

Global PMI Partners

Acquisition and post-merger integration specialists

2023 Services Guide

February 2023



www.gpmip.com



About Global PMI Partners

The acquisition, carve-out and divestment specialists with worldwide expertise.



- ✓ 500+ M&A Projects
- ✓ 35+ Countries
- ✓ 400+ Dedicated Professionals

Our expert teams provide an optimal blend of M&A skills, localisation, industry and functional experience to meet the needs of our clients.



1000+ M&A Projects of Differing Industries, Location and Deal Size

We deliver work across dozens of different industries & sectors for both Corporate Clients in every sector supporting every size of deal, from small bolt-ons to strategic, transformational deals



Our Private Equity Experience

Our PE experience spans dozens of industries and has been successfully deployed on integration, carve-out and playbook engagements worldwide with portfolio companies of every scale



Our UK M&A and Functional Expertise

GPMIP UK has the capability & expertise to support any M&A transaction and/or functional requirement

UK Leadership

- Chris Charlton – Managing Partner
- Mark Bevan – Managing Partner
- 10 Associate Partner Sector Leaders

Resources Available

- 160+ experts within the UK, 400+ Global Resources.

Competencies Available

Integration/Carve-Out Management Office Stand-up and Execution

- Integration Lead/Director
- Carve-out Management
- Integration Management Office Lead
- Integration Management Office Support
- Transition Service Agreements (TSAs)
- Change Management
- Communications
- Synergy Program Management

Business Function Integration Management & Staff Augmentation

- Customer Service
- Finance
- HR
- IT Support
- Marketing / Branding
- Supply Chain
- Operations / Operational Improvement
- Procurement
- Product and R&D
- Property & Facilities
- Sales



160+ UK-based Expert M&A Practitioners

400+ Team Members Globally



Our US M&A and Functional Expertise

GPMIP USA has the capability & expertise to support any M&A transaction and/or functional requirement

Americas Leadership

- Scott Whitaker – Integration/Divestiture Strategy and Engagement Leadership
- Stefan Hofmeyer – GPMIP USA Team Mobilization and Management

Resources Available

- 80+ Resources within the United States. 400+ Global Resources.

Competencies Available

Integration/Carve-Out Management Office Stand-up and Execution

- Integration Lead/Director
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- Sales



80+ Resources covering all major US cities

400+ Resources globally

Our Global Leadership Team

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

Experience is everything.

All partners specialise in M&A project 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



Mark Bevan

Partner, United Kingdom
Technology Transformation
Programmes, TSAs, IMO



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

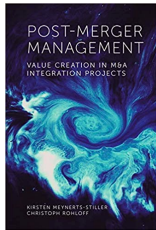
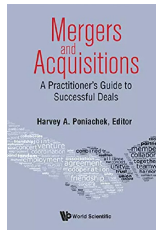
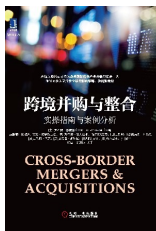
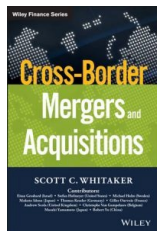


Robert Yu

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

M&A Thought Leaders

GPMIP thought leadership includes annual client surveys, books, insight articles, webinars, instruction at leading business schools, research, and client training



Mergers and acquisitions demand a lot of the management enterprise. There is no magic to it, and it is not a simple process. It is a complex process that requires a lot of expertise and a lot of resources. This webinar will provide you with the tools and techniques to maximize the value of your M&A advisors.



Health check reviews are a critical part of the post-merger integration process. They provide a systematic way to assess the progress of the integration and identify areas for improvement. This webinar will provide you with the tools and techniques to conduct effective health check reviews.



This article discusses the challenges of scaling a platform to support planned acquisition activity. It provides a framework for assessing the scalability of a platform and offers strategies for addressing the challenges.



Leadership and change management are critical to the success of an M&A transaction. This webinar will provide you with the tools and techniques to ensure that your organization is prepared for the challenges of an M&A transaction.



