

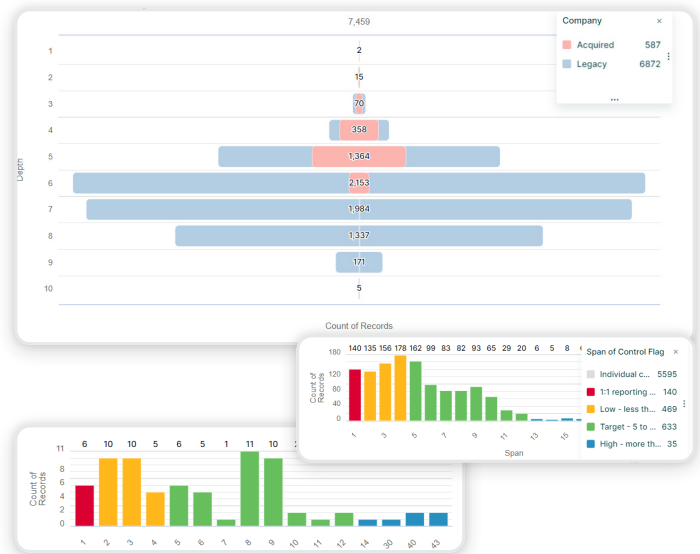
Delivering value through mergers and acquisitions

Address data challenges to deliver promised value

Unlocking possibilities: The power of technology in realizing M&A value

The importance of speed in business transformation has made mergers and acquisitions (M&A) a central strategy for many businesses. Despite a significant dip in 2022, the global M&A market is projected to increase in 2023, as it remains a priority for executives and a critical driver of successful business transformation.

But M&As are often complex and require a very diligent approach. The need for efficiency, speed, alignment, and high-level security means businesses need to have the right processes, data insights, and technology in place to maximize deal value and pave the way for a successful outcome.



▲ Reviewing key organizational metrics in both businesses

3 fundamental data challenges in mergers and acquisitions

Data harmonization

▶ Bringing two workforces together in an M&A transaction can present numerous challenges and the effective use of data is crucial to starting the process. This involves swiftly grasping the structure and assets of the acquired business once the deal is finalized

Integration modeling

▶ Integrating two businesses can be a daunting task, especially when you're looking to drive benefits from the merger. It becomes more complicated when multiple teams work in different markets and use different data sources (Finance, HR, and Operations), making the process of integration and modeling even harder

Talent selection and people transition strategy

▶ Mapping thousands of employees and roles is challenging, especially when there's a lack of understanding of what the critical roles and responsibilities are. Leaders need to be able to map talent using advanced criteria and with the confidence that they're making informed and data-driven decisions

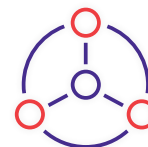
Enablers of success throughout the M&A process



Having access to the right data and insight at the right time



Smooth hand-offs and collaboration between teams



Clear data governance process and connections between systems

A SaaS platform that changes everything

Orgvue is an organizational design and workforce planning platform that helps organizations adapt to the constantly evolving business environment. It brings together multiple sources of data to reveal the truth about your organization, alongside companies you acquire, which in turn enables you to plan integrations, collaborate on future-state designs, and monitor how well your plan is being executed.

The Orgvue solution: Manage your integration through a diligent data-driven process

1. Data cleaning and harmonization

Streamline your data management process and establish a secure workspace for developing plans.

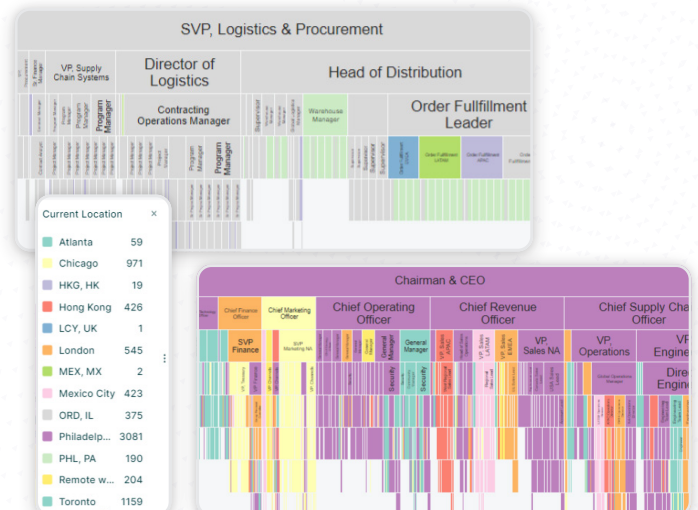
Analyze, clean, and model data quickly, establish like-for-like comparison of the two businesses, and identify focus areas.

