase, we understand the deal strategy, the acquirer and target business, and the desired end-state operating model (business model, organization design and capabilities, and technology landscape). We also align on nuances around the nature and extent of integration and assess synergy targets. We validate the existing integration hypothesis to create a high-level integration plan that includes must-do's and must-have's based on our experience while highlighting integration risks and developing mitigation strategies.

## Detailed Planning:

We set up the IMO, which includes creating the governance structure, identifying its membership and meeting cadence, and deploying the appropriate tools. We design a detailed integration plan incorporating task ownership, timing, milestones, risks, and KPIs. The plan also includes activities and interactions for Day 1 and beyond. It considers key activities related to change management and cultural integration across management teams and employees of both companies.

## Day 1 & Beyond:

We ensure that all Day 1 activities are executed per plan, including all activities for which CBIZ PE Advisory is directly implementing. During Week 1, we introduce and launch the IMO and the integration process across the workstream leadership, working with them to execute. We work closely with the workstream leads throughout the integration process to drive progress and achieve targeted synergies leveraging our functional expertise, transaction experience, and tech enabled integration tools.

Our offering delivers key outcomes and deliverables that are essential for the financial, operational, and sustainable success of an integration.

### INTEGRATION STRATEGY & SYNERGIES

A thoughtful strategy drives top down alignment and aligns to the organization's goals and is essential in developing the messaging to key stakeholders. CBIZ PE Advisory helps organizations prepare the right strategy and related messaging, and validate key assumptions and synergy goals.

### DETAILED INTEGRATION PLAN

Many organizations attempt to execute an integration with high-level plans which are mostly developed in silos. A detailed integration plan incorporates CBIZ PE Advisory expertise and creates alignment through the collaborative development process ultimately providing one source of truth.

### INTEGRATION MANAGEMENT OFFICE

The CBIZ PE Advisory IMO will enhance the ability to address integration challenges, drive cross-functional communication and resolution of dependency-driven conflicts, and create visibility across all activities.

## Our Difference

**WE LEVERAGE NIMBLE TEAMS WITH DEEP EXPERTISE TO DELIVER IMPACT, RAPIDLY.**

**FLEXIBLE** — We tailor proven approaches and best practices to the situation at hand.

**EXPERIENCED** — Our consultants have a hybrid of deep expertise in private equity and M&A.

**AGILE** — We balance structure and discipline with an agile mindset which allows us to expedite value capture.

**RESPONSIVE** — We work closely with you, communicate regularly, and are responsive to your requests.

**PROACTIVE** — We identify and address blind spots before they escalate into issues.



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# Expertise In Action

## Sample Integration Planning & Execution Clients



LANCASTER

Private Equity Fund:  
Arlon Group

AdSwerve



Private Equity Fund:  
Abry Partners



Private Equity Fund:  
Solace Capital Partners

M A D E 4 N E T



Private Equity Fund:  
Thompson Street Capital Partners



Private Equity Fund:  
Bow River Capital Partners



Private Equity Fund:  
Frontenac



## Case Study

### SUCCESSFUL INTEGRATION AND SYNERGIES REALIZED

**INDUSTRY:** Software & Services

**SERVICE:** Integration Planning & Execution

**REVENUE:** \$50M

**ISSUE:** A sponsor acquired a bolt-on acquisition and was looking to integrate rapidly and entirely and realize planned synergies. The acquired company operated in the same industry, but the software products, business models, end markets, geographies, and cultures differed vastly. There was limited bandwidth on the buyer side to support the integration as the buyer ran lean operations. Yet, the integration was pivotal for the platform company to grow its market share.

**SOLUTION:** CBIZ PE Advisory was engaged shortly before closing to begin the planning process. CBIZ PE Advisory delivered an accelerated solution to ensure Day 1 continuity, continued program momentum, and rapid synergy realization, including:

- Rapid assessment to assess and define the deal strategy, review transaction-related collateral, and conduct initial integration planning activities
- Developed the Day 1 and Week 1 communications strategy (interactions with employees, customers, and other stakeholders for both companies) to ensure consistent and appropriate messaging
- Deployed the IMO based on best practices, requirements calibrated to the transaction, the goals of the sponsor, and the management team's bandwidth.
- Worked closely with the functional leads to develop detailed activities and milestones in each functional area (HR, Product, IT, Finance, Customer Service) and aligned activities to synergy capture goals across extended timeframes

**OUTCOME:** Successfully captured all synergies through the desired timeframe while meeting the objective of a smooth transition. Also, successfully retained key team members and minimized customer impact due to the transition.