

Integration Methodology



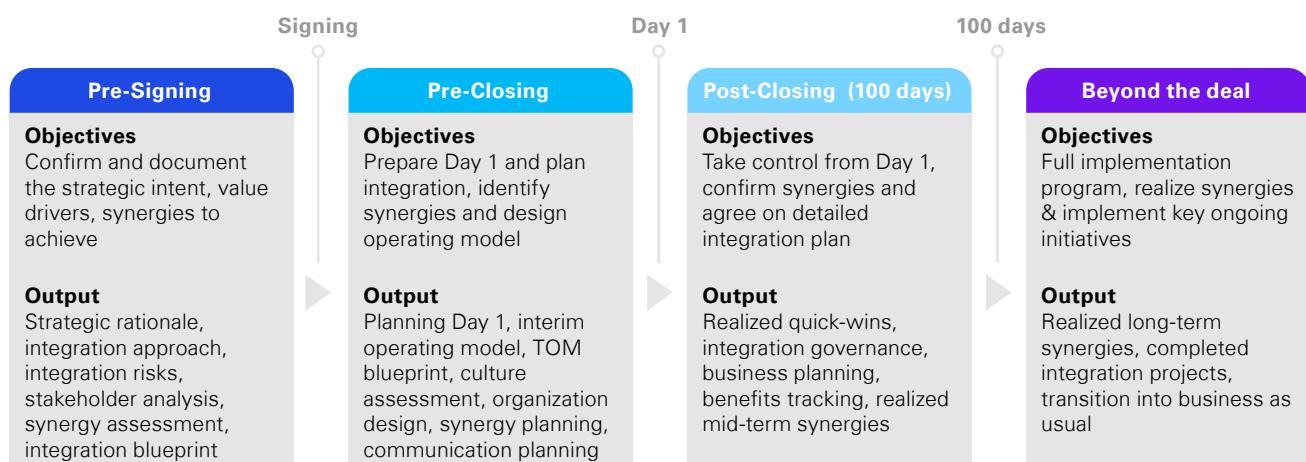
Maximizing value and reducing risk throughout a structured end-to-end integration process
KPMG Integration & Separation

Different challenges need to be considered to find the right balance between maximizing value while maintaining control and protecting business as usual

- | | |
|--|--|
|  Unclear vision and strategic rationale of the (integration) deal |  No vision or view on the combined Target Operating Model |
|  Poor quality of synergy assessment and targets |  Underestimation of required integration time and effort |
|  Loss of link between deal strategy and implementation |  Underestimation of people and culture related issues |
|  Unstructured process to close the entire (integration) deal |  Lack of a detailed integration planning as of Day 1 |

Our Integration approach will help you throughout the end-to-end integration process, structured around key modules which allows you to pick and choose

We apply a phased approach in our Integration process: 'Pre-Signing', 'Pre-Closing', 'Post-Closing' and 'Beyond Deal' connecting deal strategy with operational implementation in which each phase is structured around four key integration drivers to be addressed equally: Vision, Value, People & Culture and Control. Our offering is structured and consists of different modules which can be used either standalone or in combination with each other.



How KPMG can assist?

Key integration drivers

We structure our approach along the key Integration drivers: deal vision, value, people and control which is based on solid deal understanding and deep understanding of financial deal mechanics.

Value driven

We use an approach which is output driven, pragmatic and focused on cascading strategy into practical financial and operational outcomes and plans ("it's not just a program management office").

Phased approach

We apply a phased approach in our Integration process: 'Pre-Signing', 'Pre-Closing', 'Post-Closing' and 'Beyond Deal' connecting deal strategy with operational implementation.

Modular approach

We apply our approach as the 'first lens' to come up with the best solution for you by using a modular approach which consists of 33 modules that can be used either standalone or in combination with each other.

'Pull-through' vehicle

We identify client needs alongside our work and bring in specialists with deep subject knowledge from other service lines in each of the four phases.

What's in the box?

Key integration drivers to maximize and sustain value while reducing risk

Vision

- Clear strategic rationale for the deal
- Clear view of the target operating model (TOM)
- Clarity on the Integration approach
- Clarity on the Integration governance

Control

- Protect day to day performance
- Develop detailed Day 1 action list
- Develop a clear integration plan

Value

- Clarity on immediate value creation opportunities
- Use the Integration for wider transformation
- Detailed 'bottom up' synergy analysis
- Clear process for prioritization and delivery

People & Culture

- Clarity on the new organizational structure
- Identify cultural challenges and align leaders
- Address talent retention to protect deal value
- Clear stakeholder and communications plan

Our recent credentials

- Energy and gas distribution service operator with a turnover of 1.622 M€
- Water operator with a turnover of 450 M€
- International bank with a turnover of 7.916 M€

Contact



Wim Ilsbroux
Partner Strategy
KPMG in Belgium

E: wilsbroux@kpmg.com
T: +32 (0) 473 88 65 03

Visit our website for more information

kpmg.com/be
kpmg.com/be/social

