

# Mergers & Acquisitions:

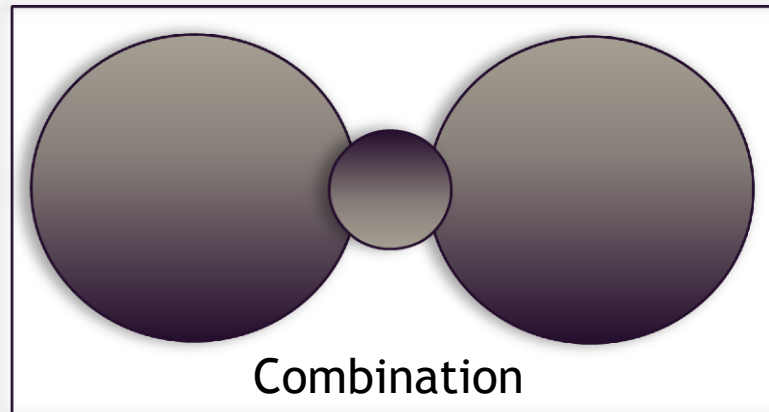
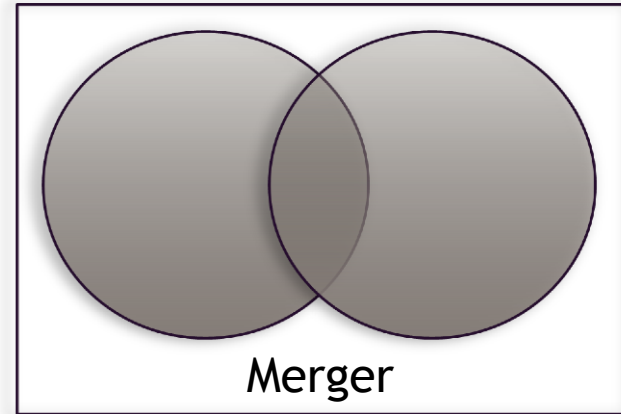
## How IT Contributes to Success



# Introductions

- ◆ Sean Power
- ◆ Sally Gonzalez
- ◆ Scott Christensen
- ◆ Bret Chapman

# Definitions



# Roadmap

## “Courtship”

- Economics
- Due Diligence
- Opportunities & Benefits
- Managing Expectations

## “Engagement”

- Detailed Planning & Timelines
- Skills Mapping & Filling the Gaps
- Change Management

## “The Wedding Day”

- The Tic Toc
- Critical Success Factors
- Communications

## “The First 90 Days”

- Building the Long-Term Foundation

# Economics

- ◆ Costs
  - ◆ One-time combination costs (CapEx, OpEx, labor, travel, good will)
  - ◆ On-going post-combination costs (budgetary planning)
  - ◆ Cost sharing / cost allocation
- ◆ Savings Opportunities
  - ◆ Reduced costs (combined buying power, discontinued products/services, labor costs)
  - ◆ Improved ROI on shared design/development efforts
- ◆ Measuring the bottom-line
  - ◆ Reconciling pro-forma estimates against actual spend
  - ◆ Demonstrating on-going value achievement

# Due Diligence

- ◆ Back office
- ◆ End user equipment
- ◆ Enterprise applications
- ◆ Other considerations

# Opportunities and Pitfalls

- ◆ Unification
- ◆ Upgrades
- ◆ Platforms
- ◆ Branding Opportunities
- ◆ Dangers / Pitfalls

# Managing Expectations

- ◆ Setting clear and precise expectations
- ◆ Meeting or exceeding expectations



# Detailed Planning and Timelines

## Project Planning

### Months Leading Up To Day 1

- Due Diligence
- Telco Link(s)
- Staffing
- Conflicts
- Budgets
- WAN/LAN

### Day 1

- Basic communications
- Cross pollination
- Time entry
- Payroll
- AV
- Intranet
- Website cross connect
- Help desk support
- Initial Equipment

### Month 1 - 3

- HR/Accounting systems
- DM, Email and AD
- Docketing
- Website
- CRM systems
- Online Research
- Lit Support
- Finish Equipment
- Finish WAN/LAN

### Month 1 - 6

- Ancillary or practice specific systems
- Contract / licensing consolidation and re-assignment
- Update DR plans
- MFDs

## Communications and Training

- Sample IT milestones for a small to medium sized acquisition

# Skills Mapping and Filling the Gaps

- ◆ Hiring
- ◆ Experience and personality
- ◆ Consultants
- ◆ Vendors
- ◆ Staffing assessment
- ◆ Dream team

# Change Management

- ◆ Within IT
- ◆ Within the Firm(s)
- ◆ Key success factors
  - ◆ Culture
  - ◆ Narrative
  - ◆ Empathy



Janus - God of Beginnings  
and Transitions

# What's Next?

- ◆ “Wedding Day”
  - ◆ Tic - Toc
  - ◆ Critical Success Factors
  - ◆ Communications
- ◆ “The First 90 Days”
  - ◆ Building the Long-Term Foundation

# Questions

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