

A world leader in ICT-services (HQ United States)

Post-Merger Integration

HIGHLIGHTS

OBJECTIVES

Post-merger integration of the BeNeLux organization after a global acquisition. Create a new integrated division that will create growth within 9 months.

ACTIVITIES

- Pre-deal Cultural Alignment Assessment
- Post-deal Leadership Alignment Program with the new Management Team
- Setting up Integration Plan
- Supporting the leadership team with the roll out of the Integration Plan
- Employee Engagement Program to exchange competencies, experiences and knowledge
- Setting up an Integration Dashboard to measure progress and inform employees on results.

RESULTS

- Leadership alignment and focus on integration priorities
- Clearly communicated Post-Merger Integration Plan
- Strong involvement of all employees with the roll out and progress of the Integration Plan
- Organizational stability and readiness for growth within 8 months
- Revenue growth of 120% after 18 months.

MORE INFORMATION

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The client decided to acquire a large global services company to complement its services capability worldwide. The acquisition covered 4 continents and its impact was intense. The objective was to integrate the acquired company into a new global division.

HRS was contacted in the pre-deal phase by the future Managing Director of the BeNeLux organization for advice and support. He received clear signals of resistance on both sides and this would seriously hinder the integration. It was a big concern. There was a need for a thorough and successful integration plan.

HRS performed a pre-deal Cultural Alignment Assessment and Integration Issue Analysis that resulted in significant conclusions.

In general terms:

- Two very opposite cultures with regard to leadership style, employee development, customer orientation
- Very low motivation among the leadership and employees of the acquired company
- No trust in the good intentions of the acquirer
- Rapidly deteriorating results of the acquired organization.

The first priority was to get a leadership team together, after the deal was formally announced, that would drive the integration process and would lead the new division.

The new team was appointed and consisted mainly of managers from the acquired company. Experienced managers with a good understanding of the business and culture, but also with a low level of trust in their new bosses. It was clear that this team was not ready to lead the integration yet.

HRS designed a specific workshop for the team with the goal to increase mutual trust and understanding, to define the ingredients of the integration strategy, and to align on the role and leadership style of the team. After two intensive months the team had broken

the distrust, and came up with an integration strategy.

In the next step the line managers were involved to translate the integration strategy into a clear integration plan. HRS facilitated the sessions and provided coaching and expertise. The line managers were encouraged by seeing a management team that was committed to build a successful future.

With the support of HRS the management rolled out the integration plan. Employee engagement was now critical to get the new division performing up to standard. HRS developed an Employee Engagement Program. The outcome was an ongoing stream of hands-on and practical initiatives, ideas, and suggestions to improve the integration. The management owned the list with outcomes and informed the organization on a regular basis on the decisions and the progress.



What participants said about working with us

Client Feedback

"I'm proud to be part of this management team. It proofs that good preparation based on alignment makes all the difference."

"Amazing how we managed to turn around our results so drastically. We come a long way. Great support by HRS."

"I really like these employee alignment sessions. It creates a sense of belonging, being part of a winning team. I now understand our challenges and our objectives much better."