Building an M&A integration team is a complex task that requires a lot of expertise and resources. This webinar will provide you with the tools and techniques to build a successful M&A integration team.



Culture is a critical factor in the success of an M&A transaction. This webinar will provide you with the tools and techniques to ensure that your organization's culture is aligned with the goals of the transaction.



Cultural differences can be a significant barrier to the success of a cross-border M&A transaction. This webinar will provide you with the tools and techniques to overcome these differences.



M&A playbooks are a valuable tool for managing the complexities of an M&A transaction. This webinar will provide you with the tools and techniques to develop effective M&A playbooks.



A systematic health check is essential for ensuring the success of an M&A transaction. This webinar will provide you with the tools and techniques to conduct an effective health check.

Overcoming Cultural Differences in Cross-Border M&A

Cultural challenges are a hidden danger that can quickly destroy value in any Merger or Acquisition. This webinar will highlight how to recognize, assess and quantify cultural challenges, and provide techniques and mechanisms for early resolution.

[VIEW ON YOUTUBE](#)

M&A Playbooks

M&A Playbooks enhance your organization's M&A capabilities. This webinar will illustrate how to leverage playbook solutions as a catalyzing platform to build a more mature M&A project and integration planning & execution capabilities.

[VIEW ON YOUTUBE](#)

Programme HealthCheck

Learn why, when and how to conduct a systematic health check of your in-flight integration programme(s). Review key themes for a health check, aligned to the primary causes of programme weakness; and underline the benefits of providing a mechanism to reassure senior stakeholders that the programme is set up for success.

[VIEW ON YOUTUBE](#)