Answer questions such as:

- ▶ What are the main areas of synergy?
- ▶ Which teams are likely to be impacted by the merger?
- ▶ Which areas should I focus on to mitigate risk?

Role	Current Department	Current Grade	Current OTE	Aligned OTE USD	OTE % Cha...	OTE Action	OTE Approval
SVP, Logistics & Proc...	Executive	Executive	US\$448,715	US\$327,327	-19%	▲ Review grades	Pending
Head of Distributi...	Executive	L3	US\$208,642	US\$269,320	23%	▲ Approval required	Pending
Distribution Per...	Logistics & Distribut...	L2A	US\$108,093	US\$80,865	-34%	▲ Review grades	Pending
Warehouse Ma...	Logistics & Distribut...	L3	US\$131,839	US\$131,898	0%	✓ Approved	✓ Approved
Warehouse Ma...	Logistics & Distribut...	L3	US\$131,839	US\$131,898	0%	✓ Approved	✓ Approved
International Lo...	Logistics & Distribut...	L2C	US\$231,757	US\$167,543	-38%	▲ Review grades	Pending
Global Logistics...	Logistics & Distribut...	L3	US\$223,789	US\$131,898	-70%	▲ Review grades	Pending
Warehouse Ma...	Logistics & Distribut...	L3	US\$101,152	US\$165,706	39%	▲ Approval required	Pending
Supervisor	Logistics & Distribut...	L1C	US\$68,621	US\$55,990	-23%	▲ Review grades	Pending
Order Fulfillme...	Logistics & Distribut...	L2A	US\$107,679	US\$80,865	-33%	▲ Review grades	Pending
Warehouse Ma...	Logistics & Distribut...	L3	US\$131,839	US\$131,898	0%	✓ Approved	✓ Approved
VP, Procurement	Executive	Executive	US\$281,709	US\$327,327	25%	✓ Approved	✓ Approved
Sr. Sales Mana...	Sales	L3	US\$263,387	US\$240,912	-9%	▲ Review grades	Pending
Director, Procur...	Procurement	L3	US\$236,715	US\$131,898	-79%	▲ Review grades	Pending
Secretary - Sup...	Admin	L1B	US\$41,711	US\$36,502	-14%	▲ Review grades	Pending
Director of Loast...	Executive	L3	US\$290,790	US\$269,320	-8%	▲ Review grades	Pending

▶ Drill into compensation and job detail using Orgvue's worksheet view



▶ Quickly visualize two organizations side by side, identify inconsistencies, and harmonize global data in a single platform

2. Mapping and levelling

Accelerate Day 1 planning and automate data cleansing, mapping and leveling across the two organizations.

Answer questions such as:

- ▶ How do job grades and compensation compare to each other?
- ▶ Which criteria (such as titles, departments, regions etc.) require reconciliation?
- ▶ What are the potential changes in compensation metrics, such as on-target earnings (OTE) or compa-ratios?

3. Integration planning

Facilitate swift decision making by integrating and comparing functional plans, while also aligning synergy modeling with financial planning.

Answer questions such as:

- ▶ What should my Day 1 structure look like?
- ▶ What are the 'before' and 'after' implications of key metrics like cost and headcount?
- ▶ Is my combined organizational structure compliant with organization design principles and regulatory requirements?

To Be Action

- Grade dec... 904
- Grade incr... 303
- Outsource 111
- New posi... 387
- Position cl... 227

SVP Finance	
Legacy	
To Be Action	Position closed
Location	London
As Is Cost	US\$277,407
To Be Cost	US\$0
To Be Cost Change	-US\$277,407
Current Grade	8
Grade	8

▲ Model detailed changes as part of the integration

Talent: Stage

- Confirmed 91
- Selected 50
- Stated 123
- Not selected 6
- Review selection 30
- Unassigned 159
- Out of scope 6413

▲ Place current talent into future-state positions that have been modeled in Orgvue

4. Talent selection

Deploy a consistent, data-driven approach to mapping talent to your new organization, while maintaining an audit trail of all decisions.

