

# Global PMI Partners

Acquisition and post-merger integration specialists

# About Global PMI Partners

The post-merger integration specialists with worldwide expertise.



- ✓ 350+ M&A projects
- ✓ 35+ Countries
- ✓ 70+ Dedicated professionals

Our expert teams provide an optimal blend of skills, localization, and industry experience to meet the needs of our clients.



# About Global PMI Partners M&A Services

Spanning integrations, divestitures/carve-outs, post-close transformation, and internal M&A capabilities enhancement, our solutions activate value and enable rigorous execution to deliver transaction objectives.

## Integration & Divestitures Services

### Integration/Carve-out Planning & Execution:

- IMO & CMO Mobilization<sup>SM</sup>
- Business Workstream Management
- Organizational Design
- Target Operating Model
- Culture and Change Management
- Transition Service Agreements (TSA)
- Program Healthcheck

### Post-close Transformation:

- IMO to PMO Transition
- Business Process Optimization
- Operating Model Optimization
- Operational Restructuring

## M&A Capability Development

### Training & Internal Capabilities Development:

- Essentials for Executives
- Integration Planning for M&A Success
- IMO Training & Functional Lead Training
- M&A Integration Framework Development
- Integration & Carve-out Playbook Development
- M&A Transaction Playbook Development



# Why work with us

We are experts in efficiently delivering cross-border M&A integrations and carve-outs.

- + Senior M&A experts only, appropriately-sized teams that equal value
- + A focus on maximising synergies and mitigating risks
- + Proven M&A processes, methods and tools, tailored to our clients' needs
- + Global reach with localised knowledge and experience
- + On-demand resource model ensuring the right team at the right time
- + We understand M&A so well we can simplify it and stay pragmatic
- + We're part of your management team, activating and transferring knowledge
- + Transparent engagement model, rates, and timing

“

“Showed a great ability to understand the business process drivers of a highly complex organisation within a short timeframe. Worked very effectively and delivered good added value .”

– Luc De Dobbeleer, Senior Vice President & Group Treasurer at Philips Semiconductors

# The ROI of working with Global PMI Partners

Average return-on-investment statistics based on Global PMI Partners' 300+ M&A project data.

## Experience impact

**24 years**

Average experience of GPMIP consultants

**48 hours**

Ramp-up time for most GPMIP teams to start onsite

**1 day**

Notice required to onboard resources (up or down)

**40**

Average size of client integration team directly receiving knowledge and M&A experience from GPMIP to deliver future integrations internally

## Benefit realisation

**127%**

Synergies delivered against investment thesis

**25%**

Faster achievement of synergies

**40%**

Repeat client projects for GPMIP in 2017 – our ultimate KPI for client satisfaction

**163**

Average number of risks and issues identified, tracked and mitigated in each engagement

## Resource investment

**0.2%**

Average GPMIP cost set against deal value

**2.5%**

Average GPMIP cost as percentage of synergies achieved

**20%**

Relative cost of external support - operational resources to deliver the integration set against deal advisors (Banking, Legal, etc)

**50%**

Estimates saving in internal and external resource costs through faster Program mobilisation

# The Global PMI Partners approach

Our proven mix of value, execution, and repeatability is designed to deliver the deal rationale and mitigate risks associated with the deal and integration programme.



## Activate value

- Connect integration objectives to business strategy and deal objectives
- Prioritise focus and realisation of synergy goals
- Maximise acquired human capital



## Execute rigorously

- Mobilise Integration Management Office (IMO)
- Implement comprehensive but flexible process orientation to manage complexity
- Empower internal expertise




## Transfer knowledge & repeatability

- Prepare training for Integration Planning and Execution Essentials to prep internal integration teams
- Create Integration Playbook for consistent planning and execution of future activity

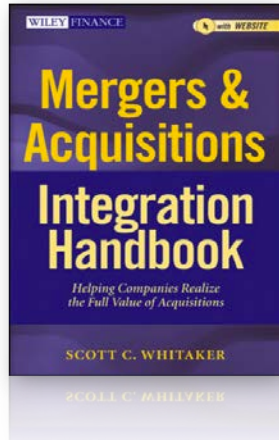
# Differentiation from other consulting firms

We provide clear M&A integration focus and are more flexible than any other firm in delivering our knowledge and resources in an on-demand capacity.

