



C A S E S T U D Y

## MERGERS & ACQUISITIONS INTEGRATION



### T H E O P P O R T U N I T Y :

A Fortune 500 Services Company (\$1B revenue; 10,000 employees) had recently announced their intent to acquire one of their largest competitors (\$900M revenue; 6,000 employees). The financial justification for the acquisition required that there be no loss in total revenue and that \$60M of operating cost savings be realized. To achieve the financial objectives, the companies would have to retain top talent and knowledge experts in all areas of both businesses. As an existing YCA client, the COO and CFO knew the organization must thoroughly plan the integration and take a disciplined approach to execution. From the time YCA was engaged, the client had 4 months to close the deal and obtain 80% of the operational savings.

**YCA** SOLUTIONS FOR  
PROJECT SUCCESS®

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## T H E   A P P R O A C H :

A team of YCA consultants immediately began the planning and subsequent control of 57 distinct projects, spanning all functional areas of the business. Cross-functional project teams were identified and engaged to ensure proper accountability, ownership, and technical knowledge. In addition to Project Success Consulting Services, client managers not previously trained were trained in the YCA Project Success Method . The YCA team designed and implemented a custom Project Success System for the program, which consisted of process adaptation, team hierarchy, reporting standards, communication tools, and system coding structures.

## T H E   R E S U L T S :

- The formal acquisition close occurred within the targeted window of time, with full funding from a variety of investors.
- Cutover of integrated payroll, accounting, and financial systems occurred on-time with virtually no system or data difficulties.
- Actual operating savings exceeded target savings by 60%.
- All regions, departments and divisions of the organization are working at full capacity, discovering unanticipated revenue synergies.
- Operations managers had good decision support from stand-alone, temporary, and integrated systems throughout the transition period.
- Program managers proactively resolved and guided the initiative to its successful conclusion.
- Investors were very pleased with the diligence and information accuracy regarding the integration.

"On every measure we had for the merger - whether it was the retention of customers or achievement of expense synergies - we beat them all. The integration has gone better than we expected."