Business Continuity Planning

Successfully managing risks during merger integration
Collaborative BCP approach

Our methodology is used to jointly set-up a customised tool for identifying, assessing, and addressing all major risks during the integration process. It is structured in three collaborative workshops involving all relevant client stakeholders as well as Capgemini Consulting industry and post merger integration experts.

The first workshop delivers a comprehensive and aligned overview of the potential risks for ongoing company operations during the integration process. Leveraging our risk catalogue from previous projects, these risks are amended by the project team and validated by key stakeholders of the client.

In the second workshop the risks are evaluated according to their business impact and probability, helping us to adequately prioritise the allocation of relevant resources. The last workshop results in a detailed Business Continuity Plan, which includes a list of the prioritised risks, defined preventive and reactive mitigating measures.

Figure 1: BCP during Merger Integration

<table>
<thead>
<tr>
<th>Phase</th>
<th>Management of Acquisition / Transaction</th>
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<tbody>
<tr>
<td></td>
<td>Integration planning</td>
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<tr>
<td></td>
<td>Preparation 100 Days</td>
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<td></td>
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<td></td>
<td>Days 100</td>
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<td>Merger Integration</td>
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<td>Transformation</td>
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<td>BCP development</td>
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<td>Execution and Monitoring of BCP</td>
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Business Continuity Plan

- Structured approach to assure continuity in businesses' operations during integration projects
- Classification of risks based on their potential impacts on business continuity
- Integrated set of preventive and reactive mitigating measures
- Assignment of functional risk responsibilities
- Comprehensive catalogue and monitoring tool for integration risks

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measures, an underlying monitoring and communication process, as well as clear roles and responsibilities.

**Tangible results**

Capgemini Consulting’s Business Continuity Planning approach delivers tangible results:

- A ready to use **BCP tool**, including all required information to prevent and mitigate any potential major risks for day to day operations
- An implemented **monitoring process** determining how to track and monitor the identified risks
- A **clear assignment of responsibilities** ensuring the right allocation of tasks as well as the commitment of key personnel

**Benefits of the collaborative BCP approach**

Together with our clients, Capgemini Consulting develops and implements a pragmatic and tailored Business Continuity Plan to safeguard business operations during a merger integration. Successfully managing risks and their impact on daily business directly contributes to reducing merger costs and increasing the overall probability of merger success. Our collaborative approach creates high awareness and acceptance amongst key stakeholders in the client’s organisation. In addition, clients benefit from our Capgemini Consulting experts, who have an in-depth understanding of the typical risks in the respective industries and comprehensive experience in the execution of merger integration projects.

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**Figure 2: Logic of the Capgemini Consulting BCP methodology**

1. **Risk Identification**
   - Internal Input: Existing risk material / catalogue, Client experts input
   - Compile and validate comprehensive risk list

2. **Risk Evaluation**
   - Evaluation of risks’ probability
   - Probability Evaluation: by Capgemini Consulting based on prior project experience
   - Validation with client experts / key stakeholders
   - Validate assessment and create prioritised risk catalogue

3. **Design & Implementation**
   - Maid mitigating measures, define monitoring process and allocate responsibilities
   - BCP Tool established

4. **Final Delivery**
   - Comprehensive prioritised risk catalogue
   - Preventive and reactive mitigating measures
   - Monitoring process
   - Allocation of responsibilities for risk clusters

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1 We propose to use an ASE (Accelerated Solution Environment): a proven workshop methodology of Capgemini that helps to increase effectiveness and to faster achieve stakeholder alignment.

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