Amalgamated Growth: Post Merger Integration and Value Creation with Data, Technology, and Clients

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Building upon takeaways from the previous discussion, this session addresses three core areas for PMI success: data, technology, and clients.

With hybrid work arrangements now par for the course, establishing an efficient and versatile tech strategy is crucial for optimizing business operations and customer experience.

- When and how should an organization recognize the need for greater resources or investment during the integration process?
- What strategies can PMI leaders deploy around software and hardware consolidation, network systems and applications, or proprietary data sets?
- And what are best practices for communicating with or engaging customers about the new organization?
Key Areas to Monitor for Additional PMI Resource Investment Needs

- **Hypercare** period needs to be planned and staffed
- **Recruiting** - Key resources are missing in the organization – 6 months, 12 months, 24 months
- **Change management** will need continued investment
- **Resourcing** for additional transitional/bubble resources for some period
- **Sales & Marketing** - Customers will take advantage – sales will over commit
- **Bonuses / retention** - Customer facing teams will be challenged
Discussion Topics for the IT role in PMI

• Importance of technology in communication tools / change management
• The role of Enterprise Architecture in the PMI process
• Example of data issues that can occur from merger of two companies
• Current challenges in IT’s role in the PMI
Develop a Transition Microsite Post Announcement to Effectively Communicate Internally and Externally

No emails – one stop shop

Customers / Sales

• Timeline for key activities
• Communication materials
• Product changes
• Customer letters
• Banking change information
• Invoicing changes
• Product returns
• FAQs

Employee - WIFM

• Who is transitioning? Timeline
• Change management support
• Real estate / office changes
• Key points of contact
• Organization structure
• Benefits of new company
• FAQs – pay levels, bonuses, 401K, policies, etc
Importance of Enterprise Architecture in PMI

• Provides a single source of truth for PMI team and clarity to key stakeholders

• Drives the overall documentation of new business processes, key risks and challenges

• Reduces risk to the IT and business teams by creating transparency to the overall IT landscape

• Well developed EA plan will be a catalyst to accelerate value from the acquisition

• Provides a roadmap to both the IT and business function for future planning
Data confidentiality when the acquired company is competitive with current customer base

• Develop communication strategy during pre-close on how confidentiality will be managed
• Give sales team talking points how to handle customer concerns
• Avoid over committing to customers under pressure
• Build potential revenue loss into deal model / customer retention
Current Post Merger Integration IT Challenges

• Plan in advance for hardware needs – lead times have been longer than expected
• Standardize quickly on remote access - everyone’s work-from-home technology is not the same
• Be thorough on due diligence - Security needs have increased and will continue
• Understand and protect the value of the data of the acquired company
• Pay attention to overloading the team during the PMI process – resources are hard to find
Go To Market (GTM) Strategy Development

**Business Strategy**
- Market / revenue opportunity
- High level strategy, roadmap direction
- Transformational requirements: new capabilities, organization and talent
- Monetization model
- Roadmap strategies for acquired offers:
  - Lift and shift
  - Augment offer
  - Replace offer
  - New platform

**Offer Strategy**
- Offer components (HW, SW, Consulting/Service)
- Customer value proposition
- Monetization model
- Positioning within portfolio
- Roadmap/phasing, End of life

**GTM Strategy**
- Customer value proposition
- RTM Plan
- Compensation Strategy (high level)
- Sales targets from deal
- Target market (geo, segment, customer, partner)

**Offer Details:**
- Offer structure
- Offer configuration
- Pricing
- User entitlement
- Offer naming
- Consumption

**GTM Details:**
- Customer/partner experience
- Customer value prop/positioning
- Demand Gen
- Use entitlement
- Selling motion
- Route to Market
## GTM Framework

