Case Example | Post Merger Integration and Optimization

Humatica helped a leading private equity investor to quickly merge and re-structure the organizations of two, simultaneously acquired companies.

BACKGROUND & CONTEXT

- Two leading national players acquired simultaneously
- Carve-outs from leading national and international conglomerates
- 1400 and 260 employees respectively
- Bloated corporate HQ
- Large inefficiencies and poor profitability
- Considerable overlap and redundant activities
- Investors had little knowledge of either organization because of limited access prior to the deal

MEASURES

- Senior executive (CEO) and all management position decisions made based on behavioral benchmarking analysis results (altus)
- 80 FTE reduction in Sales, Customer Service, Logistics, Finance, HR, Quality and Communications identified and agreed with the management
- Significant reductions in the corporate HQ
- Hard and soft-factor organizational restructuring roadmap agreed with the new management team

RESULTS

- New management team for merged company formed and in place within 6 weeks after closing
- 20% reduction in total SG&A overhead – 50% realized within one month after project
- Agreed roadmap of changes communicated to employees and responsibilities assigned
- Specific management behavior changes implemented to avoid risk and improve performance

HUMATICA APPROACH

- Organizational performance and behavioral benchmarking
  - altus employee survey of to benchmark behaviors in both companies
  - 30 Structured interviews on key management processes in both companies
- Detailed productivity benchmarking of Sales and General Administration functions to identify productivity improvements, redundant positions
  - modus activity survey
- Approximately two months required from start until finalized roadmap of specific changes agreed with the extended, global management team
- Support for rapid implementation of restructuring measures