Capgemini invent

BEST-IN-CLASS POST-MERGER INTEGRATION FOR A GLOBAL ENERGY SOLUTION PROVIDER

Capgemini Invent supported the post-merger integration (PMI) with a sustainable, professional PMI process. The established approach is also re-usable for all future acquisitions.

Foreign acquisition for leading energy developer

The client is a leading global renewable energy developer and service supplier with over 1,800 employees and more than €1.5B in revenues. In order to expand the reach of the current business the client acquired a foreign company. However, the client lacked a systematic PMI approach and possible synergies were not achieved. Additionally, the client was looking for a sustainable and re-usable PMI process for future acquisitions.

Capgemini Invent was selected to support the successful setup of the PMI project for the new acquisition with its dedicated PMI team and in-depth energy and utilities knowledge.

A future-proof PMI strategy

Through a kick-off workshop involving the key stakeholders, Capgemini Invent mobilized the project team and set the course for the PMI process. During the workshop the high-level integration strategy was defined, potential risks and mitigating actions were discussed and first hypotheses on the target operating model were developed.

Following the kick-off, the preparation of day 1 and the first 100 days began. Together with the customer we defined the integration strategy by defining the merger vision, deriving the integration level and creating a first 100 days plan. Based on the integration strategy we developed the target operating model for the acquired corporation taking into account essential elements like the to-be-organization, relevant KPIs for steering, operating locations and the IT roadmap.

Overview

Client: Multinational renewable energy solution provider

Industry: Energy / Plant engineering

Location: Global

Client Challenges / Business Need:

The client needed a structured PMI process for an acquisition which had to be designed in a re-usable manner for future acquisitions

Solution-at-a-glance:

Capgemini Invent supported the PMI process for an acquisition and thereby designed a sustainable, professional and re-usable PMI process for future acquisitions

Results:

Integration strategy and merger vision, target operating model, implementation plan, integration management and support, KPI tracking, re-usable PMI process and toolbox, training for PMI process and toolbox

To bring the new organization to life, we also developed clear governance structures, collaboration elements and planned target group specific change management measures. Change management is crucial for a successful PMI because it has an important motivational effect and helps to translate the aspired integration into people's behaviour on both sides.

During the last phase of the project, we compiled Capgemini Invent's best practice PMI tools into a re-usable PMI toolbox for the client. The toolbox included relevant templates, checklists and guidelines for different phases of a PMI process like a day 1 employee meeting guideline, a synergy management guideline and templates for the first 100 days planning and the communication plan. In order to ensure sustainability of the toolbox, we aligned the toolbox with relevant business entities and trained the key stakeholders in using the tools.

Successful integration with reusable toolbox

Capgemini Invent successfully developed the integration strategy by defining the merger vision, setting the integration level per function and creating the first 100 days plan for the new acquisition. Additionally, relevant change management and communication measures have been planned in order to draft a sustainable implementation plan.

Capgemini Invent's expertise enabled a profitable and strong integration, whereby the tracking of defined KPIs, measuring the success and progress, was a key success element. In addition to the successful integration, our establishment of a sustainable and re-usable PMI toolbox for our customer was a key achievement of the project.

The Collaborative Approach

Capgemini Invent has a proven track record with PMI and transformation projects. The tandem approach of joint teams with client members and consultants ensured high acceptance, engagement, fast progress and an effective coordination between central and local teams. Equipped with local and functional knowledge as well as transformation experience, the Capgemini Invent team effectively helped the client to execute the transaction and to create a re-usable PMI toolbox.

About Capgemini Invent

As the digital innovation, consulting and transformation brand of the Capgemini Group, Capgemini Invent helps CxOs envision and build what's next for their organizations. Located in more than 30 offices and 22 creative studios around the world, its 6,000+ strong team combines strategy, technology, data science and creative design with deep industry expertise and insights, to develop new digital solutions and business models of the future.

Capgemini Invent is an integral part of Capgemini, a global leader in consulting, technology services and digital transformation. The Group is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of over 200,000 team members in more than 40 countries. The Group reported 2018 global revenues of EUR 13.2 billion. People matter, results count.

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