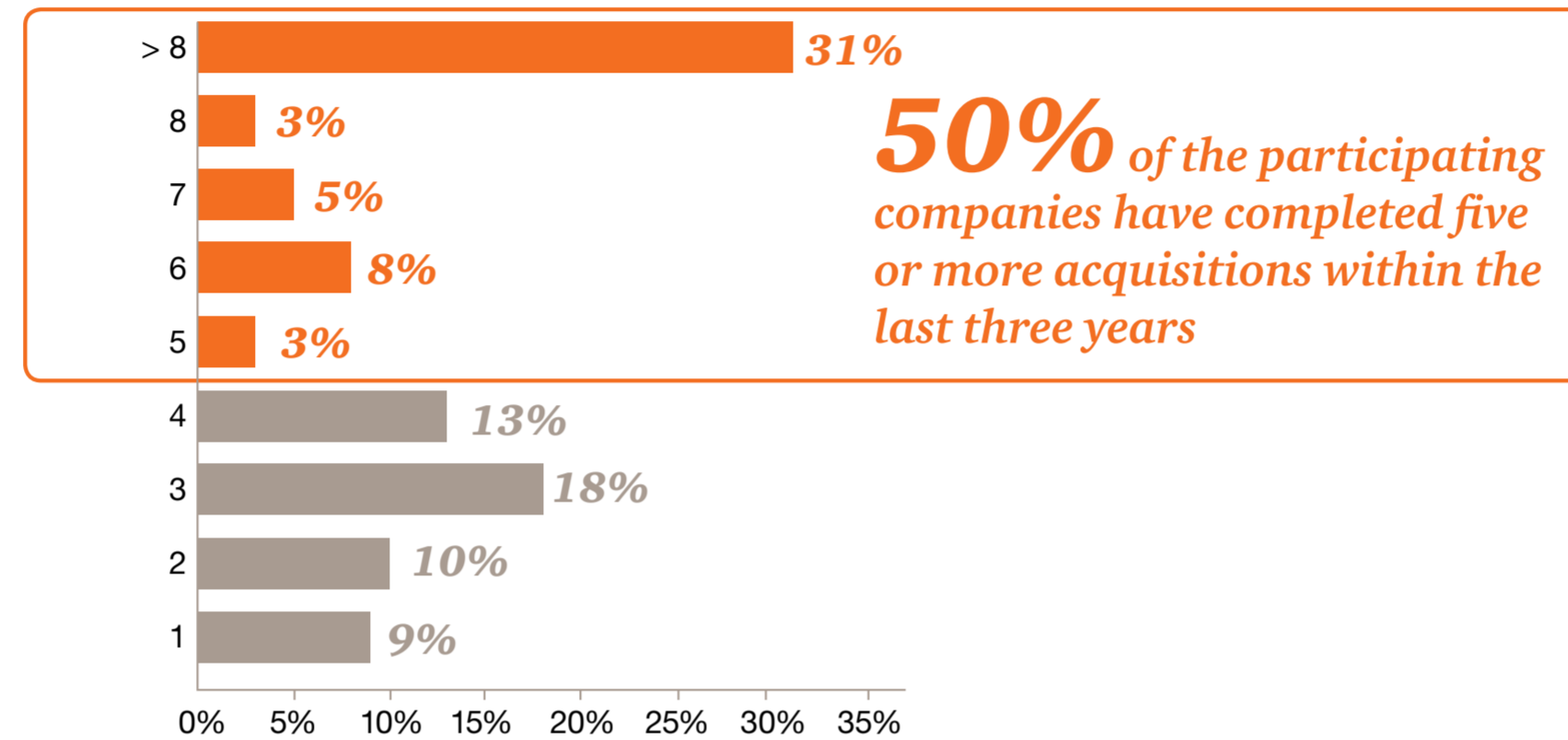


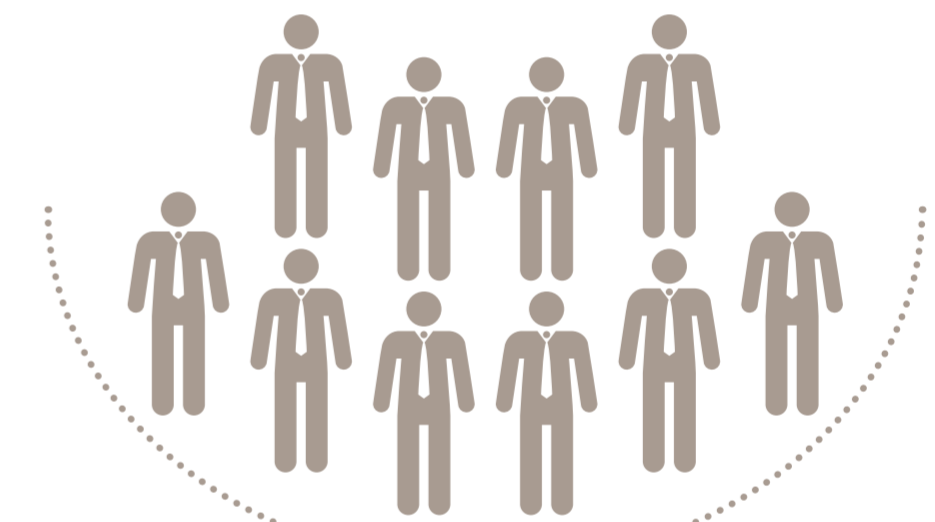
Most participants perform integrations frequently



How many M&A buy-side transactions did your company close in the course of the past three years?



The survey splits participants into successful and unsuccessful deal makers based on their ROI achievement

