

M&A Integration

Top Ten Greatest Remaining Challenges

What are the greatest remaining obstacles or challenges, if any, your company must overcome to be more consistently successful at integration?

Ranking	Topic	Sample Responses
1	Resources/ Conflicting Priorities	“Dedicated resources to support a successful integration”; “resources with conflicting priorities are always an issue”; “lack of experience M&A talent”; “more resources”
2	Integration Strategy Framework (Game Day)	“Need to develop a Game Day practice with executive buy-in”; “clarification of the acquired company’s capabilities and where the synergies are supposed to come from”; “realize that one size does not fit all, especially smaller targets”; “executive management needs to better understand and define the end-state vision”
3	Culture	“Recognizing and adjusting to cultural differences”; “cultural integration”; “cultural integration by far #1”
4	Disciplined, Documented, End-to-End Process	“Siloed Due Diligence and Integration Teams”; “fully developing our end-to-end process down to the smallest details”
5	Integration Support Tools	“Build a more robust M&A Playbook”; “improving the understanding and adoption of tools”; “standard scorecards and reporting”

Source: M&A Partners | The State of M&A Integration Effectiveness™ Survey 2014

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6	Communication and Change Management	“Communications to employees between Announce and Close”; “political obstacles and lack of leadership that suppress open and honest communication”
7	People Issues	“Better sensitivity to people issues”; “integration of managers post-close due to organizational design”; “we need to focus more on the people side of integration”
8	Integration Execution/ Speed of Integration	“The speed to migrate the acquired client base to our products”; “flawless execution”; “more ownership at the functional level for accountability of outcomes”
9	Best Practices/ Lessons Learned	“We need to leverage our best practices better across the decentralized organization”; “adherence to best practices and avoiding too many process exceptions”
10	Global Acquisitions/ Cross-Border Deals	“Preparing for global acquisitions on the horizon when we don’t have dedicated resources in all the areas”

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