Delivering value through mergers and acquisitions

Realizing M&A value through data-driven decision making

> **Delivering value goes way beyond headcount and cost cutting, you need to design an organization that takes the best of the source companies and drives the combined business forward**

M&A is high-stake, high-risk work, with a high rate of failure

Global M&A activity has increased tenfold in recent years and in 2021 jumped 63% to more than $5.6 trillion, with no sign of slowing down in 2022.

But with more than 60% of M&A deals not delivering promised value, how do you make sure your mergers fall into the 40% that succeed?

3 fundamental data challenges in mergers and acquisitions

Harmonization of data

Bringing two workforces together in an M&A transaction poses many challenges, and data is key to starting the process. A common challenge is racing to get a better understanding of the acquired company after a deal closes. We can solve this problem by creating greater transparency with census data that enables conversation between leaders on both sides.

Integration modelling

Integrating two businesses is not easy, especially when you are looking to drive benefits from the merger. Multiple teams with multiple data sources (finance, HR, ops) leads to confusion. Orgvue helps by creating a secure single source of harmonized data which can be accessed by multiple teams to collaborate on modelling the future organization.

Talent selection and people transition strategy

Mapping thousands of employees to thousands of roles is challenging, especially when there is a lack of understanding of what the critical roles and responsibilities are. We help planners make informed decisions based on advanced criteria such as skills, financial planning, regulatory compliance, and more recently the desire for hybrid working.

Enablers of success throughout the M&A process

Having access to the right data at the right time

Smooth hand-offs and collaboration between teams

Clear data governance process and connections between systems

orgvue

A SaaS platform that changes everything

orgvue is a design and planning platform that helps your organization to adapt to the constant disruption in the world of business today.

It brings together multiple sources of data to reveal the truth about your organization, alongside companies you acquire, which in turn enables you to plan post merger integrations, collaborate on any future-state design and monitor how well it's being executed.

orgvue empowers you to design and plan workforce changes at scale, manage data integrity and quickly identify post merger synergies to build momentum for the future

The orgvue solution - 5 steps to success

Step 1 – Data cleaning and harmonization

Spend less time managing and integrating data and create a secure workspace to develop plans.

› Secure data workspace to analyze, clean and model data quickly.
› Establish like-for-like comparison and identify focus area.
› Understand early detail on impacted (and retained) teams to mitigate risk.

Quickly visualize two organizations side by side, identify inconsistencies and harmonize global data in a single platform

Step 2- Mapping and levelling

Accelerate Day 1 planning and automate data cleansing, mapping & leveling

› Compare job grades and compensation.
› Automate mapping and levelling recommendations across both organizations.
› Reconcile titles, departments, etc.
› Run alignment checks to understand changes in OTE, Compa ratios, etc.
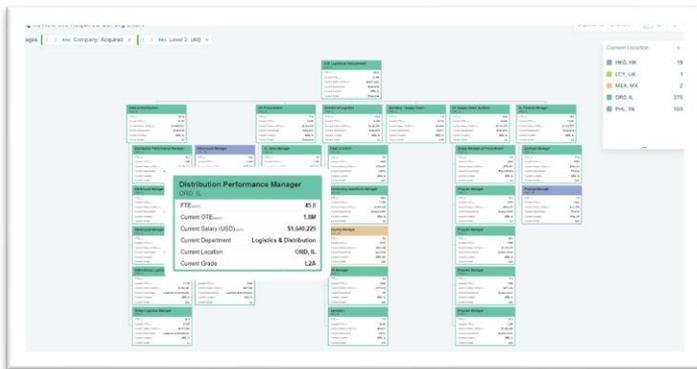
Drill into compensation and job detail within an org chart

Step 3- Integration planning

Integrate and compare functional plans seamlessly to enable rapid decision making