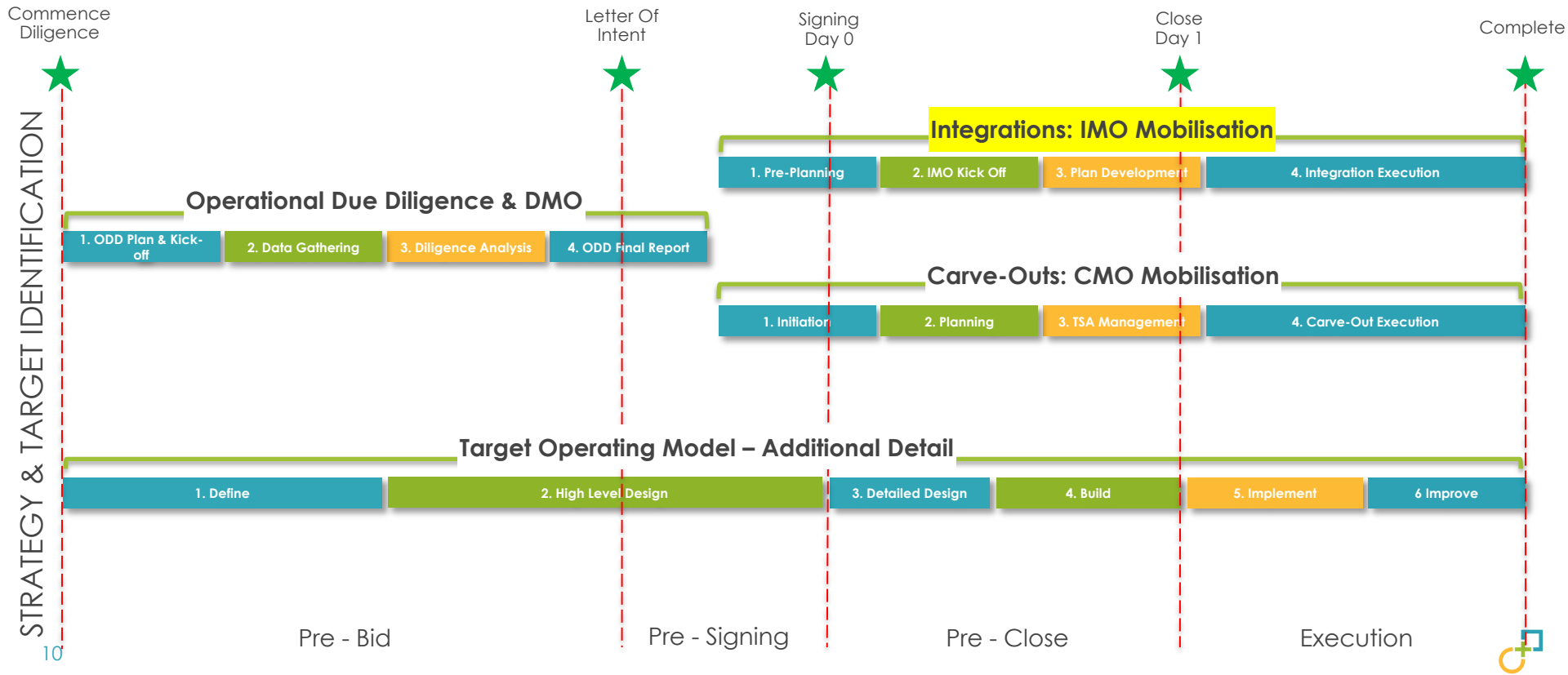


GPMIP Services

Core GPMIP Services & Capabilities

Client Requirements	GPMIP Services	Description
Pre-Deal Services to inform pre-deal diligence, assess integration readiness, and inform integration and/or carve-out planning efforts	<i>Transaction Management</i>	Provide Transaction Project Management & Corp Dev Support throughout deal lifecycle
	<i>Operational Due Diligence</i>	Diligence to inform both the investment decision and post-deal planning
	<i>Platform Assessments</i>	Diligence to assess platform scalability gaps
	<i>Integration Readiness</i>	Internal capabilities assessment to mitigate risks
	<i>TSA Preparation</i>	Transition service agreements to support carve-outs
	<i>Cultural Diligence</i>	Cultural assessments to inform integration planning
Planning & Execution Services to manage active transactions	<i>Integration & Carve-Out Planning & Execution</i>	Programme management from LOI to integration complete
	<i>Synergy Planning & Delivery</i>	Synergy initiative planning, execution and tracking
	<i>Day 1 Communications</i>	Communications materials development & execution support
	<i>Human Resource Operations</i>	SME support for all people related projects & integration
	<i>Functional SME Support</i>	Resource capabilities and bandwidth augmentation for any business & support function
	<i>Health Checks & Diagnostics</i>	Reviews to ensure M&A projects are set up for success; and optimize value from legacy deals
Transformation Services to help develop internal capabilities & support business transformation efforts	<i>Target Operating Models</i>	Design and execute target enterprise-wide and/or functional operating models
	<i>Business Restructuring</i>	NewCo organization design and implementation
	<i>Business Process Integration</i>	NewCo process alignment
	<i>Technology Strategy & Execution</i>	NewCo technology alignment
	<i>Acquisition & Carve-Out Playbooks</i>	Comprehensive platform to support M&A activities
	<i>Training & Capabilities Development</i>	Training to support in-house M&A capabilities and centres of excellence
	<i>Project & PMO Leadership</i>	Project management resources to deliver complex business & technology change projects

The Global PMI Partners M&A Methodology Integrated Framework



IMO MobilisationSM Approach & Playbook Overview

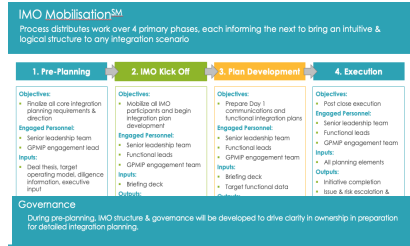
GPMIP can rapidly assimilate your available in-house preferences and toolsets where available; and combine with our proprietary integration methodology, battle tested on hundreds of integration projects. This can be used on a live deal, at the same you can be left with an enhanced set of internal capabilities and a comprehensive playbook for future acquisitions.

