Joint IMO Kickoff
Acquirer and Acquired Co.

Understand how we will work together:
- Review rules of engagement to ensure pre-close compliance with HSR guidelines
- Review our integration process, structure, roles, and responsibilities
- Build a solid foundation for ongoing teaming and collaboration

Begin collaborating to enhance and evolve work in progress:
- Review Day 1 messaging and key elements of the communication plan
- Discuss & prioritize Day 1 and First 30 day initiatives and priorities
- Align around the workstream objectives outlined in the team charter drafts

Begin integration workplan development:
- Review next steps and timing for collaboration & workplan development
IMO Responsibilities

Integration Management Office (IMO):
- Architect and manage the master integration timeline, all related activities, planning & execution deliverables
- Assist with development of the integration plans for each workstream team
- Provide tools & templates to help manage the work
- Establish reporting framework for effective week-to-week management
- Addresses cross-team dependencies and opportunities
- Identify and escalate issues and risks
- Support stakeholder communication planning & execution
- Secure auxiliary resources where needed

Acquirer IMO Support:
- Names here

Pritchett Support:
- Pritchett: Engagement lead
- Pritchett: IT Support
- Pritchett: Communications Support
- Pritchett: IMO support
Executive Steering Committee (ESC) & Heads:
- Provide strategic direction & integration priorities
- Resolve major escalated issues
- Ensure appropriate resources are provided
- Confirms planning assumptions and expedites decision needs
- Provide guidance on master integration timeline, activities & deliverables
- Drive stakeholder communication planning key messages and execution
- Prioritizes strategic value-capture priorities and synergy initiatives

Team Leads:
- Lead all integration planning and execution activities for functional area
- Manage all assigned initiatives
- Keep integration plans updated
- Develop, track, and manage workplan progress and issues
- Ensure completion and adherence to the scope identified for area(s)
- Partner with counterpart to manage workflow
- Establish any sub-teams required for workstream completion
- Work with other team leads to determine interdependencies
- Adhere to pre-close rules of engagement
Team Charters
- Business Unit and Corporate Function Integration Objectives and Initiatives
- Day 1 Mandatories
- Sub-Team Members
- Issues, Risks, Dependencies

Dec/Jan/Feb

IMO Kick Off

Communication Planning
- Day 1 & Welcome Week Deliverables
- Day 1 Messaging

Data Harvesting
- Data Requests
- Meeting Requests

Close

Teams begin working together on Integration Workplans and Communication Plan Deliverables

Timeline

Fulfillment and sharing of approved data to inform workplan development
Data Harvesting

What is Data Harvesting?
- The process of requesting/sharing data necessary to inform work plan development
- All requests must adhere to a defined process as established by legal...no exceptions

Acquirer and Acquired Co. Legal teams determine if the data requested is:
- Non-Sensitive: OK for integration team to review
- Sensitive: gives a business a competitive advantage or influence...can’t be shared until close

Data will be managed in a secure Virtual Data Room (VDR)
- Folder for each team (e.g. IT, Finance) with controlled access
- Folders for holding sensitive data (called Clean Team and Legal Only)
Communication Plan Focus

“Who’s who? How do I get things done?”

“What’s happening? How am I affected?”

“What does this company stand for? Do I want to work here?”
Day 1 & Welcome Week Vision

Day 1

Objectives
1. Close the Deal
2. Make a Good First Impression
3. Communicate with Key Stakeholders
4. Begin to Align the Organization

Scope
- **Corporate** – Ensure consistent message and coordinated outreach to key stakeholders
- **Cultural/Engagement** – Positive, informative and engaging introduction
- **Functional** – Provide employees with information needed to function on Day 1
- **Branding/Signage** – Consistent signage & branding

Welcome Week

Objectives
1. Make a Good First Impression
2. Maximize Touch Points
3. Begin to Align the Organization

Scope
- Welcome Teams: Leader & HR
- Authentic interaction – minimal “pomp”
- Connect with employees formally, informally
- Simple
- Locally Owned
## Day 1 Deliverables - Playbooks

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Creator</th>
<th>Spokesperson</th>
<th>Audience</th>
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</thead>
<tbody>
<tr>
<td>Employee Playbook</td>
<td>Pritchett</td>
<td>Managers (Acquirer &amp; Acquired Co.)</td>
<td>Employees (Acquirer &amp; Acquired Co.)</td>
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<tr>
<td>Facility Playbook</td>
<td>Pritchett</td>
<td>All Facility Managers (Acquirer &amp; Acquired Co.)</td>
<td>Local Audiences (employees, communities)</td>
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<tr>
<td>Customer Playbook</td>
<td>Pritchett</td>
<td>Sales &amp; Marketing Organizations (Acquirer &amp; Acquired Co.)</td>
<td>Customers</td>
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<tr>
<td>Supplier Playbook</td>
<td>Pritchett</td>
<td>Supplier-Facing Teams (Acquirer &amp; Acquired Co.)</td>
<td>Suppliers</td>
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<tr>
<td>Welcome Week Playbook</td>
<td>Pritchett</td>
<td>Welcome Week Teams</td>
<td>Acquired Co. Facility Employees</td>
</tr>
<tr>
<td>Master Day 1 Timeline</td>
<td>Pritchett</td>
<td>Various</td>
<td>All</td>
</tr>
<tr>
<td>Welcome Week Schedule for Execs</td>
<td>Pritchett with local resources</td>
<td>Welcome Week Teams</td>
<td>Acquired Co. Facility Employees</td>
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# Day 1 Deliverables - Collateral

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<th>Deliverable</th>
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<tbody>
<tr>
<td>Resource Guide</td>
<td>Content – Workstream Leads Compile – Pritchett</td>
<td>N/A (Hosted on Intranet)</td>
<td>All Acquired Co. Employees (primarily salaried, but universally accessible)</td>
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<tr>
<td>Day 1 Video Message</td>
<td>Pritchett</td>
<td>President</td>
<td>All Acquired Co. employees</td>
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<tr>
<td>Day 1 Newsletter</td>
<td>Pritchett</td>
<td>TBD</td>
<td>All Acquired Co. employees</td>
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<tr>
<td> Leader letter</td>
<td></td>
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<tr>
<td> Org News</td>
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<tr>
<td> FAQs</td>
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<tr>
<td> Other</td>
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<tr>
<td>Day 1/Welcome Week Leader “Stump Speech”</td>
<td>Pritchett</td>
<td>All Acquirer Senior Leaders &amp; Welcome Week Teams</td>
<td>Acquired Co. employees (this may be tailored by business unit)</td>
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<td>Signage Templates</td>
<td>Coordination - Pritchett</td>
<td>N/A</td>
<td>Facilities</td>
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<td> Safety</td>
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<tr>
<td> Other</td>
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Presentation

This entire presentation in PowerPoint format, including 25 additional slides (not part of this PDF), can be accessed online by:

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- Merger Integration Certification Workshop attendees https://www.mergerintegration.com/merger-integration-certification-workshop