

STRATEGIC ELEMENT OF DEAL SUCCESS

MERCER'S M&A PROJECT MANAGEMENT OFFICE

Mercer's end-to-end approach to M&A project planning and management is a critical part of deal success. Mercer's M&A Project Management Office (PMO) blends our project management discipline with our global HR consulting expertise and transaction experience. This approach provides the rigor and technical depth that are essential to HR's contribution to deal success.

CHARACTERISTICS OF EFFECTIVE PROJECT MANAGEMENT

Effective project management creates an environment that accelerates value creation by providing the project team with knowledge, resources and tools enabling the successful completion of work.



Defined
governance
protocols



Experienced
team and
defined
structure

CLEAR
STRATEGIC
AND
OPERATIONAL
PRIORITIES

Rigorous results
and project
management



Cutting-edge
processes,
tools and
methodology



VALUE TO OUR CLIENTS: SPEED, MOMENTUM AND AGILITY

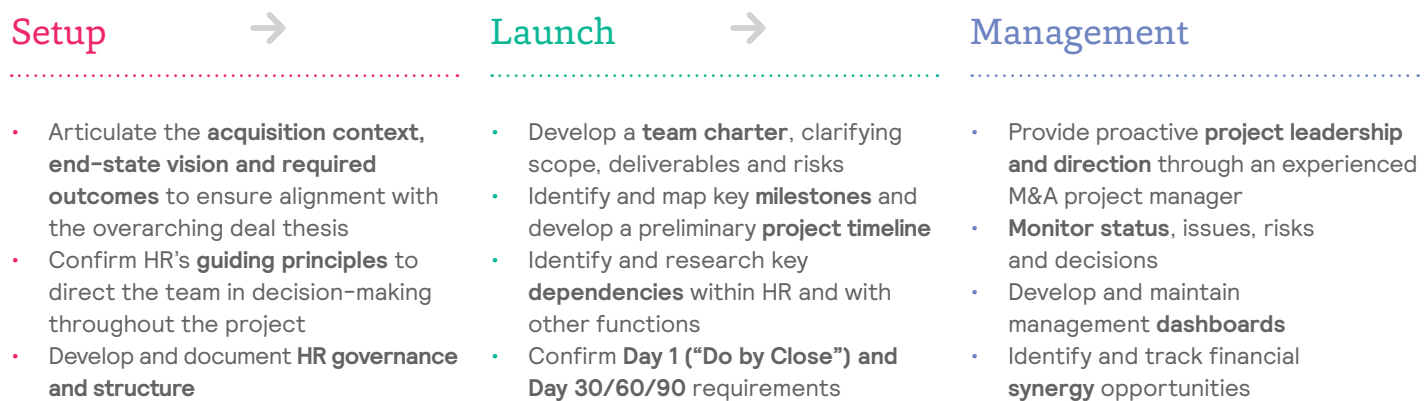
- **Clear focus on key priorities and people issues** in a country or in multiple countries that influence value creation
- **Urgency and drive for project delivery** to maintain the deal's timeline
- **Clear ownership of and accountability for all activities** to ensure proper execution
- **Rigorous governance standards** to identify, escalate and resolve problems quickly and with confidence
- **Effective and timely identification** of dependencies, risks, assumptions and constraints to manage the risks inherent in complex projects
- **Effective communication protocols** for project information (synergy targets, data, decisions, etc.)
- **Comprehensive project infrastructure** to monitor and control project execution and consulting costs

INEFFECTIVE MANAGEMENT OF THE DEAL PROCESS CAN LEAD TO:

- **Weak alignment** between HR work and the strategic deal rationale
- **Limited focus** on guiding principles and synergy goals for the deal
- **Unclear decision-making and issue-escalation protocols**, risking delay and uncertainty
- **Ineffective organization** and allocation of resources and activities
- **Inadequate communication** within the HR deal team and with other deal teams across the company
- **Changes in the direction or scope of the HR team** that can derail alignment, priorities and integration/separation work
- **Slippage in the schedule** for executing HR's deal work
- **Insufficient HR resources** or an HR team with limited deal experience

HOW MERCER CAN HELP HR ACHIEVE DEAL SUCCESS

We offer a range of M&A PMO services that can be tailored to your specific needs.



WHY MERCER?

- **M&A experience** – a comprehensive understanding, gained from advising clients on hundreds of deals each year, of the deal process, legal constraints, key risks and timing drivers to ensure that HR's activities are prioritized and aligned with business needs and deal objectives
- **Global expertise** – deep experience in overcoming the unique challenges of cross-border deals
- **HR knowledge** – skilled professionals who are knowledgeable about the key HR programs and processes that will add the most value based on the timing, integration and synergy expectations of the deal
- **Project management skills** – experienced project managers with proven skills, methodologies and tools to ensure an accelerated project launch; the effective ongoing management of dependencies, risks and tasks; and a successful knowledge transfer to the HR team

LEARN MORE

To learn more, download our report *People Risks in M&A Transactions*, Mercer Research Report:
www.mercer.com/our-thinking/survey-people-risk.html

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