Key Aspects of Our Integration Approach is to:

- work alongside acquirer and target team members to ensure that integration planning wins hearts and minds across both businesses from day one;
- facilitate an aligned view of vision and business strategy, with clarity of integration objectives, for which a programme of work can be defined to deliver, with a clear set of priorities for the roadmap ahead;
- monitor that the businesses continue to deliver, and that the integration does not negatively impact business as usual ('BAU');
- provide integration expertise to support, drive and guide integration planning at all levels;
- understand the acquirer and target corporate cultures, providing an outline of desired corporate culture and assist the definition of a change management strategy to retain and/or amend key aspects of culture;
- define and run a governance model for the integration programme (aligned to current corporate governance) that allows speedy decision making regarding operating model, footprint, priorities, quick wins, synergies, resourcing and integration project planning & execution;

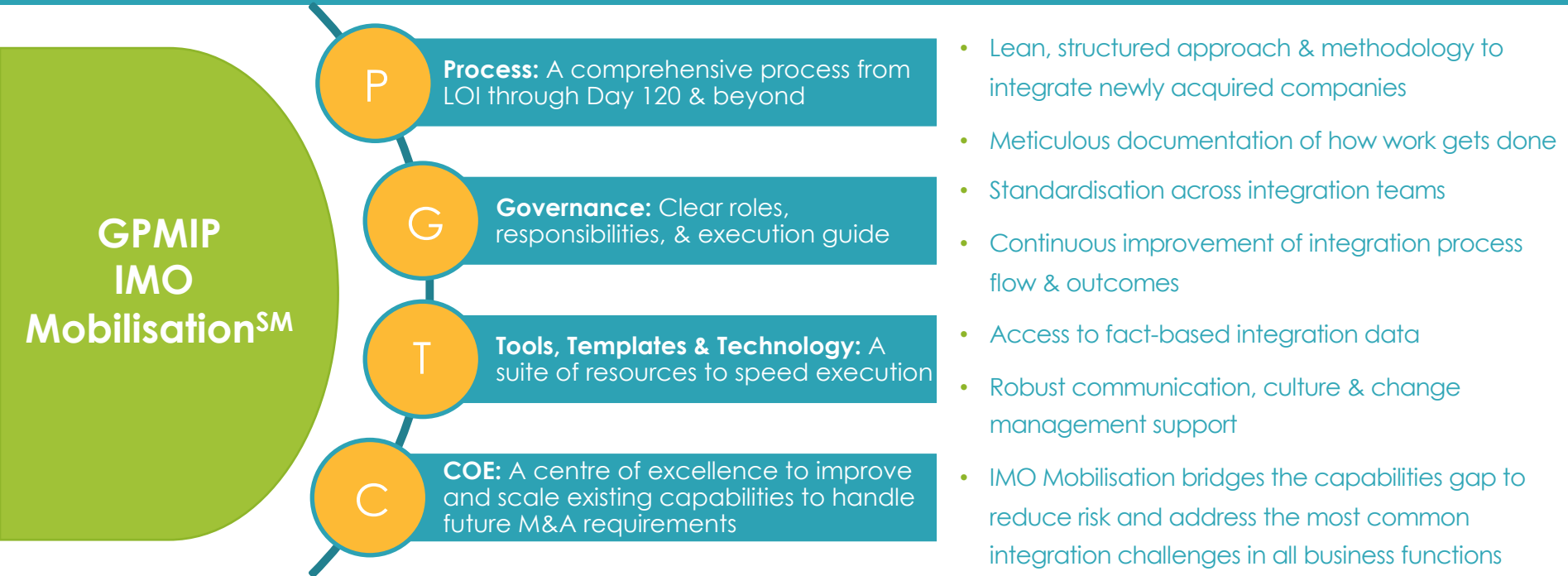
Methodology & Toolset

- This section provides an overview of Global PMI Partners' IMO MobilisationSM Integration Playbook, Process and Toolset
- GPMIP's methodology can be streamlined and tailored for any integration scenario and preferences, leveraging and combining with any available, internal tools from our Clients.
- This can be further refined and customized to become an integration playbook for serial acquirers. It can also be linked to GPMIP's upstream Operational Due Diligence Playbook.