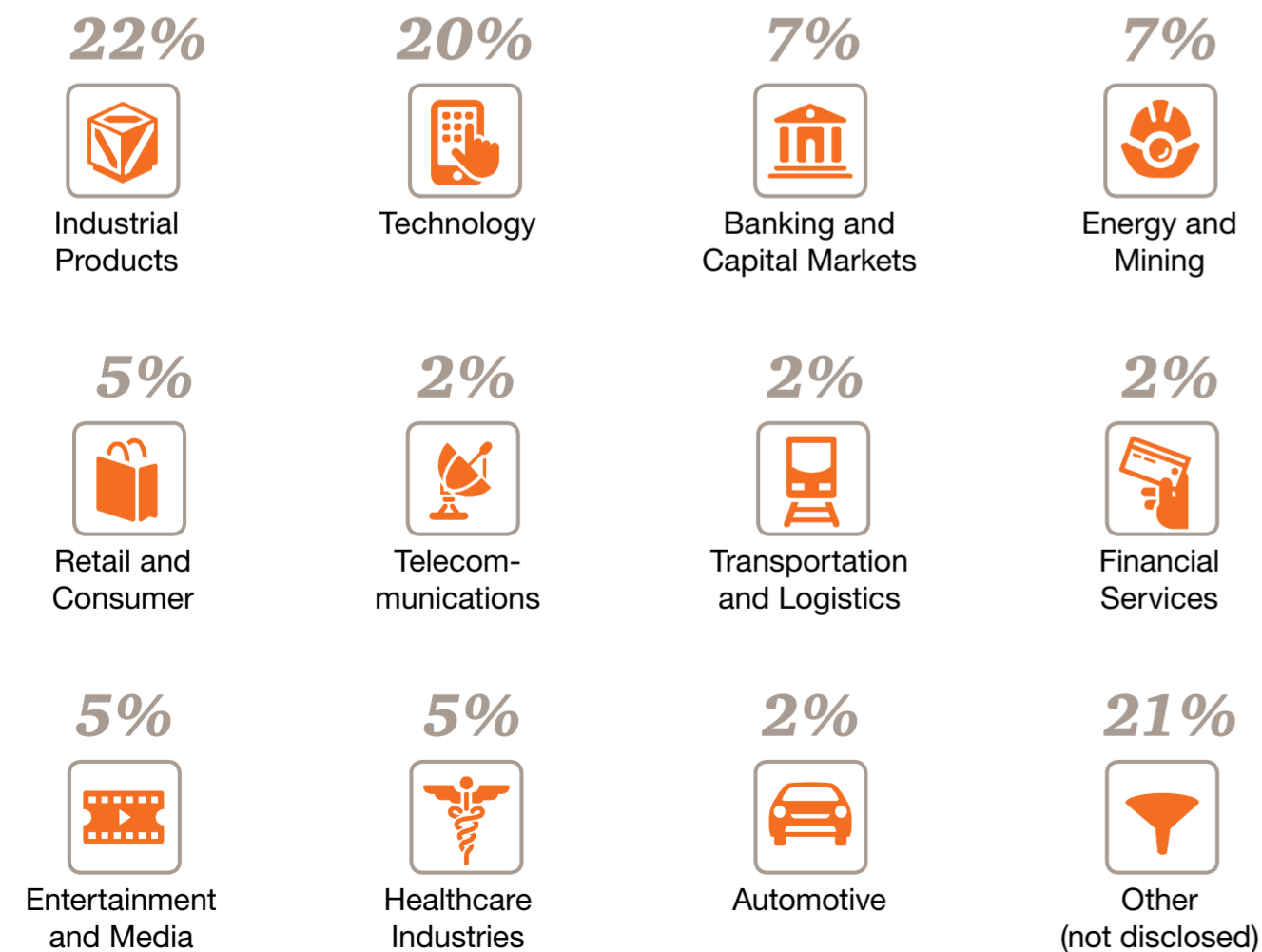


Successful deal makers
ROI achieved or overachieved

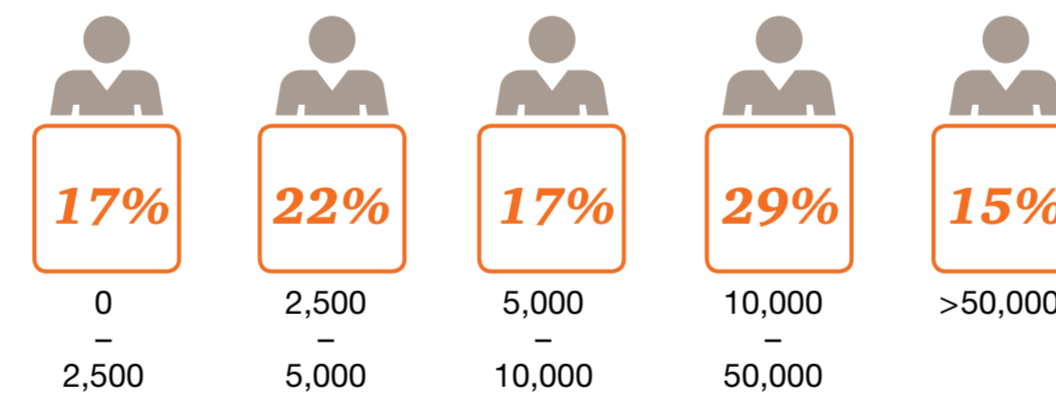
Unsuccessful deal makers
ROI only partially achieved or not achieved

