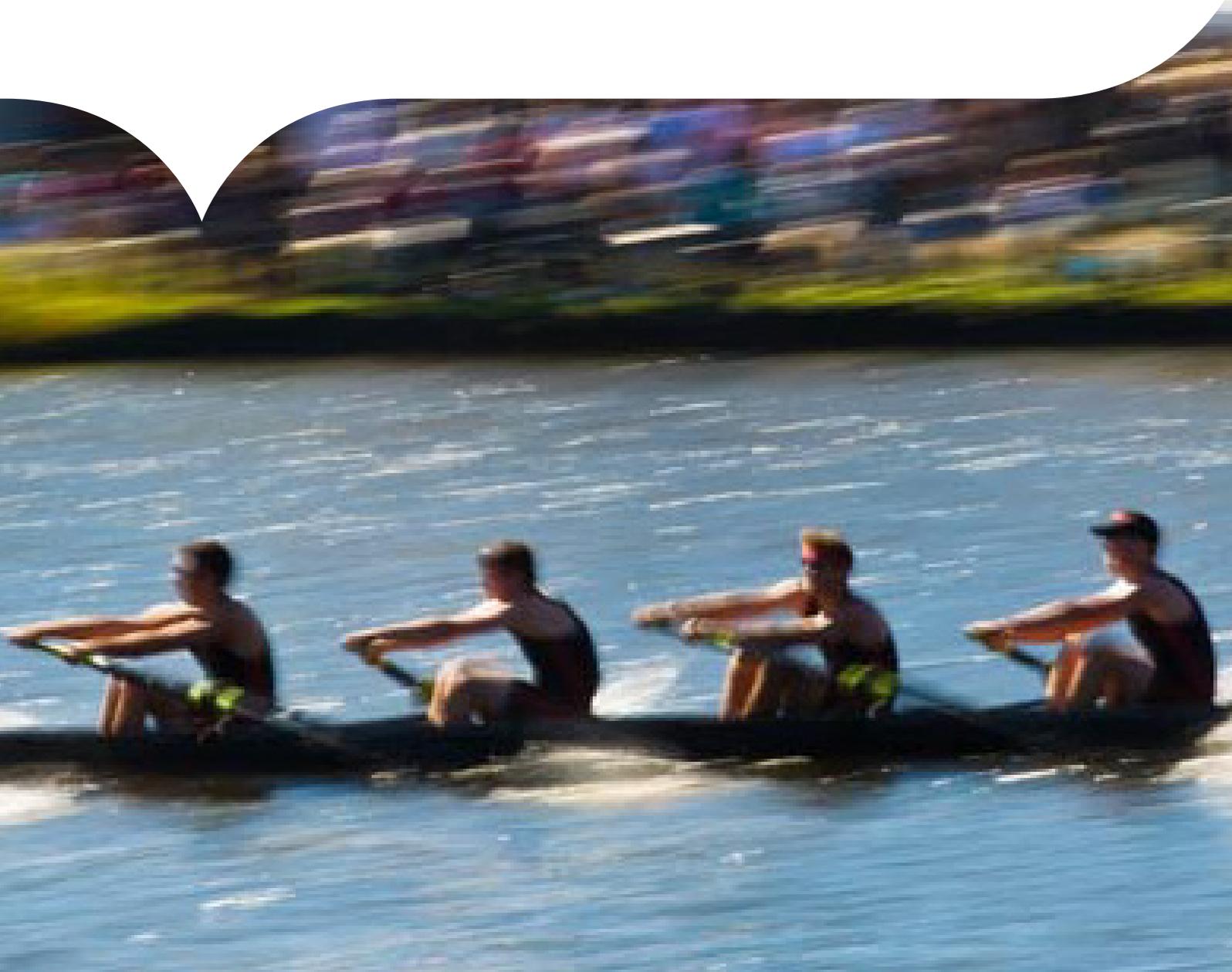




# The First 100 Days

A structured and transparent approach to post-merger integration (PMI)



# The First 100 Days

## Context

More than 70% of integrations fail to deliver the expected results mainly due to the absence of a clear post-merger planning. The first 100 days of a merger have a disproportionately high impact on the overall success of an integration. The goal of the first 100 days is to ensure business continuity, confirm synergy targets and define the target operating model, while following a critical path to best mitigate integration risks.

Thus, having a plan for the first 100 days in place decides over the success of a post-merger integration. For this critical phase, Capgemini Consulting has proven methodologies and capabilities to develop and execute the plan.

## Core components of the first 100 days plan

The first 100 days plan consists of five core components, each entailing an analysis and implementation phase. The core components comprise the:

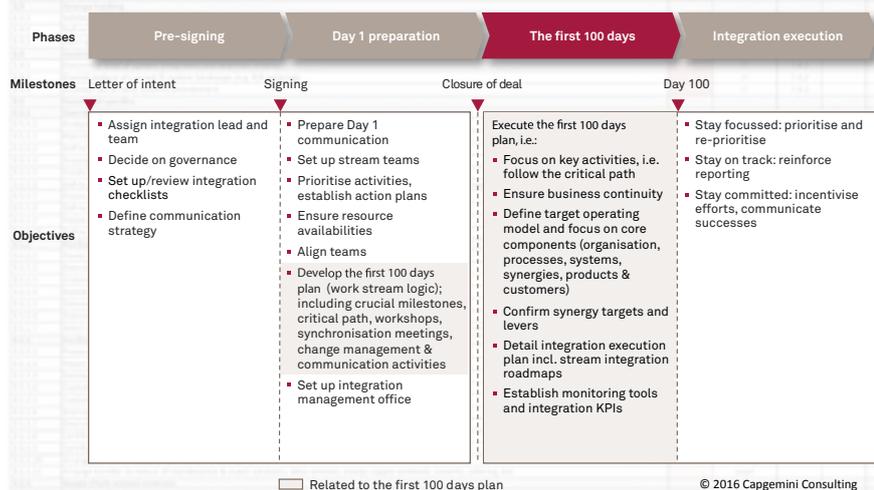
- organisational realignment,
- process integration,
- systems integration,
- synergy tracking as well as
- product and customer realignment.

