

# Excerpts from: BUILDING A WINNING ACQUISITION PLAYBOOK

Chief Executive  
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CEO SUMMIT**

General Session

Tuesday, December 8 at 1:50 PM EST

Facilitated by  **Segal**



**Fred L. Hencke**

Senior Vice President

M&A Solution Leader

917.946.3588

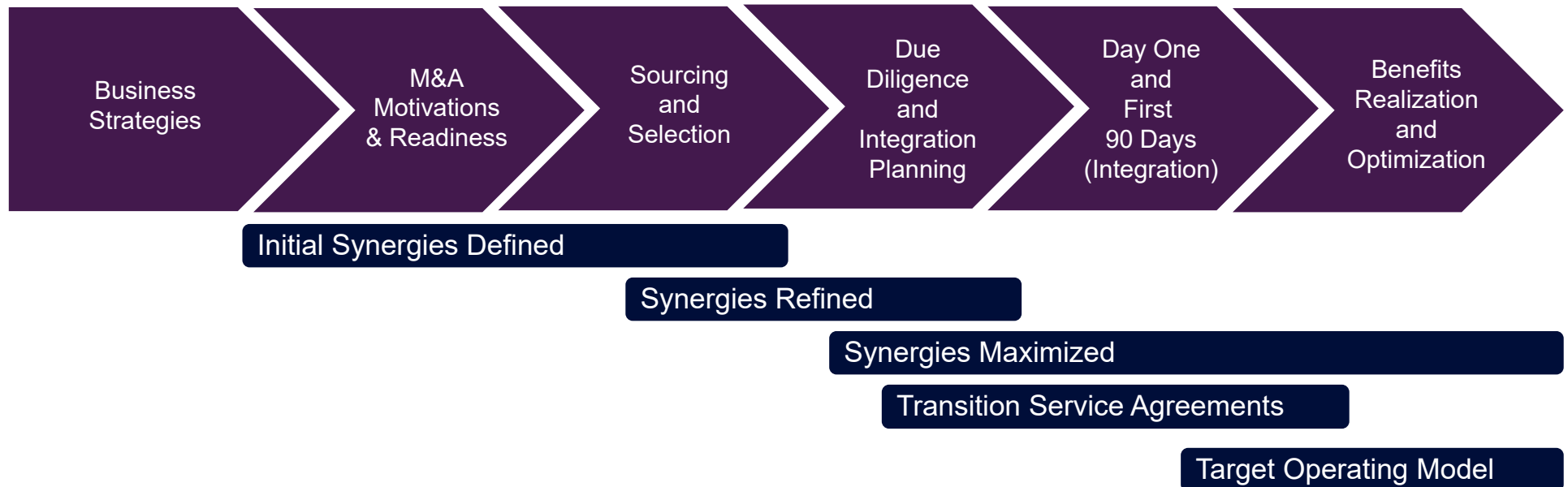
[fhencke@segalco.com](mailto:fhencke@segalco.com)

# What is an M&A Playbook?

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The **M&A Playbook** outlines the sequencing of phases, activities, and steps, along with a set of standards and templates applied to facilitate the selection and integrations associated with any acquisition or merger