The companies cover all relevant industries and sizes

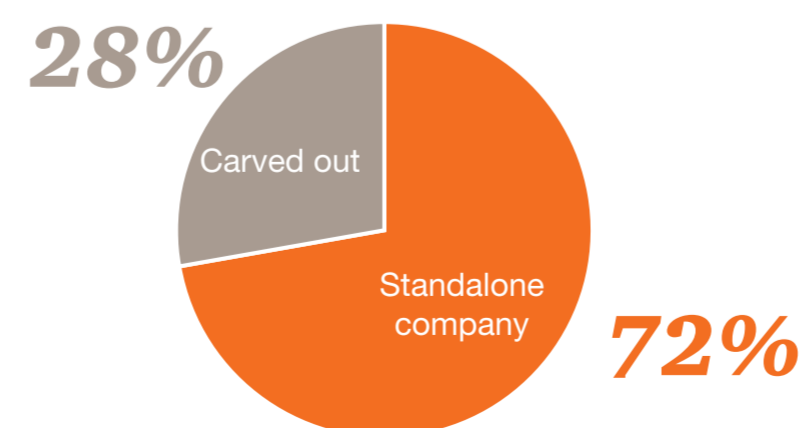
Industries



Employees



Was the deal target a standalone company or carved out part of a larger entity?