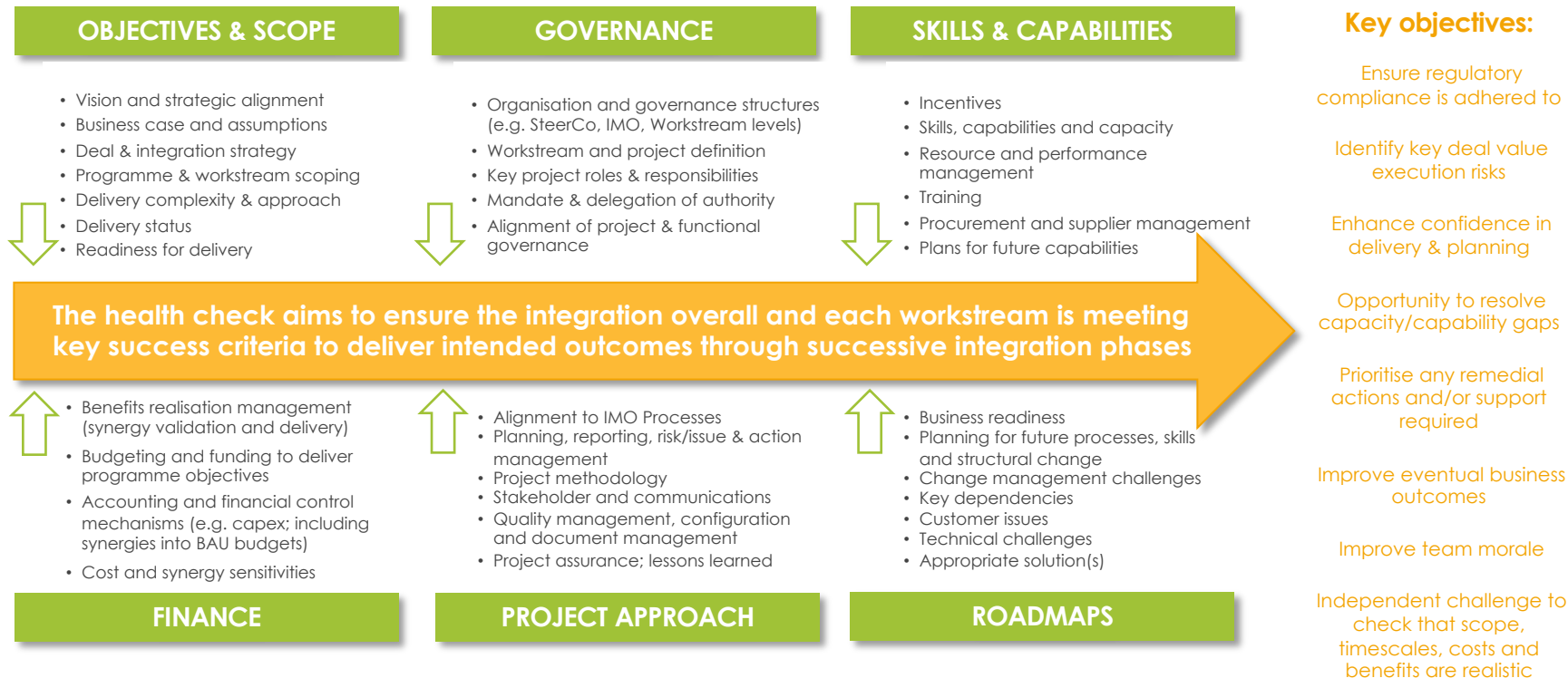
IMO MobilisationSM Benefits

GPMIP's integration process delivers mature integration capabilities and business benefits, notably including acceleration of the timeline to mobilise, plan and deliver integration projects, reduction of costs to deliver, and the reliable reduction of risk and complexity inherent in these project types



Service Example: M&A Project Health Check Framework

We have a dedicated toolset to allow GPMIP's expert practitioners to work with Clients to provide a rapid assessment of an existing M&A project, to ensure it is set up for success, to deliver the value of the deal anticipated. All of GPMIP's Services have dedicated and proven methodologies and toolsets to accelerate pace, whilst reducing cost and risk of delivery.



