



Integration Playbook Overview and Sample

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A large, stylized graphic composed of three main elements: a teal L-shaped block on the left, a green plus sign in the center, and an orange curved shape on the right. The teal block is a thick L-shape with a white square cutout in the top-right corner. The green plus sign is a simple, bold cross. The orange shape is a thick, curved arc that starts from the bottom left and curves towards the top right.

Playbook Overview

GPMIP Playbook Development

Common denominators for GPMIP Playbook Solutions

Strategic Alignment

Elements must help acquiring company drive intended acquisition objectives and integration metrics

Adoptability

Benefits and advantages of Playbook utilization must be obvious to users and stakeholders

Consistency

Playbook and supporting tools must be seamlessly integrated to enable optimal deployment and consistent application across transactions

Simplicity

Don't overbuild!
Focus on basic needs first and layer in complexity as needed

Knowledge Transfer

Playbook must be highly trainable and help facilitate knowledge transfer to IMO leaders to quickly build internal capabilities

Flexibility

Construction and organization of Playbook must be flexible & modular to enable users to select what they need for differing M&A scenarios

Playbook Objectives

Create a sustainable core competency to support M&A activities:

- + Provide a consistent but flexible integration process & methodology for M&A
- + Provide a comprehensive training resource for new integration leads and Integration Management Office (IMO) teams
- + Empower integration teams with an efficient process and supporting tools & templates
- + Enable business leaders to mobilize an integration quickly and efficiently using proven methods and techniques
- + Applicability to full, functional and/or partial integration scenarios

Provide flexibility and adaptability for specific requirements:

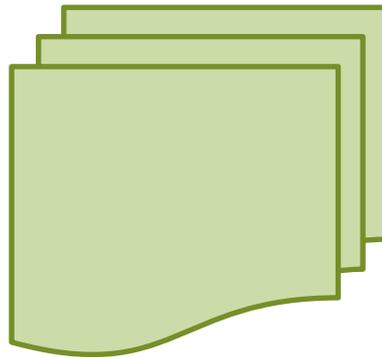
- + Applicable to all acquisition scenarios (bolt-on, platform consolidations, adjacent market acquisitions, vertical integrations etc.)
- + Deployable across multiple concurrent transactions and geographies
- + Flexibility to accommodate varying transaction sizes and levels of complexity
- + The Integration Playbook users can select and/or deselect the specific process steps and supporting tools/templates they need based on the size and complexity of their transaction (i.e. not all playbook process steps may be required for certain transactions)

Solution Architecture

Dynamic playbook solution covers integration planning and execution process, tools & templates, program management support and training



