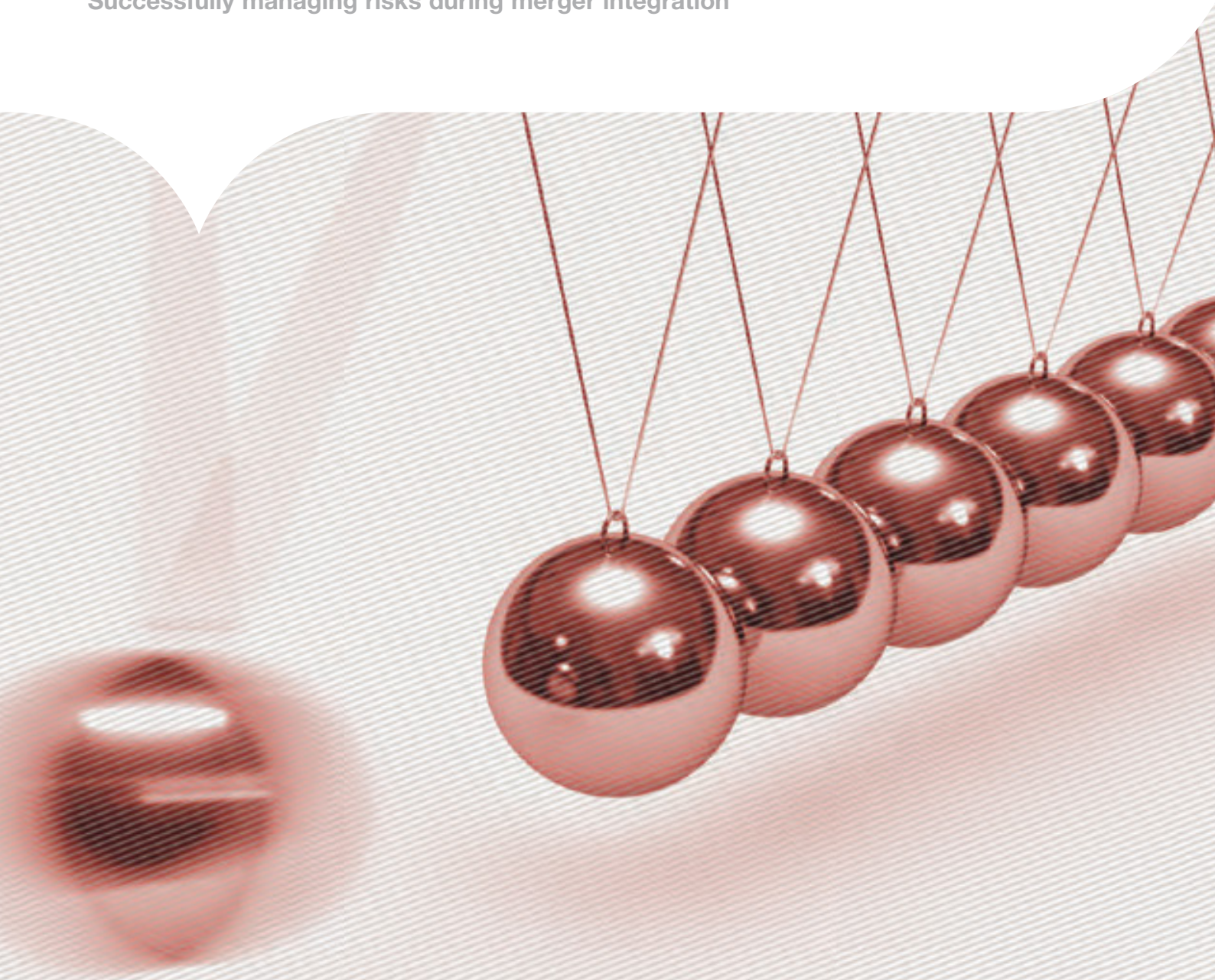


Business Continuity Planning

Successfully managing risks during merger integration



Business Continuity Planning (BCP)

Background

During the integration of organisations the primary focus of attention often lies on achieving the targeted synergies and benefits. This frequently leads to a disregard of risks for the daily business and the seamless continuation of operations. Neglecting these risks can quickly have a severe negative impact, such as financial and/or customer losses and a damage in reputation. As a result, the initial merger expectations may not be met or, in the worst case, the entire integration may fail.

Capgemini Consulting has developed a structured Business Continuity Planning (BCP) approach supporting companies in successfully managing business risks along the entire integration process. The comprehensive plan is focused on securing and maintaining daily operations. It effectively creates awareness for the potential risks, prepares for their actual occurrence, and provides actionable mitigating measures. Thus, a BCP implementation significantly increases the probability of a successful merger.

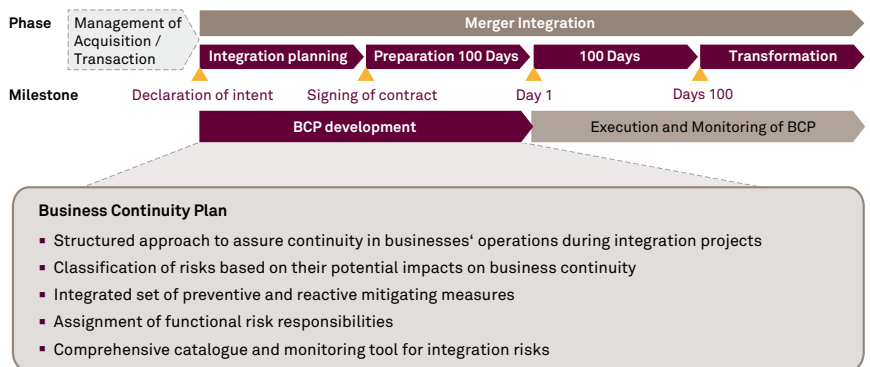
Collaborative BCP approach

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

Figure 1: BCP during Merger Integration



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

Tangible results

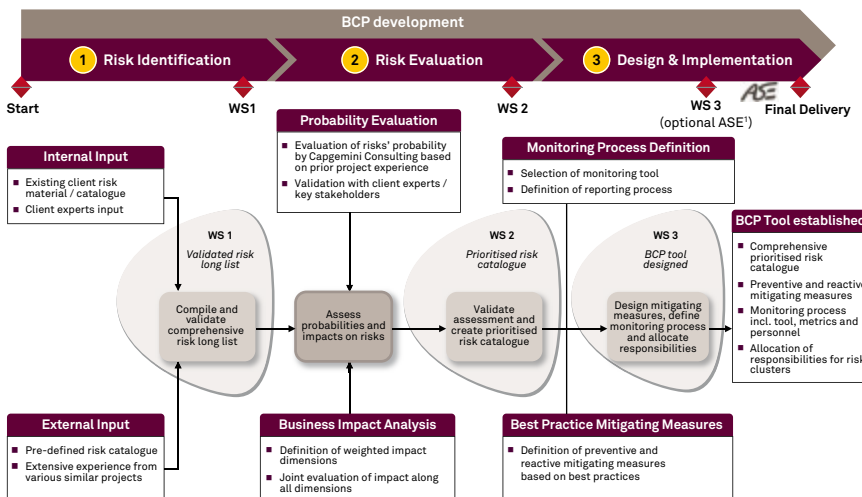
Capgemini Consulting's Business Continuity Planning approach delivers tangible results:

- 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.

Figure 2: Logic of the Capgemini Consulting BCP methodology



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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