Service Example: Operational Due Diligence

In addition to world-class Operational Due Diligence, GPMIP can also act as your Diligence Management Office, coordinating with your other diligence partners on Financial and Commercial workstreams, to streamline data requests and access to the target data room, provide holistic updates to your Deal Team and other governance groups, coordinate timelines and deliverables, and de-duplicate and sense-check "red flag" issues that are raised.

Operational Due Diligence

- * Functional Synergies
- * Technology Footprint
- * Process & People

Financial Due Diligence

- * Deal Economics
- * Financial Audit
- * Tax
- * Deal Rationale

Commercial Due Diligence

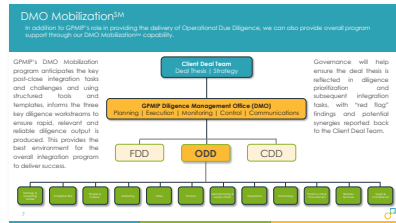
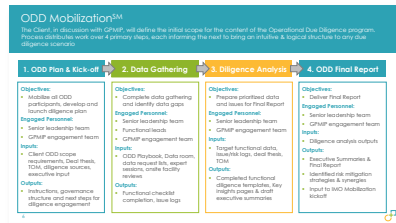
- * Segmentation
- * Revenue Forecasts
- * Product Strategy

Diligence Management Office

- Transaction Program Support
- DD Partner Coordination
- Client Project Liaison
- Data Room Management

*When Done Well, Due Diligence Is
The Key Step In Managing Deal Exposure*

- ➔ Right Decision
- ➔ Right Price
- ➔ Right Deal Structure
- ➔ Right Integration Strategy



Executive Summary & Key Insights Template

Key Insight	Summary	Key Insight	Summary	Key Insight	Summary
Key Insight 1	Summary 1	Key Insight 2	Summary 2	Key Insight 3	Summary 3
Key Insight 4	Summary 4	Key Insight 5	Summary 5	Key Insight 6	Summary 6
Key Insight 7	Summary 7	Key Insight 8	Summary 8	Key Insight 9	Summary 9
Key Insight 10	Summary 10	Key Insight 11	Summary 11	Key Insight 12	Summary 12

Common Denominators of GPMIP's Approach

Our approach is designed to be efficient and cost effective for busy management teams.

Methodology



- Activate and empower internal resources
- Use proven tools & templates to increase efficiency
- Break work down into manageable components to accelerate delivery
- "Assess first" approach to resource augmentation
- Apply "minimum effective dose"...don't over engineer

Execution Differentiators



- Leverage experience to prevent avoidable mistakes
- Proven SPM (synergy program management) process and tools to ensure goal realization
- Functional workplan tools that are easy to adopt & foster engagement by all team members