Comprehensive Excel based process overview



Supporting tool & template library

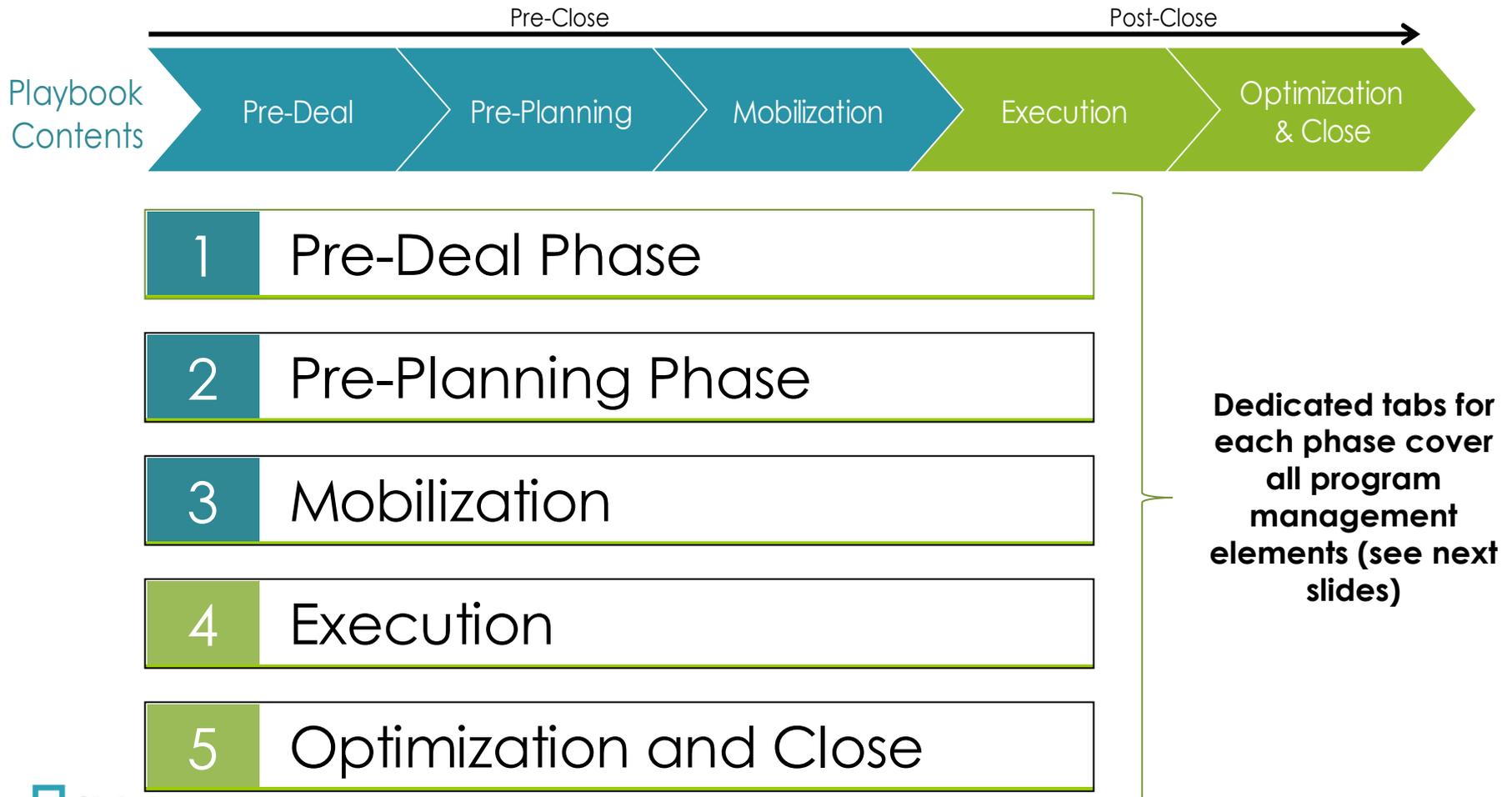


Online portal to facilitate overall program management

Training to facilitate internal knowledge transfer and application

Basic Playbook Design

Phasing covers all pre-close and post-close requirements for integration planning & execution



Phasing Details

Each Phase includes detail on what, who, when and decision needs

3 Mobilization

Description:	The Mobilization phase is where the extended functional leads are engaged and the comprehensive integration and Day 1 plans are developed
Objectives:	Engage the extended IMO team and provide all required direction, guidance and IMO processes to initiate and manage the integration and Day 1 plan development
Personnel:	<ul style="list-style-type: none">• #YYY# & IMO Lead Team• Team Leads• Target Integration Lead (s)• IMO Admin Support
Key Decisions:	<ul style="list-style-type: none">• Communications materials• Target inclusion in weekly process
Timing:	<ul style="list-style-type: none">• Allow minimum of 30 days to complete all mobilization phase deliverables

Step and Activity Detail

All activities include owner, deliverable and links to tools & templates

2 Pre-Planning Phase

Activities: 57

Step	Activity	Owner	Deliverable	Tools/Templates
1. IMO Logistics	Secure IMO admin resource and IMO meeting space	IMO PM	Dedicated Admin resource	Sample logistics overview
1. IMO Logistics	Confirm/create Project Name and create portal	IMO PM	Project Name and SharePoint	<u>See #CompName# Portal as example</u>
1. IMO Logistics	Confirm project charge codes or cost centers for integration related expenses	IMO PM	billing codes	Charge cose and cost center template
1. IMO Logistics	Finalize functional workplan template/tool	IMO LT	Workplan template	<u>Sample XXX template on Portal</u>
2. Data Harvesting	Est ablish data harvesting process & protocols	IMO PM	Data harvesting process overview	Sample Process overview
2. Data Harvesting	Create data request templates	IMO PM	Data request template	<u>Data request template</u>

Best Practices for Training

Also includes are implementation best practices & key considerations

3 Mobilization

Considerations:

- Make sure IMO kick off deck includes guiding principles slides (see Pivot sample)
- If possible, schedule the inclusion of target company IMO members at least 2-3 weeks prior to close
- Work directly with Leads if needed to get functional plan drafts completed on time
- Use IMO time to socialize functional plans so Leads are aware of other work (not just their own)
- Prioritize and track Day 1 mandatories
- Allow at least 30 days for stakeholder circulation and edits for Day 1 talking points and key messages (there will be lots of revisions!)
- Address any IMO meeting attendance issues immediately and reset expectations if necessary
- Avoid “gun jumping” (integrating before close)