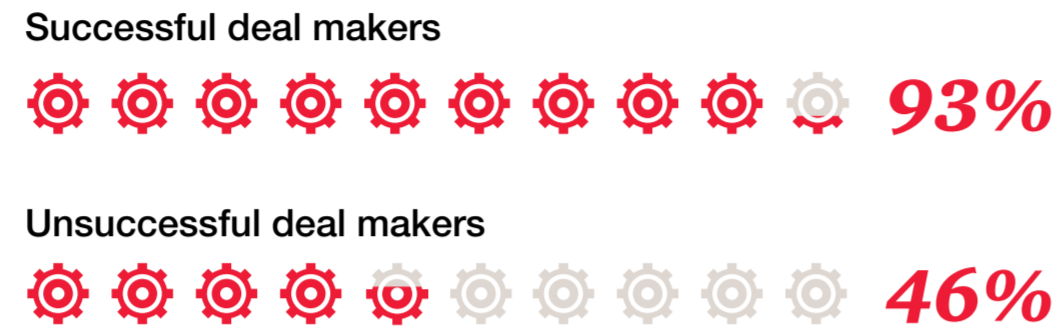
Success factors in post-merger integration

Deal makers share their recipes for success

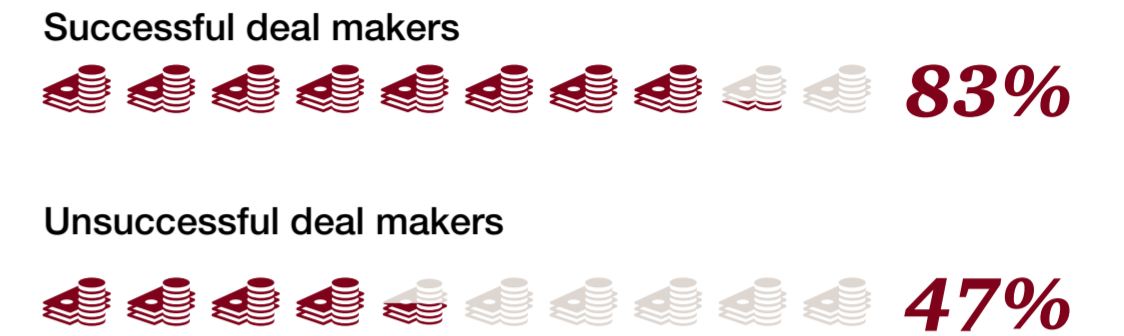
Four dimensions of success factors are identified and deep dives analyse their impact on ROI achievement



Strong project governance implemented



Synergy targets achieved



of those with strong project governance...



of those with weak project governance...

... considered risks proactively.