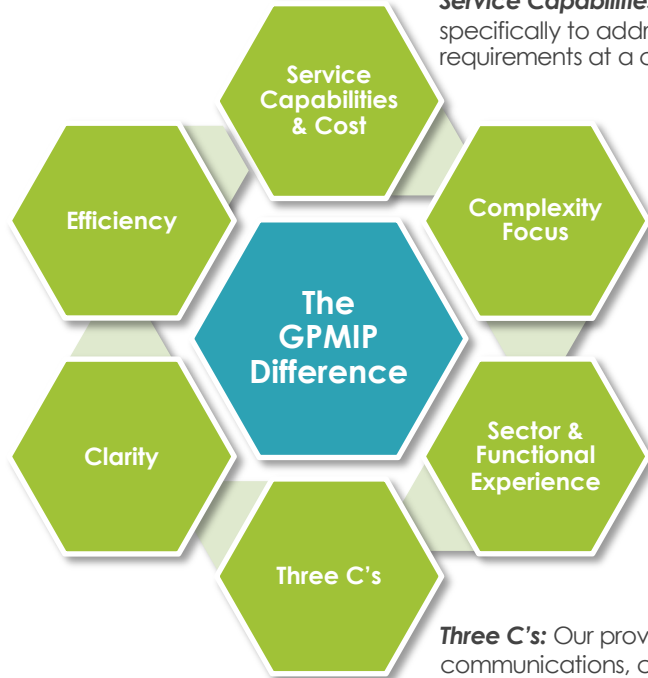
Knowledge Transfer



- GPMIP manages integration "with you not for you"
- Focus on knowledge transfer and M&A competency building
- Integration playbook provides comprehensive process & artifact archive to enable future M&A activity

GPMIP Focus & Competitive Advantage

Our focus is on addressing the complex operational, technical, and cultural issues that drive the clarity needed to support our clients delivering the value expected from their M&A projects



Service Capabilities & Cost: Our services and process are tailored specifically to address the most common M&A scenarios & requirements at a cost that is highly competitive in the market

Complexity Focus: Our programmes and deliverables are tailored for the unique needs of the varying complexities of transaction, from bolt-ons to strategic, transformational deals

Efficiency: We strive to complete the majority of integration tasks by day 90-120, and apply a "minimum effective dose" approach with our engagement teams

Sector & Functional Experience: We have worked on over 1000 M&A projects across all industry sectors globally and our consultants & functional SMEs have extensive experience in doing M&A as line managers

Clarity: Our methodologies and processes are results driven to ensure focus on critical success factors and KPIs throughout the project

Three C's: Our proven deliverables for Day 1 communications, cultural integration and change management drive engagement, retention and satisfaction across all stakeholder groups

Our approach and methodologies can be "sector agnostic", specifically:

- Our core M&A services are designed to work across any sector / industry.
- Where industry expertise is required, we mine our client's internal expertise first to solve integration challenges.
- Our process is not rigid or inflexible. Where industry dynamics demand modifications, we adapt and incorporate those updates into our client's M&A Projects.

Levels of Engagement:



Capabilities all On Demand



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.

Large strategy and consulting firms



Independent contractors and staffing agencies

Focus	Methodology	Benefits	Scalability	Geography
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
Individual skills	Ad-hoc process	Individual skills	None	Local resources globally disconnected

The ROI of working with Global PMI Partners

Average return-on-investment statistics based on Global PMI Partners' 400+ 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 – 2019 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 & execution

2023 Standard Rate Card (£ excluding regional taxes & expenses)

The GPMIP business model is different to our competitors, allowing us to provide compelling value to our clients whilst rewarding our hugely experienced, A-list M&A practitioners. This is reflected in our rate card which we have discounted to reflect our desire to become your chosen M&A support partner. Naturally, we will discuss and agree this with you.

		UK / Europe	North America	APAC	LATAM
Grade	Minimum Years Experience	GPMIP Rate Card Day Rate*	GPMIP Rate Card Day Rate*	GPMIP Rate Card Day Rate*	GPMIP Rate Card Day Rate*
Partner	25	£2600	£3100	£2300	£2300
Senior Director	20	£2400	£2800	£2100	£2100
Director	15	£2200	£2400	£1950	£1950
Senior Manager	10	£1900	£2000	£1750	£1750
Manager	5	£1600	£1700	£1400	£1400
GPMIP IP & Playbooks	-	£50,000	£**	£**	£**

* Rates are billed on a Time & Materials basis, to leverage the benefit of our highly flexible, on-demand resourcing model, ensuring our Clients to have access to any capabilities & expertise required, for only as long as needed, whether part- or full-time.

** Actual pricing for the inclusion and use of proprietary and market-leading GPMIP IP, Playbooks, Process, Toolsets and Assets (such as for Operational Due Diligence, Integrations (IMO MobilisationSM), Carve-Outs & Separations (CMO MobilisationSM), and Target Operating Models), varies by region.

