



## Post-Merger Transformation

**During M&A a significant gap exists between strategic drivers and the reality of hoped for synergy and savings. It is critical to design the transformation of a business post-merger and to do so quickly, building forward momentum while attacking redundancy and waste. As realities on the ground are discovered, the transformation should be regularly re-designed. Traditional techniques are too cumbersome for the complexity and speed of post-merger needs.**

### Problem

GPD worked with a leading outsourcing corporation soon after the acquisition of a strategic asset. The newly acquired division included resources in the USA and India, differentiated I.P. embodied in products and processes, and a “dot-com” brand and culture. The newly acquired teams were extremely concerned about their new parent’s mission. The acquired business’s financial performance was far from positive operating income.

### Solution

GPD led a four stage transformation of the acquired business, including design, audit, and ongoing interventions. Using TeamPort methods and tools, teams were challenged to rapidly commit to a turnaround plan, to design the plan across various scenarios and simulations, and to communicate that plan visually across the new organization. In turn, teams within this division used the TeamPort approach to re-design their own roadmaps taking new priorities and integrated resources into account.

### Results

In nine months the division achieved consecutive profitable months – the first in its many year history. The new executive team found confidence based on analysis to adjust pricing, sales approach, selection of clients, and value-driven product innovation. Teams across three distant time zones shared awareness of transformation priorities. A PMO established by GPD governed through charters, scorecards, reporting, escalation, and prioritized decision making. Bottom line: a difference of tens of millions in operating income and a division now stabilized for forward looking growth.