

In a rapidly changing environment where shareholders expect quick returns on M&A investments, nothing is more critical than accurate decision making and speed in executing the integration. Whether carried out by private equity firms, hedge funds or strategic buyers, merger and acquisition transactions are often structured to gain a distinct competitive advantage, quickly expand the customer base and eliminate redundant costs. The uncertainty surrounding acquiring and integrating two or more companies often derails the very momentum that is expected to boost revenue growth and profits.

To maximize value, the people, processes and technology platforms resulting from the deal must be considered well in advance of any official announcement. Best practices dictate that acquirers begin the process early and study their targets hard. To ensure continued success, the newly combined entity should be ready to serve customers, process transactions and create a suitable work environment for employees the minute the deal papers are signed.

Alvarez & Marsal (A&M), a leading independent global professional services firm, provides an entirely distinctive approach to working with clients – a program we call *Rapid Results*. This action- and results-oriented approach, honed from an operational heritage spanning 25 years, drives and accelerates profitable growth and performance improvement for immediate impact.

THE A&M ADVANTAGE

Alvarez & Marsal's dedicated Merger Integration Services team helps businesses to successfully integrate and optimize merger and acquisition transactions. Our experienced consultants work to improve people, processes and technology – economically, efficiently and with minimal disruption.

Working closely with our Transaction Advisory specialists, we are able to conduct thorough due diligence and deal planning services to ensure that synergies and market impact of transactions are clearly defined and realized. We work alongside senior management teams to develop “Day One” plans for the integration of the organization, processes and technology, and design and execute “First 100 Days” plans to accomplish key objectives as quickly as possible.

Our Merger Integration professionals leverage the capabilities of Alvarez & Marsal's functional consulting experts to assemble experienced, implementation-oriented teams for each unique client situation. We bring deep expertise in sales and customer experience, operations and supply chain, and back office functions such as finance, human resources and IT. Drawing on our firm's core operational heritage, A&M serves as overall program managers for merger integration planning and execution, as well as in interim management roles, when necessary. As a privately-held firm, we share the risks and rewards of value created. Our professionals are able to provide objective analysis and advice because we do not maintain financial relationships with software, hardware or outsourcing providers.

SUCCESS STORIES

Leading Logistics Company

A same-day delivery and courier company with operations in more than 140 cities had acquired its largest competitor. To maximize value from the merger, the company looked to A&M to assist in integrating operations.

The A&M team helped the newly-combined company identify synergies across corporate and operational categories, stabilize customer accounts, and retain employees by standardizing and consolidating agreements and insurance policies. A&M also provided interim management assistance in critical areas, including Chief Integration Officer, Controllershship and Human Resources. With this support, the company saw significant savings in corporate operations, real estate and cost of service, and workers' compensation premiums.



A&M's Rapid Results Program strategizes and implements plans to maximize the value of people, processes and technology – well in advance of and after an official deal announcement.

SUCCESS STORIES *continued*

Following the successful integration, A&M professionals continued to support the combined entity to realize first-year synergy opportunities, further improving driver services, warehouse productivity, building processes and customer care.

Fortune 500 Independent Refining and Marketing Company

A Fortune 500 company, one of the largest independent petroleum refiners and marketers in the Western U.S., entered into two simultaneous asset purchase transactions – one to acquire a refinery and branding / supply rights from a major integrated oil company, and another to acquire 140 retail stations from a privately-held retail operator.

A&M advised on pre-announcement planning activities and the integration of assets, supported the cross-company Project Management Office, prepared all functional areas for stable Day One operations, and successfully executed an employee transition and retention strategy, including the deployment of a full benefits program and more than 500 hours of change training for 1,800 new employees. A&M also collaborated with the company's Corporate Communications team to manage and develop communications to all stakeholders, including shareholders and analysts, media, customers, vendors, and current and new employees.

As a result of A&M's involvement, new employees and customers were seamlessly incorporated into the company on Day One with minimal disruption to production, customers and employees, and achieved a 94 percent retention rate. A&M subsequently identified and prioritized process improvement activities that left company well-positioned to achieve the investment synergy targets.

Leading Environmental Testing Company

A leading U.S. provider of outsourced air, water and soil sample testing services was formed by the merger of two industry-leading companies. A&M was hired to head the planning and execution of the company's post-merger integration program.

Working alongside the new company's executives, A&M helped develop and lead strategic direction setting, sales and marketing alignment, new company branding, operations alignment, procurement and back-office functions. A&M also supported functional integration teams in defining the First 100 Days and long-term projects needed to achieve critical integration objectives, and assisted company executives with communication plans to inform its steering committee, employees, customers and suppliers of upcoming changes. A&M identified significant synergies in materials procurement, facilities and back-office consolidations. The client declared the integration "its smoothest ever," and the company is now well-positioned to achieve its financial and operating synergy targets.

ABOUT ALVAREZ & MARSAL

Since 1983, Alvarez & Marsal has set the standard for working with organizations to solve complex problems, boost operating performance and maximize value for stakeholders. A leading independent global professional services firm, A&M draws on its deep operational and turnaround heritage to help companies across the industry spectrum improve operating and financial performance, and to navigate business, litigation and tax matters with speed, responsiveness and unmatched quality.

Whether serving as business advisers or in interim management roles during periods of change or transition, A&M stands for leadership, problem-solving and value creation. A&M clients range from multinational to middle-market companies around the world that are both publicly held and privately owned. With a bias toward action, implementation and results, Alvarez & Marsal professionals serve large and mid-cap private equity firms, company management and boards and other stakeholders aiming to drive sustainable results up and down the balance sheet.

A founder of the modern day restructuring industry, Alvarez & Marsal has been honored numerous times by the Turnaround Management Association and has been recognized as one of the Best Firms to Work For by *Consulting* magazine.

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