The first 100 days plan details for each core component a specific set of activities and deliverables to be achieved by a specific deadline. The plan's core components are applied in a holistic manner to all functional areas of the new business.

## Planning

Applying the core components of the first 100 days plan to the integration areas of the new business results in a pre-defined set of key milestones. This high-level plan must then be detailed in action plans for each integration area, specifying activities that are strategically as well as operationally important. In addition, critical paths across all integration activities are defined to ascertain that the first 100 days of integration proceed rapidly and remain on track at all times. Consequently, a clear and result-driven path to post-merger integration is given at the outset of the project.

Figure 1: Capgemini Consulting PMI approach



In the background: detailed first 100 days plan

## Critical success factors and key benefits

Our experience shows that the foundation for a successful post-merger integration is laid during the first 100 days. Critical success factors are:

- Strict adherence to the initial merger rationale – do not lose sight of the original strategic intent
- Increased customer focus – the customer is part of the process and must not be neglected
- Early measures to retain key performers – early definition of the future leadership organisation and retention measures for key stake holders
- Transparent and focused communication – clear response patterns in case of conflicts
- Decisive change leadership – involvement of top management as change sponsors to generate and drive the momentum
- Structured integration management – safeguard ongoing operations

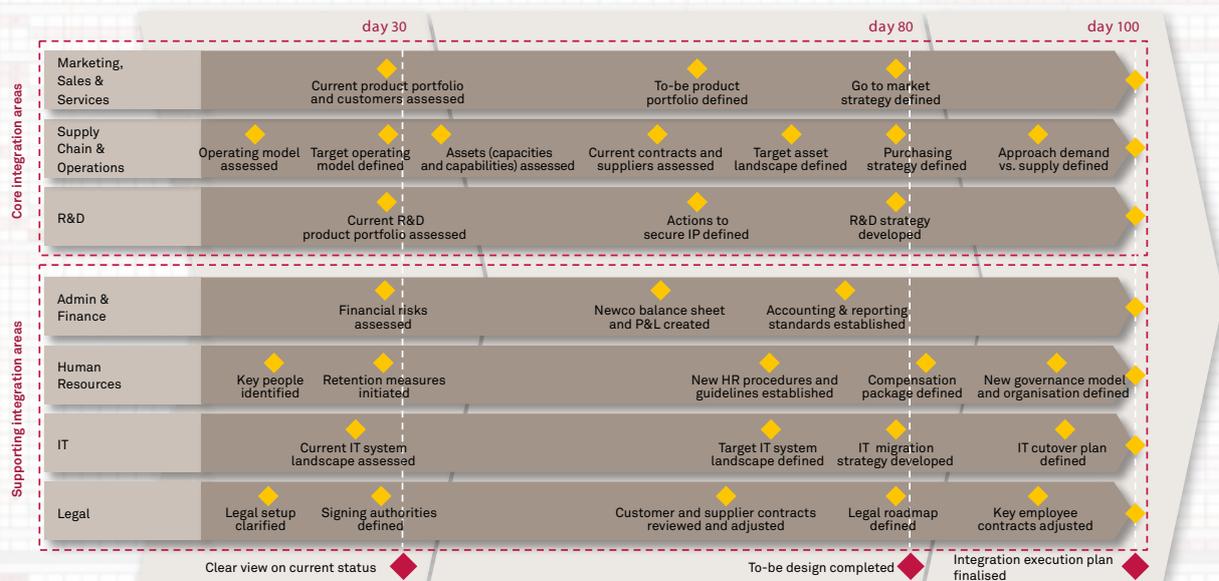
Respecting these success factors is necessary to reduce risks, maximise value creation and secure business continuity. Leveraging our broad network of international experts and our handy tools and checklists, we will ensure an efficient and effective support throughout your integration challenge.

## The First 100 Days as part of our complete PMI offering

Developing and supporting the first 100 days of an integration is a vital component of our comprehensive Post-Merger Integration offering. Capgemini Consulting has broad experience in supporting external growth initiatives throughout the entire deal cycle as well as in the divestment/carve-out area. Following our approach that is embedded in our modularised PMI framework, we always recommend to support an integration with a tailored project management office as well as other

supportive activities such as change management or a focused IT approach. All of these elements are fully orchestrated to meet the overall objectives of the merger within the anticipated timeline.

Figure 2: High-level plan for the first 100 days



An accurate planning of the first 100 days is a key requirement to incorporate all relevant stakeholders, decide on the appropriate detail of planning, adhere to a critical path and deploy the appropriate planning tool.

◆ Integration area milestone ◆ Global key milestones ■ Integration areas (exemplary)

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