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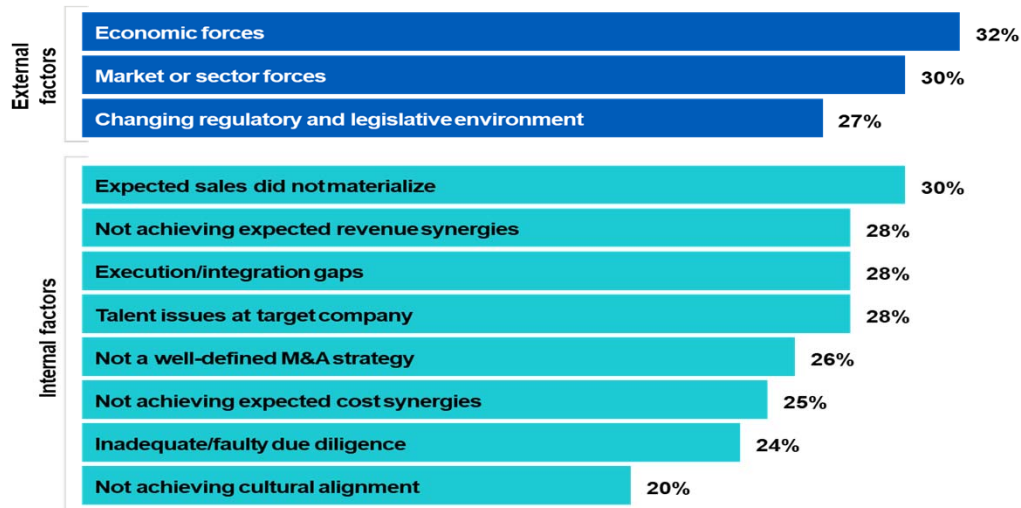


# Why is an M&A Playbook Important?

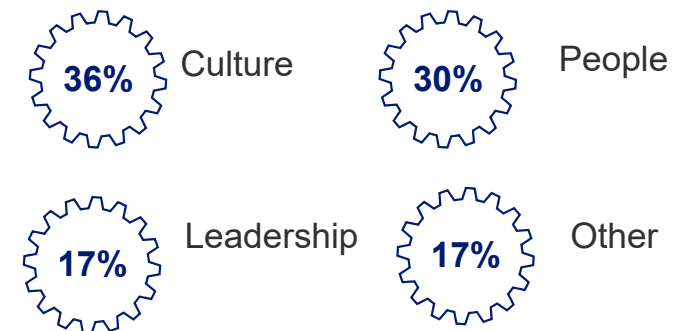
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An **M&A Playbook** does not *guarantee* a successful deal. However, it does increase the probability of success by aligning business strategies to M&A motivations and target companies, key areas to focus on during due diligence, what outcomes are needed, and where emphasis must be placed during integration and post-integration activities. It also guides the deal and integration teams in managing those *internal* aspects of the deal for which they have some control and influence.

## Top Reasons M&A does not meet expectations



## Top three EXECUTION challenges to achieving the expected business outcomes of an M&A:



# M&A Playbook

## *Leadership Best Practices*

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Business  
Strategies

M&A  
Motivations &  
Readiness

Sourcing  
and  
Selection

Due  
Diligence  
and  
Integration  
Planning

Day One  
and  
First 90 Days  
(Integration)

Benefits  
Realization  
and  
Optimization

Define leadership skills required

Develop leadership capability model

Incorporate leadership participation in assessment

Build integration teams and PMO

Analyze leadership risks and merits

Leadership assessment of current leaders

Perform leadership behavioral analysis on prospects

Utilize operations and leaders

Plan for leader attrition (evaluate retention plan)

Leader alignment sessions

Cultural assessments

# M&A Playbooks

*Where they often fall short...*

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# M&A Playbook

*...coming soon*

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## ISO 30414: Standards for Human Resource Management *Guidelines for Internal and External Human Capital Reporting*



# Attributes of a Winning M&A Playbook

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1. Addresses the **full MA& lifecycle**
2. Aligns business strategies with **M&A motivations**
3. Balances “Deal Making” with “Creating Something”
4. Translates M&A motivations into focused buy or sell search profiles and lenses
5. Fosters **sound decision making** (who, what, when, where, why, how, and what if)
6. Focuses on more than the financials (people, culture and leadership)
7. Recognizes synergies can be **more than additive**
8. Enables Due Diligence to be both efficient and effective
9. Starts **integration planning early** with ongoing adjustments
10. Elevates the importance of the **Day-One employee experience** and the first 90 days post close
11. Accounts for **ALL** blocking and tackling needed during the first 90 days
12. Personalizes change management and communications using **stop, start, and continue**



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**Thank  
You**

**Contact Information**

For more info, please  
contact Segal at:

Fred Hencke

[fhencke@segalco.com](mailto:fhencke@segalco.com)

917.946.3588