	Focus	Methodology	Benefits	Scalability	Geography
Large strategy and consulting firms	General range of services	Consultant focused use	Brand	Bench staff	Global resources
	Integrations and carve-outs	Transferrable methodology for internal use	Efficient, integrated delivery	Flexible, on-demand experts	Local resources globally connected
Independent contractors and staffing agencies	Individual skills	Ad-hoc process	Individual skills	None	Local resources globally disconnected

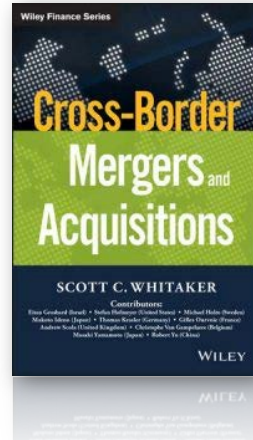
# Leading acquisition integration practices

We deliver leading M&A integration practices and “wrote the book” on post-merger integration. We also teach at leading business schools, conduct research, publish books and papers, and provide training.



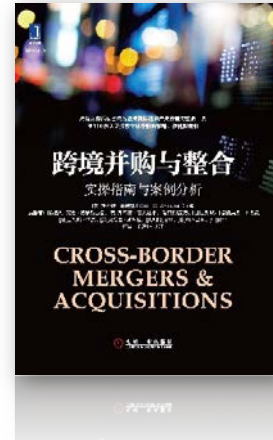
## Mergers & Acquisition Integration Handbook

Proven Strategies and tactics to manage integration of acquired and/or merged companies



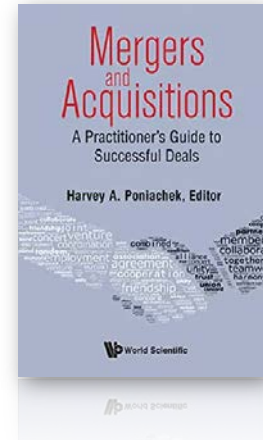
## Cross Border Mergers & Acquisitions

The complete package for flawless execution of cross-border M&A



## Cross-Border Mergers & Acquisitions

– Chinese Version  
Published by China Machine Press – only available in China



## Mergers & Acquisitions – A Practitioner's Guide to Successful Deals

Contributions of integration and carve-out chapters



# Ways we engage

From training to delivery, we provide the right level of services to meet your organisation's needs.

## 1 M&A Training / skills development

Train key staff and prepare for upcoming integrations, build in-house capability, teams, methodologies and tools

## 2 Integration setup and planning

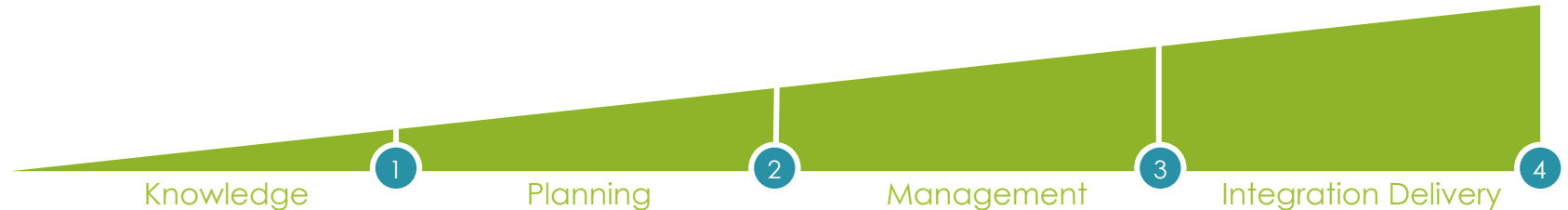
Quickly drive vision and approach, setup IMO and governance. High-level integration plan ready for internal teams to implement

## 3 Integration management

Integration leadership and IMO resourcing throughout your integration, leading internal teams to stay on track

## 4 Integration management and functional work stream delivery

Comprehensive integration management, including IMO and support for internal resources in some or all functional work streams



# On-demand integration teams bring value and deliver on goals

An experienced global team of acquisition integration and carve-out consultants, bringing the right sector, functional, language skills and M&A experience with an attitude of doing not talking.

- ✓ Our business model is suited to compliment in-house teams – flexible, with low structural costs and high value
- ✓ You can turn us on very quickly - we are a single coordinated on-demand service that is ready to go
- ✓ We are all experienced M&A integration professionals so we get up to speed quickly
- ✓ We have global presence and local expertise (language, cultural, regulatory, etc)
- ✓ We build long-term relationships with our clients who we get to know, trust us and ask us to come back
- ✓ We work with (and can coordinate) your in-house teams and 3rd parties
- ✓ We bring our own methodology and tools to supplement your in-house processes
- ✓ We're disrupting the established consulting market with our experience-first business model



# Integration Management Office (IMO) Mobilisation<sup>SM</sup>

IMO Mobilisation<sup>SM</sup> is a proven component of our acquisition integration approach – this approach has been implemented on 35 integrations globally.