<table>
<thead>
<tr>
<th>Product Engineering</th>
<th>Typical Deliverables</th>
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<tbody>
<tr>
<td></td>
<td>Code Remediation, rewrites</td>
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<tr>
<td></td>
<td>Major Features</td>
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<tr>
<td></td>
<td>Product Integration strategy (release schedule, platform alignment, API, Docs)</td>
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<td>Localization / Geo requirements</td>
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<td>Licensing</td>
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<tr>
<th>Offerings</th>
<th>Typical Deliverables</th>
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<tbody>
<tr>
<td></td>
<td>Brand &amp; Design Roadmap (SKU Plan) - Sell standalone existing brand, standalone acquirer brand, embedded in existing product</td>
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<td>Update &amp; align target pricing, contracts, and support &amp; maintenance plans</td>
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<td>Release schedule and promotions</td>
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<td>Legacy customers – Promotion and step-up to final SKU path</td>
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<tr>
<th>Customers and Partners</th>
<th>Typical Deliverables</th>
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<tr>
<td></td>
<td>Announce messaging and communications roadmap</td>
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<tr>
<td></td>
<td>Brand strategy</td>
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<td>Digital Marketing, Advertising, Web presence &amp; Collateral</td>
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<tr>
<td></td>
<td>Integration across current marketing channels and programs</td>
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<td>Design future Partner strategy (press, incentives, programs, training, onboarding)</td>
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<td></td>
<td>Plan for Legacy Customer Migration &amp; Renewal – Pricing/Contracts/Timing</td>
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<td></td>
<td>Partner &amp; Key Accounts Readiness and training</td>
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<td>Establish consulting and agency alliances for offering(s)</td>
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<th>Sales Enablement &amp; Readiness</th>
<th>Typical Deliverables</th>
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<tr>
<td></td>
<td>Design &amp; execute coordinated sales motion with both sales teams</td>
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<td>Update sales Collateral - Develop training and docs including the value proposition</td>
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<td>Define and align incentive comp (for salesforce) to motivate sellers; include scorecard metrics and upsell/cross-sell incentives</td>
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<td>Integrate into Sales events – for readiness and launches</td>
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<td>Services/Consulting Roadmap: Implementation, Deployment, etc.</td>
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<td>Develop international markets expansion strategy and plan</td>
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<td>Integrate into sales onboarding, field training, and certifications</td>
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<th>Support and Operations</th>
<th>Typical Deliverables</th>
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<tr>
<td></td>
<td>Define resourcing plan to ensure legacy customer support/maintenance obligations are met</td>
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<td>Ramp support for new offerings and train staff for levels 1-3 support</td>
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<td>Plan the lead-to-renewal process from close to fully integrated</td>
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<td>Migrate and integrate order to cash process and align to standard tools and processes</td>
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<td>Pipeline / Opportunity Mgmt Approach – Manual vs automated</td>
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# GTM Best Practices

**Process Complexity**: GTM is complex and requires collaboration across organizational silos, making it challenging to stay efficient and agile

**Functional Alignment**: Staff typically have domain expertise, and have difficulty with thinking out of the box

**Governance**: Define a strong governance structure to facilitate shared accountability, including deliverable ownership, across IMO, function and business leaders

**People**: Establish a stakeholder RACI matrix early to strike a balance between ownership vs. information sharing

**Outcome Focus**: Work with deliverable owners so that they drive to the larger outcome vs. mere functional tasks

**Success Metrics**: Establish goals and reporting norms for deal value drivers
Successful Sales and Marketing in PMI

• Minimize disruption to sales teams and customers
• Analyze growth opportunities through data analysis
• Define go to market strategy
• Develop customer experience
• Prepare customers and channel partners for change
• Generate quick wins with cross-sell strategies
• Build brand and digital presence
• Bring together value offering and sales teams
• Track long-term revenue savings in addition to cost savings
Establishing a Customer Experience Strategy

- Evaluate the current customer experience and assess the voice of the customer
- Develop customer experience personas to build a customer-centric organization
- Identify and prioritize customer experience improvement opportunities
- Execute and measure the improvements
Preparing Customers for the Transition

• Engage customer early and often
• Determine the combined customer base needs
• Create playbooks
• Establish a central point for customer issue resolution
• Prepare and support customers and partners for changes (i.e., ordering, payments, etc.)
Combining Brands and Leveraging Digital Capabilities

- Don't rush when making brand decisions
- Be cautious about overly long branding processes
- Assess which brand is more valuable
- Utilize technology and data: websites, mobile apps, and social media channels to represent the company's brand
- Formulate a digital roadmap
Bringing Together Sales and Marketing

- Consolidate of sales force (right mix of indirect sales and direct sales)
- Develop communications, training materials, and enablement activities (i.e., quoting, ordering, and invoicing)
- Establish cross-selling strategies
- Create customer and channel partner messaging
- Measure and monitor success from customer satisfaction to sales synergies
- Manage stakeholders through change