Answer questions such as:

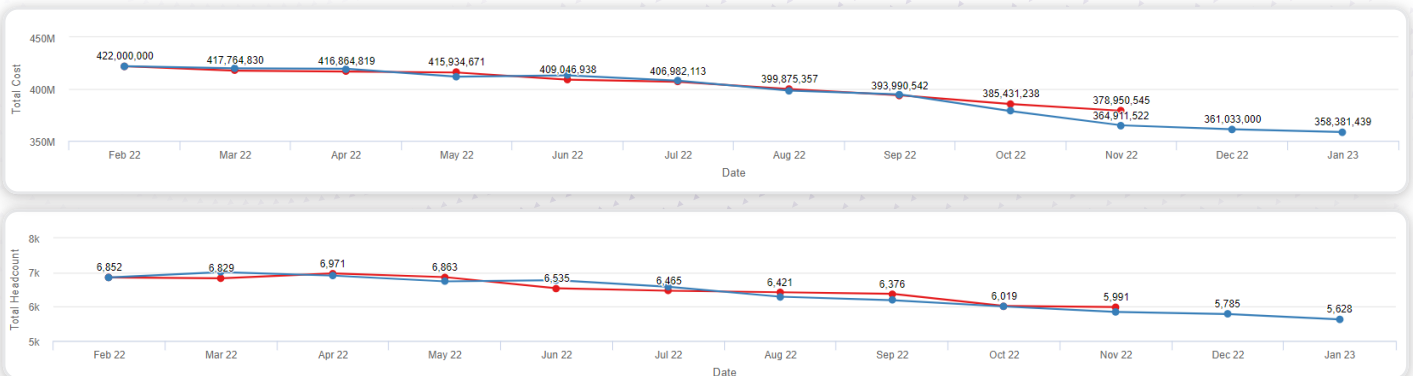
- ▶ What is the status of each employee and position?
- ▶ How can I leverage skills, location, and role fit in my talent selection decisions?
- ▶ Is anyone confirmed for multiple positions at the same time?

5. Synergy tracking and sustainment

Delegate implementation workstreams. Track progress against baseline with the same data models used in planning and iterate plans as needed.

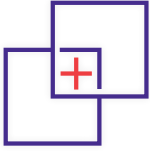
Answer questions such as:

- ▶ How am I doing compared to my original plan?
- ▶ Am I on track to realize value from the M&A?
- ▶ Which department is behind when it comes to implementing changes?



▲ Tracking cost and headcount against the plan

Customer story



Business goal

- ▶ Merge two of the largest global media companies following a \$70bn acquisition
- ▶ Build the new organization structure and transition to the new model, while minimizing cost and reliance on third parties



The Orgvue solution

- ▶ Integrated and centralized data from both businesses securely into Orgvue
- ▶ Built the new organization design in Orgvue and allocated more than 200k employees to positions based on skills and competencies
- ▶ Set up a distributed execution model across HR leaders to ensure consistent approach across the business
- ▶ Trained a center of excellence team of 60+ people to manage the process and monitor progress

The Outcomes

200k

Employees assessed and re deployed in the new structure

60+

Upskilled internal employees to run the process

“The process was complex, mostly because of the large volume of data and the sheer number of stakeholders involved... but we managed to get it done quickly, securely, and risk-free.”

VP of organization design

Orgvue is an organizational design and planning platform that empowers your business to transform its workforce by understanding the work people do and the skills they have. Our platform connects strategy to structure, providing clarity of vision, so you can build a more adaptable, better performing organization that thrives in a constantly changing world of work.

The world's largest and best-known enterprises and consulting firms use Orgvue to visualize and model current and future states of the organization and make faster, more informed decisions. The company is headquartered in London, with offices in Philadelphia, The Hague, Toronto, and Sydney.

For more information please contact:

+44 (0) 20 3633 1090 or visit orgvue.com