## Built for Repeatability – Serial acquisitions for PE firms

IMO Mobilisation is established to efficiently integrate acquired companies and achieve synergies in a short time period. Global PMI Partners' support of high frequency acquisitions as exhibited in private equity investment portfolios is just one example of how we engage. PE firms engaging GPMIP include: Bowmark Capital, Silverlake Partners, APAX Partners, The Riverside Company, Marlin Equity, Rubicon Technology Partners, TA Associates, EQT and Audax Group.

## Built for Growth – Scale for large corporate organisations

Large corporate clients also partner with Global PMI Partners to establish clarity and governance in their internal integration offices, and to fill resource needs when acquisition integration experts are required. As an example of the industries and scale we service, Global PMI Partners' corporate clients where master service agreements are in place include: Electronics for Imaging, Lilly, Sierra Wireless, and Reliance Worldwide Corporation.



Program  
acceleration



Organised  
teams



PMI  
expertise



Informed  
decision-makers



Challenges  
solved



Supplement  
your team

# Integration Management Office (IMO) Mobilisation<sup>SM</sup>

Key challenges, benefits and lessons learned.

## Client challenges

- Time required to keep track of all the activities going on
- Business as Usual to be managed while the integration is going on
- High and/or unknown risks
- Managing transition services and keeping service levels up

## How we help

- Prepare a high level plan to be shared and agreed with all the stakeholders
- Split the overall process in work streams and then manage each individual work stream
- Establish milestones and keep the teams on track
- Identify risks and manage

## Key benefits

- Clear reporting to Board on integration plans
- Senior expertise in dealing with difficult situations
- Experience in foreseeing potential risk situations
- Clear leadership in managing the integration

## Lessons learned

- Align teams to clear and common goals
- Mitigate risks before problems arise
- Clearly identify milestones for on-time delivery

# Our leadership team

# Our Partners

Our differentiation and value lies in the strength of our team of M&A experts.

Experience is everything.  
Each partner specialises in  
post-merger integration (PMI)  
services and are supported  
by a worldwide team of  
experienced M&A experts.



**Scott Whitaker**

Partner, United States  
Acquisition & Carve-Outs,  
Methodology, Author & Trainer



**Christophe Van Gampelaere**

Partner, Belgium  
M&A Programs, Finance Lead,  
Trainer, TSAs, Due Diligence



**Stefan Hofmeyer**

Partner, United States  
Programs, Processes, &  
Cross-Border Facilitation Expert



**Michael Holm**

Partner, Sweden  
M&A, Acquisitions, Carve-outs,  
Business Transformation



**Chris Charlton**

Partner, United Kingdom  
M&A Leadership, Business & IT  
Transformation Programmes



**Sergio Bruno**

Partner, Italy  
Strategy, Financial Services  
M&A



**Robert Yu**

Partner, China  
Strategy, IMO, Marketing/Sales,  
Quality, IT, Culture and Change  
Management



# Chris Charlton

Partner, United Kingdom | +44 7710 326 510 | [chris.charlton@gpmip.com](mailto:chris.charlton@gpmip.com)

## Background

- Highly-experienced board advisor, business and IT programme leader
- Led consulting practices in PwC, Cap Gemini and several smaller consulting firms, including services around M&A, PMI, business transformation, portfolio, programme and change management
- Senior leadership experience in major organisations including a UK airline, a global FMCG business and a European bank
- Masters in Management from Cambridge University. Early career in investment banking
- Published by the Financial Times on the subjects of business strategy, M&A integration, major programme delivery and managing complex change

## Skills and expertise

- Collaborative approach to successful M&A integration, business transformation and change leadership, engaging with all levels of stakeholder to deliver 'fit for purpose' business- and IT-driven solutions
- Expert at driving organisation and process change, business and IT transformation, business integration/divestment, operational performance improvement, cost reduction, business and IT strategy execution
- Broad sector experience in B2B, B2C, financial services, FMCG, telecoms, media, logistics, healthcare, technology, manufacturing, pharmaceuticals, energy, gaming, aviation and public sector
- MSP, APM, PMI, MIC certified, with strong experience of applying best practice frameworks and methods in M&A scenarios
- Significant experience upskilling client teams

## Experience

M&A-related experience includes:

- Integration lead for multiple manufacturing clients
- Integration lead for the \$5bn acquisition of Sky Betting & Gaming by the Stars Group
- IMO lead for the £2bn merger to create Ladbrokes & Coral Group (LCG), including DD for GVC/LCG deal
- IMO set up for the supply chain of a Global FMCG firm following a \$12bn acquisition
- Spearheading the rapid integration of British Midland Airline into British Airways; and sale of bmi Regional
- Integration lead to create the £2bn GSK UK & Ireland consumer business, from 4 businesses
- Programme lead driving restructuring of the global Aviva Group, following multiple regional acquisitions
- Lead adviser to the restructuring of a major €5bn European Pharmaceuticals business
- Lead transformation adviser to UK Healthcare JV
- Leading a transformation of a newly merged South East Asian regional banking group
- Multiple banking sector transactions



# Our experience (example case studies)



# 350+ M&A projects of differing industries, location and deal size

We deliver exceptional consistency and speed of delivery.



# Case Study: Jack Link's European integration

Carve-out of two consumer brands, TSA management, European head office setup establishment and setup of Jack Link's EMEA business



- Jack Link's acquired two European Unilever brands, Peperami and BiFi, which complimented Jack Link's position as the #1 Global meat snacks company, their first major presence in Europe
- GPMIP ran the carve-out, TSAs, integration and business setup for Jack Link's across Europe
- GPMIP's first task was to identify the best country and city for Jack Link's EMEA head quarters, and lead the recruitment of the EMEA organisation
- Team of 11 Partners and Associates, across Europe, worked with Jack Link's Execs and Unilever carve-out teams to setup the Jack Link's EMEA business under TSA
- GPMIP work stream leads operated as change managers and interims on behalf of Jack Link's
- GPMIP managed the Transition Services Agreement



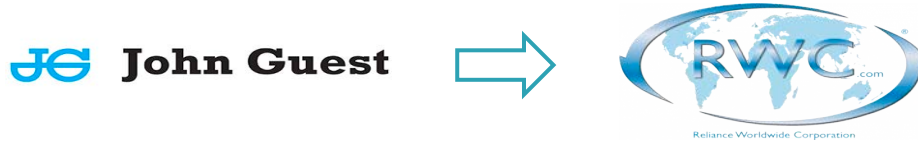
*"'Consulting differently' is what we experienced. Culture eats strategy for lunch and the biggest benefit of working with GPMIP was cultural fit - GPMIP is not a typical consulting firm"*

Jan Pieter Schretlen,  
Managing Director EMEA at Jack Link's



# Case Study: Global integration of John Guest into RWC

On back of smaller integration in the US, GPMIP were asked to lead the integration planning and execution of the \$1.2bn acquisition of John Guest



- Led Global integration planning for RWC from pre-announcement through close and to 'Integration Day'
- Rapid integration of large competitor – in EMEA, the target was significantly larger than RWC
- GPMIP team led the Steering Committee with Global CEO and management team
- IMO supported all workstreams' pre-close planning and post-close integration planning and execution
- Deep focus on internal and external communications
- HR workstream lead mentoring in-house teams through OD, legal consultation processes, employer assignment and redundancies
- Rapid delivery of deal objectives, including site closures, supply chain integration and functional integrations

## Engagement Snapshot

**Industry:** Manufacturing

**Employees impacted:** 700

**Locations integrated:** 6

**Synergy goals:** Confidential

**GPMIP team:** 8

**Engagement length:** 10 months

**Key deliverables:** Day 1 plans, internal and external comms, site consolidation, Integration plans and execution, HR programme



# Case Study: Ladbrokes Coral post-merger integration

£2.5bn merger, with the integration program tasked with the delivery of more than £150m annual synergies within a total program cost envelope of 1.15x mature annualised synergies



- A GPMIP Associate Partner was responsible for delivery of all workstreams including Digital, Retail (c.3000 shops) and International divisions, and all functions including IT, Finance, Sales & Marketing, Property, Procurement, HR, Comms, Business Intelligence. Total delivery of 70+ major programs and projects across 12 workstreams.
- Responsible for managing the integration governance framework including Group Executive SteerCo and InvestCo, PMO, Workstream & Divisional governance, and Project Teams.
- Leading the Integration PMO team through the strategic delivery phase to end of BAU transition phase.
- Selecting and coaching all internal and external project management resource tasked with delivering all projects within each workstream, conducting deep dives, health checks and intervening in the detail whenever required.
- GPMIP took over the running of the IPMO from Deloitte to provide a long-term cost advantage to LCG