› Establish Day 1 structure, model changes before and after.
› Visualize the combined organization structure and compliance with org design principles and regulatory requirements.
› Integrate synergy planning with financial planning
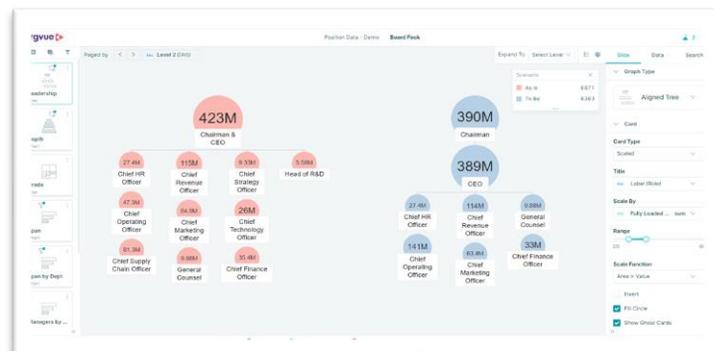
See financial implications of proposed actions on positions or personnel

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Step 4- Talent selection

Deploy a consistent, data-driven approach to assess talent while maintaining an audit trail of all decisions.

› Place current talent into future state positions that have been modelled in orgvue.

› Visualize the status of each employee and position.

› Track and audit talent placement decisions

People	Positions
Jessica Talbot, 2 (E490987) Candidate Slated	**CFO, 9 (P2)** Position Confirmed
🔗 HR Manager, 5 (P27) — **Slated**	🔗 Ava Wilkins, 9 (E823605) — **Confirmed**
🔗 HR Business Partner, 6 (P25) — **Slated**	🔗 Reece Harris, 9 (E939399) — **Not Selected**

Link people and position datasets to present the same information in different views
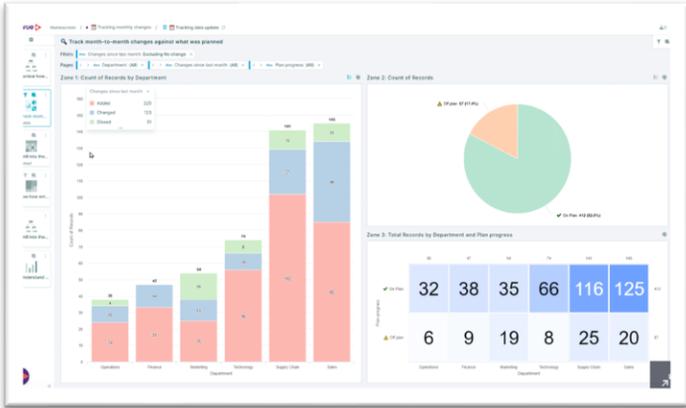
Executive reporting to show value realization, highlight risks and deliver confidence in the progress of M&A activity

Step 5- Synergy tracking & sustainment

Track actual progress against baseline using the same data models used in planning and reforecast as needed.

› Convert designs into monthly forecasts.

› Track changes to headcount and cost over time.

› Compare with original assumptions, targets and commitments.

› See progress against target by line of business and leader

Customer story

Business goal

› Successfully merge two of the largest global media companies following a $70Bn acquisition.

› Build the new organization structure and transition to the new model while minimizing cost and reliance on third parties.

The solution

› Integrated and centralized data from both businesses securely into orgvue

› Built the new organization design in orgvue, and allocated more than 200K employees to positions based on skills and competencies

› Set up a distributed execution model across HR leaders to ensure consistent approach across the business

› Trained a center of excellence team of 60+ people to manage the process and monitor progress

> " **"The process was complex, mostly because of the large volume of data and the sheer number of stakeholders involved … but we managed to get it done quickly, securely and risk-free"**
>
> **VP of org design**

200K+ Employees assessed and re-deployed in the new structure

60+ Upskilled internal employees to run the process

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orgvue, the leading organizational planning and design SaaS platform, harnesses the power of data visualization and modeling to build more adaptable, better performing organizations in an era of constantly changing market dynamics. HR, finance and business leaders use the platform to take control of their business and make faster, more confident data-driven decisions to fearlessly build the organizations they want tomorrow, today.

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