Sample Tool & Template Library

Governance & Pre-Planning		Execution Related
Governance Model(s) & Process	Integration Resourcing Model(s)	Scorecards & Measurements
IMO Roles & Responsibilities	Functional Workplans	End State Process Tracking
IMO Infrastructure	Risk Assessment	Communication Plan/Matrixes
Integration Strategy & Objectives	Talent Assessment Worksheets	Issues/Risk Logs
IMO Weekly Meeting Structure/Agendas	Cultural & Change Assessments	Tool Usage Guidelines
Integration Dashboard	On Boarding process/materials	Escalation protocols
Functional Status Reporting Templates	IMO Kick Off agendas/decks	Cross Functional Dependency Mapping
Pre-Close Legal Guidelines	Synergy identification & tracking	Employee Communication Plans
IMO & Team Charters	Strategic Framework	Divestiture/TSA Planning Templates
Discovery process & checklists	Day 1 Framework Planning	Day 1 /Week 1 Planners
Functional Org Models	Talent Assessment Process	After Action Reviews (lessons Learned)
DD to Integration Process Flows	First 30/90 Templates	Employee Surveys
Data Harvesting Process/Templates	Retention Planning Worksheets	Workstream prioritization matrices
IMO Calendar	Day 1 Checklists	Scope Change Requests
Playbook Scope/Usage	Transaction Scenario Matrix	
Phasing Constructs	IMO Budgeting	
Guiding Principles	Training & Orientation	
Integration Leader Requirements	Tool Evaluation Criteria	

More Information

Please email or contact us for more information on our comprehensive acquisition playbook solutions

For more information contact:

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About GPMIP

Integration & Playbook Credentials

GPMIP Integration Experience:

- + Over 230+ integration, divestiture & carve out projects
 - + Transaction size range from \$5M to \$35B (average clients are small to mid cap companies)
 - + Experience in nearly 2 dozen countries
-

Playbook Experience: Domestic

- + Medical device company (US)
- + Research and economic development institute (US)
- + Construction materials & management company (US)
- + Automotive supply (US)
- + Wireless Telecommunications (US)

Playbook Experience: International

- + Global international trading company (Japan)
- + Consumer Healthcare company (UK)
- + Telecommunications Equipment (Sweden)
- + Multinational conglomerate (Germany)
- + Global electronics manufacturer (Holland)
- + Playbook methodology for Big 4 global consultancy (Global)
- + Computer storage (Israel)

GPMIP is the home of experienced M&A integration and carve-out consultants

We build the best consulting teams to fit your requirements: country, M&A integration / carve-out experience, industry sector, languages and other skillsets



Our Expertise



Exclusively focused on post merger integration and separation, GPMIP delivers projects at greater efficiency than traditional consulting firms, maximizing capabilities, experience, and expertise.

Best Practices

Training

- integrations
- carve-outs
- tool sets

Center of excellence

- set up

Customized methodology

- integrations
- carve-outs
- **playbook development**

Sourcing & DD Support

M&A strategic analysis

- strategic assumptions
- aligning the transaction rationale with strategy

Opportunity analysis

- target selection
- non-fin due diligence
- synergy quantification & qualification
- organizational design
- cultural fit

Integration Planning

Transaction development

- integration management office setup
- integration approach
- 100 days planning
- communication plan
- culture plan
- risk map and mitigation plan
- Coverage of all workstreams

Integration Delivery

Program execution

- post-close deep-dive analysis of due diligence
- project management
- workstream execution and support

Transformation

- audits and reviews
- business development
- operational development

How We Engage

We provide services specific to requirements: geography / M&A integration experience / business line experience.

- + the alternative to the large, traditional consulting firms
- + international partnership firm, supported by extensive network of local associates
- + pre- and post-merger integration and carve out services
- + experience from 230+ M&A projects
- + only experts
- + embedded into our clients' teams, activating clients' staff
- + true richness of knowledge, skills and operational experience



Senior on-demand experts worldwide

Differentiation – Why Clients Choose GPMIP

We focus on the Lean concept of *Value Demand* by providing the right resources at the right time for our clients.