Please note that our standard payment terms are 10 days from date of invoice; for actual days worked and expenses incurred for the current month.

Sample Engagements

Engagement Highlights

Client	Industry	Engagement Scope
Mediq	Healthcare	Operational due diligence and integration planning for the acquisition of a complex carve-out in the UK
Lloyds Register	Professional Services	Leading a business transformation programme
PZ Cussons	FMCG	Leading the integration planning for a recent brand acquisition, and delivering a customised version of GPMIP's IMO Mobilisation SM Playbook
Rizing	Technology	Leading integration and change management planning for an acquisition
OneOcean	Maritime Solutions	Leading integration planning for the integration of multiple businesses into a division of a new parent holding company
Apex Sanne Group	Financial Services	Leading the integration planning and supporting execution of the acquisition of a FTSE-250 global business
TA / ST6 / RevalizeSoftware	Technology	Supporting the building of the combined US-HQ'ed global business after 10 acquisitions and the merger of 5 companies, especially expertise in Europe
Apax Partners / Graitec	Industrial & Engineering	Leading the integration of a US acquisition into this French business
Apave	Engineering	Leading carve out and TSA planning, plus core communications and branding workstream support

Engagement Highlights

Client	Industry	Engagement Scope
CLH Group (Exolum)	Oil & Gas	Acquisition integration of a carved-out European business
Cognizant	IT Services	Preferred global M&A provider on multiple acquisitions in Europe & Asia
Reliance Worldwide Corporation (RWC)	Manufacturing	Acquisition integration for US and UK competitors
Charterhouse Capital Partners / Serb Pharmaceutical	Pharmaceutical	Pre-bid operational due diligence of carve out pharmaceutical target with operations in N America, Europe and Australia
Design Group PLC	Manufacturing	Acquisition integration for multiple transactions
TA Associates / Auction Technology Group	Technology	Acquisition integration of a US target business for a UK acquirer
Bowmark Capital / Aston Lark	Insurance	Merger integration of insurance businesses
Stars Group	Gaming & Technology	Acquisition integration of SkyBet
Sinch	Telco	Acquisition integration planning and execution

Engagement Highlights

Client	Industry	Engagement Scope
TA Associates / ThinkProject	Technology	Integration Diagnostic following 3-year buy and build strategy (5 acquisitions)
Parker Products	FMCG	Acquisition integration
Britannia Pharmaceuticals	Pharmaceutical	Executive M&A workshop
Logicalis	IT Services	Business Restructuring; Business and Product Value Propositions (3 Projects)
Peloton	Health & Wellness	Vertical integration and playbook advisory
Ladbrokes-Coral Group	Gaming & Technology	Merger and IMO management, synergy realisation
British Airways	Aviation	Acquisition integration of bmi and sale of bmi regional
Unilever / Jack Links	FMCG	Buy-side carve-out and integration support, setting up EMEA organisation and infrastructure
GlaxoSmithKline	Pharmaceutical & FMCG	Integration of 4 consumer healthcare businesses into one £2.5bn UK & Ireland business; EMEA Pharmaceuticals commercial transformation and cost reduction

Engagement Highlights

Client	Industry	Engagement Scope
Inspired Entertainment	Gaming & Technology	Acquisition integration of 6 carved out UK legal entites
VPK Packaging	Manufacturing	Acquisition integration of a European target
Coty / P&G	FMCG	Integration planning for supply chain workstream tasked with \$600m synergies
ST-Ericsson	Telco	Sell-side carve-out, buy-side Integration with JV partners assets
Compass Group	Facility management	Integration planning
Aprio	Financial Services	Internal acquisition playbook development and integration support
PharmaLex	Professional Services	NewCo Operating Model Design; Integration Planning for new Acquisition
Palatine PE / CET	Manufacturing	Carve-out separation planning and execution
Skype	Technology	Carve-out from eBay

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.



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