Example of deep dive on project governance



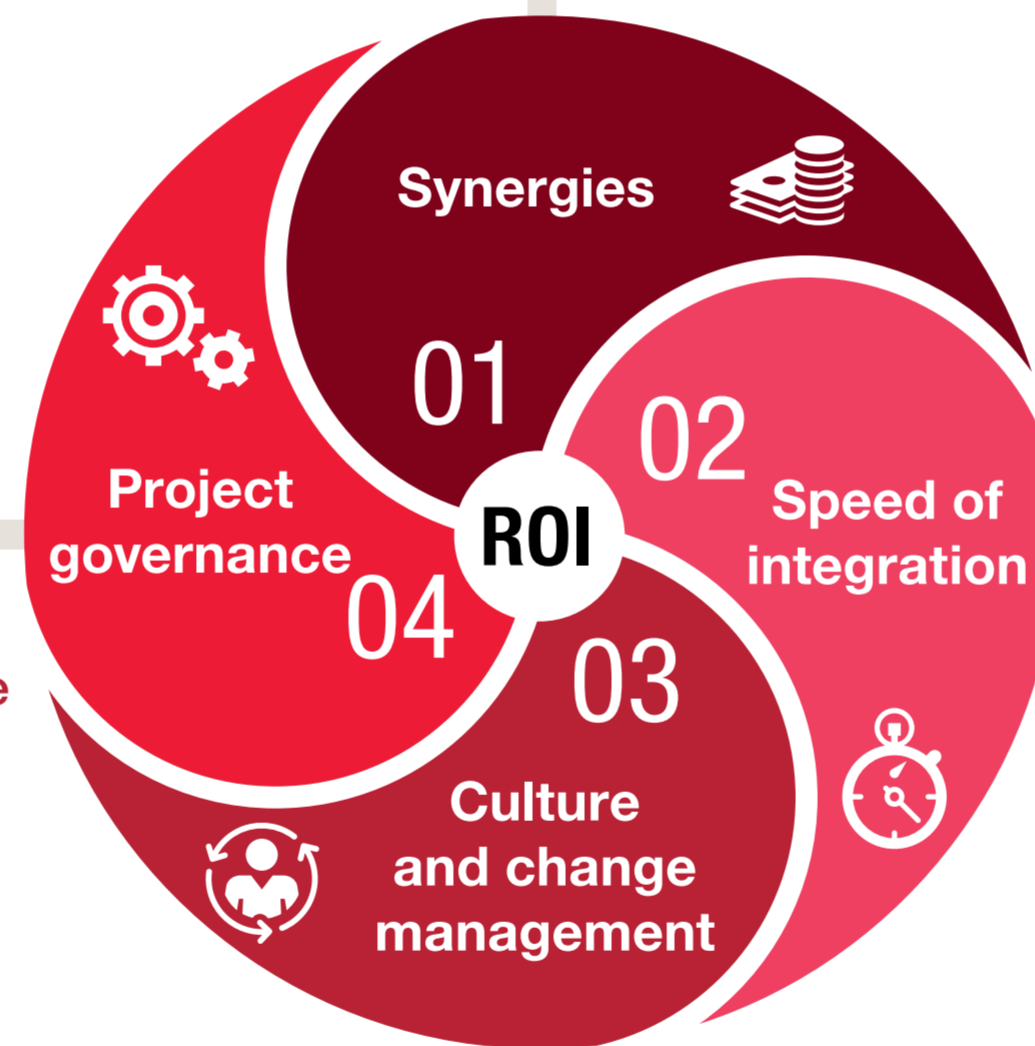
of top performers ...



of low performers ...

... applied KPIs to track synergy realisation.

Example of deep dive on synergies



of successful deal makers...



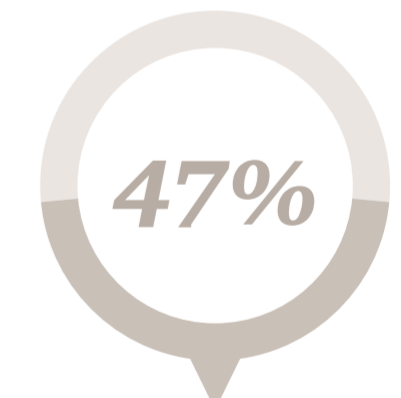
of unsuccessful deal makers...

... considered the cultural fit of buyer and target before the deal.

Example of deep dive on culture and change management



of successful deal makers...



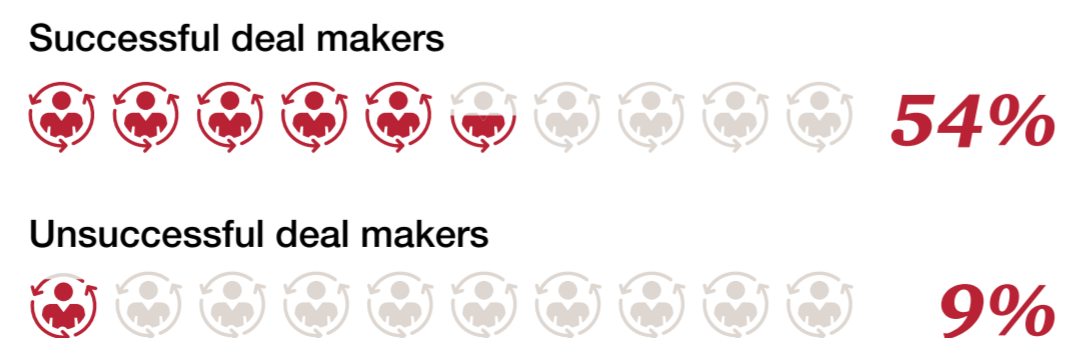
of unsuccessful deal makers...

... performed the integration slower compared to initial timeline.

Example of deep dive on time frame



Well received culture and change management



Completion of PMI project within defined time frame