Large
Consultancies

Independent
Contractors

	Emphasis	Unique Benefits	Capacity to Scale	Geographic Footprint
	Integration & Separation Focus	Leverage & Build In-House Teams	On-Demand Expertise Model	Local Resources Globally Interconnected
Large Consultancies	Wide Breadth of Services	Brand Recognition	Consultant Staff Leveraged Model	Global Presence
Independent Contractors	Individual Skills	Individual Performance	Individual Scalability	Local Resources

Typical Project Deliverables



Training at acquiring company and/or target locations

- + Educate internal staff to efficiently take on Integration responsibilities and activities

Planning workshops for playbook development

- + Lead executive workshops to quickly establish the integration vision and overall integration plan

Integration management

- + Provide management resources for the duration of the engagement leading internal teams at onsite locations

Integration management + workstream delivery

- + Both manage and fill the gaps in workstreams where client resources are unavailable.
- + Capacity to take on all workstreams and own the overall integration effort

GPMIP Partners & Associate Partners

An expanding global coverage to be more and more local



Gilles Ourvoie
Partner, France
M&A Strategy, PMI,
organizational transformation



Andrew Scola
Partner, UK
GPMIP tech sector lead,
Carve-out Director



Eitan Grosbard
Partner, Israel
High tech expert, M&A Strat., DD,
PMI, HR & ChM lead



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Jean-Yves Devallez
Associate Partner, Luxembourg
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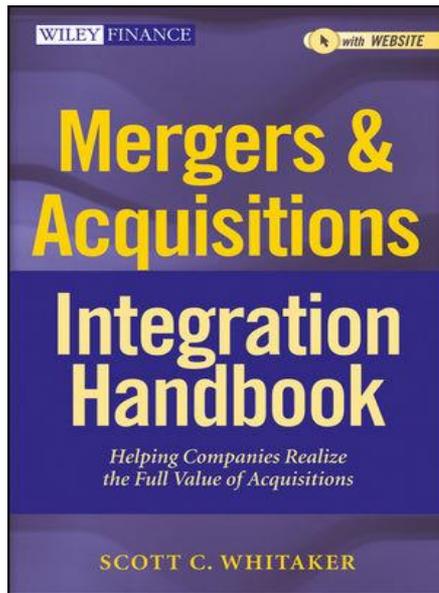
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Associate Partner, UK
Strategy, Pre-Deal, IMO,
Programme management,
Trainer, M&A Design



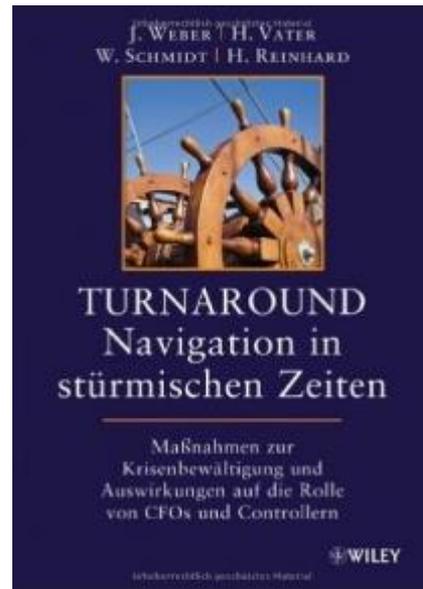
Orlane Marin
Associate Partner
M&A, Integration

Thought Leadership

Our team delivers the most comprehensive acquisition integration experience through published books, training, workshops, and hands-on execution.



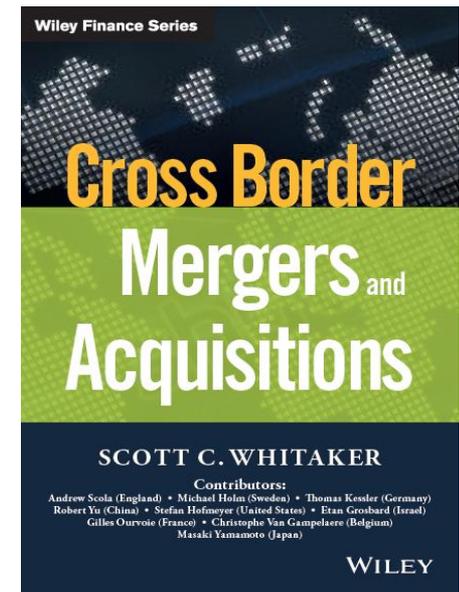
Mergers & Acquisition Integration Playbook
Authored by GPMIP Partner Scott Whitaker



Turnaround Navigation in Stormy Times
Co-Authored by GPMIP Partner Guenther Jauck



Potential Areas of Conflict in Mergers
By GPMIP Partner, Guenther Jauck



Cross Border Mergers & Acquisitions
Edited by GPMIP Partner Scott Whitaker with contributions from 10 GPMIP Partners from 9 Countries
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