*"...extremely calm and controlled in some very pressurized situations with a unique ability to remove tension from situations without affecting pace. Their immense experience enabled the team to run a tight process, without becoming slaves to it – added that real pragmatic and commercial overlay that makes the difference between a governance approach either being ignored."*

Steve Cliff, Integration Director & Digital Chief Operating Officer



# Case Study: King.com into Activision Blizzard

Managed a large international team of Big 4 consultants, and internal workstream, to plan and integrate King.com into AB



- Led Global integration planning for King as they prepared for the legal closure of their \$6bn acquisition by Activision Blizzard
- Working with the acquirer's Integration Lead and a 25 person consulting team from a Big 4 consultancy
- Kick-off workshop for nearly 80 people from across the business areas around the world to start building relationships, set out combined vision, plan interdependencies and start integration plans
- Coordinated across all work streams, preparing for a risk free Day 1 and performing interim and end-state plans
- Focus on financial integration for Day 1 to enable reporting and common chart of accounts mapping under US GAAP
- Reported into CFO and provided regular updates to CEO and Global Executive team on the Steering Committee

## Engagement Snapshot

**Industry:** Technology - gaming

**Employees impacted:** 1000

**Locations integrated:** Stockholm, Malmo, London, Barcelona, Berlin, San Francisco and Seattle, Malta, Tokyo and Bucharest

**Synergy goals:** n/a

**GPMIP team:** Andrew Scola

**Engagement length:** 6 months

**Key deliverables:** Integration planning and execution



# Case Study: Skype Carve-out from eBay

\$2.75bn separation program for Skype after the announcement of the sale from eBay to Silverlake Partners (Private Equity)



- Global PMI Partners managed \$25m program budget and 10 global work streams with a distributed team of staff, GPMIP, contractors and other 3rd parties. GPMIP team of 6 embedded integration team members
- Identified, setup and oversaw over 60 projects and programs under the separation including new SAP implementation, complete HR systems replacement, establishing new offices, target operating model, contract renegotiations, etc.
- Managed the Transitional Services Agreement and intercompany relationship with eBay, took interim responsibility for new business functions whilst setting them up, advised on and interviewed key hires (e.g. CIO), kicked-off RFP processes with vendors and staffed temporary external teams to deliver integration objectives
- High client satisfaction - Skype asked GPMIP back to lead all of their acquisition integrations after that (until Microsoft acquisition). Managed the integration of Qik (US and Russia), which had specific focus on product strategy and roadmap integration into Skype, and planned and setup the integration of GroupMe for Skype.



*"We used Andrew and his team for several important projects at Skype including our separation from eBay and our acquisition of Qik. His ability to bring in experienced resources quickly was very helpful. I found them to be professional, easy to work with, and focused on execution. I would recommend them highly."*

Fred Becker,  
Corporate Development Director,  
Skype



# Client references

Global PMI Partners reputation is built on client results and repeatable delivery.

“

“From day one, the team brought focus and clarity to the objectives of the integration.”

“

“Their experience allowed us to avoid the pitfalls and deliver clear execution plans.”

“

“You weren't just consultants, you were part of the team.”

“

“They understood our culture, how we operate, how we work – they just got it!”

“

“I found them to be professional, easy to work with, and focused on execution. I would recommend them highly!”





We look forward to working with you.

**Australia / New Zealand**

Robert Heaton  
+61 400 756 585  
[robert.heaton@gpmip.com](mailto:robert.heaton@gpmip.com)

**China**

Robert Yu  
+86 132 6010 5831  
[robert.yu@gpmip.com](mailto:robert.yu@gpmip.com)

**Nordics**

Michael Holm  
+46 768 67 0777  
[michael.holm@gpmip.com](mailto:michael.holm@gpmip.com)

**United States – Atlanta**

Scott Whitaker  
+1 404 431 7508  
[scott.whitaker@gpmip.com](mailto:scott.whitaker@gpmip.com)

**Benelux**

Christophe Van Gampelaere  
+32 496 084 089  
[christophe@gpmip.com](mailto:christophe@gpmip.com)

**Italy**

Sergio Bruno  
+39 335 75 18 572  
[sergio.bruno@gpmip.com](mailto:sergio.bruno@gpmip.com)

**United Kingdom – London**

Chris Charlton  
+44 7710 326 510  
[chris.charlton@gpmip.com](mailto:chris.charlton@gpmip.com)

**United States – San Francisco**

Stefan Hofmeyer  
+1 415 738 8109 x168  
[stefan.hofmeyer@gpmip.com](mailto:stefan.hofmeyer@gpmip.com)

[www.gpmip.com](http://www.gpmip.com)