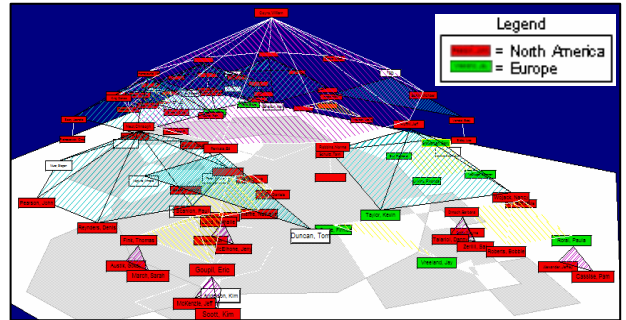


# INTEGRATING & ANALYZING POST-MERGER ORGANIZATIONS

## AN EKS CASE STUDY

### Situation Analysis

A North American provider of information technology and business process outsourcing services began to see a trend: their North American customer base was becoming very active in building European capabilities. After a search, they selected a suitable European company with similar capabilities to their own and a merger was completed. Key to the success of this acquisition was the acquirer's ability to integrate personnel and operations into a "single point of contact" IT support solution offering.



Since seamless geographic delivery to their customers would be critical, top European and North American executives were integrated into one team. While European executives felt that the integration between the two firms was complete, the North American-based CEO wanted greater visibility into the actual organizational integration of decision-making and execution occurring between the legacy organizations.

### Desired Outcome

The CEO wanted to assess North American and European operations around enterprise-level decision making processes that bridge across geographies. In particular, he wanted to know whether or not organizationally disparate operations were being executed in spite of integrated financials.

### Intervention

Over four weeks, the consulting team utilized the EnCompass® Organizational Process Mapping software to gather and analyze information from across the combined organization. EnCompass' intuitive online survey-style data collection mechanism is web-based, allowing participants in many different time zones to provide their input at their convenience. Its point-and-click data capture takes only minutes to gather input from busy executives.

EnCompass mapped organizational processes around project "drivers". This enabled the consultant team to capture how tasks are performed within and between organizations, and flag ineffective processes between departments. EnCompass also reveals "virtual hierarchies" that show the level of impact individuals or organizational elements have on key issues and processes. These views show how information gets to decision makers, and how decisions influence the enterprise.

Through EnCompass, the consulting team involved around 100 "integrated" executives and found that key executives from both legacy companies were undermining the integration effort. Based on process mapping, two virtually-independent decision-making processes were uncovered. Not only were these executives creating their own domains, it was clear and apparent in the EnCompass maps that they were also actively biased towards supporting members of their respective legacy company.

### Results

EnCompass identified that only a small subset of the executives were causing the majority of the problems. A decision was made to replace certain executives and hold integration workshops with the remainder. Through this process, a large number of duplicative communications and legacy activities were eliminated, which reduced the burden and expedited the optimization of the new integrated organization.

