You have a company in play.  
There’s a lot of money at stake here.  
People are watching.  

And you’re under the gun to make it work.  
A few months from now you’ll be the hero or the guy they hang.
Perhaps you think the integration will be one of the most complex projects you have ever tackled. And you are worried because you are already stretched pretty thin and short on resources.
The more you mull over the merger, the more questions you have. The unknowns bother you like a swarm of aggressive mosquitos on a hot, summer evening:

- Is the integration budget too tight?
- Are deadlines too aggressive?
- How long will it take to integrate systems?
- Do the executive teams share the same expectations?
- Are the synergy targets inflated?
- How badly will the cultures clash?
- Who will stay and who will go?
- What oversights could doom the integration?

You’re living with a lot of questions at this point. However, you do know some things about your deal after the deal. You will carry a larger workload and face greater demands. You are excited about the challenge as well as wary of it. A few bad breaks and possibly all hell could break loose... under your watch.

You would feel less vulnerable if you added resources to your team. Not ordinary resources, but experienced merger integration specialists who could protect your blind side... handle threats you may miss... provide knowledge you may not have.

Unfortunately, finding merger integration experts is no cakewalk. They are far fewer in numbers than your typical hires so the recruiting process may take longer and require more effort.

An alternative to hiring employees is using consultants. Unfortunately, there is no Angie’s list or Consumer Reports that evaluates management consulting firms. And there are thousands of them out there to choose from. The majority are small and not well-known, while a few are large and widely recognized.
GLOBAL CONSULTING FIRMS

The consulting giants, all of whom sell merger integration consulting, are big for a reason. They hold several advantages over their smaller rivals:

Cachet
Many executives believe a decision to hire a well-known large consulting firm will give them some air cover. They may hope the saying that “nobody ever got fired for hiring (insert mega-sized firm name here)” is true. It isn’t. Nonetheless, the cachet of a global firm’s brand can carry powerful influence in boardrooms.

Incumbents
Some executives prefer to purchase a range of diversified things from a single big “one-stop consulting shop.” This eliminates the effort to sell others inside a company on the merit of using a new consultancy. Re-hiring the incumbent, even when it plans to staff an M&A project with an entirely new roster of consultants, can be the path of least resistance.

Longevity
The largest management consulting firms, with the exception of Arthur Andersen, have withstood the test of time. They were all founded many decades ago. Smaller firms may be perceived as riskier bets because they usually have a shorter track record.

Practically Everywhere
The global firms are usually the leading contenders for M&A integration consulting work that spans several continents. They can claim they have the ability to perform a high number of tasks concurrently over a wide range of geographies.

Smart, Newly Minted MBAs
If you want to work with young, uber-smart MBA graduates, the big firms hire them every year in the thousands. Several of these consultancies recruit from Stanford, Wharton, Harvard, and other elite schools. The academic pedigree of their employees is a top selling point.

Manpower
The goliath firms, with their vast resources, are built to staff mega-sized consulting engagements. They can quickly (and eagerly) blanket integrations with consultants.
For the past three decades, PRITCHETT has competed for M&A integration work against the largest consultancies in the world. Even though we are closer in size to David than Goliath, our firm is a formidable, powerful challenger. We succeed because we are different than our rivals and clients value our uniqueness:

Proven Thought Leadership
If you want to know how much a firm actually knows about merger integration, read what they have to say about it. If they have only published a few surveys or authored a couple of white papers, perhaps M&A integration is not their core competence.

PRITCHETT has sold over two million of our M&A and cultural integration books, more than all other firms combined. Plus, we have published almost one hundred of our insightful articles on MergerIntegration.com.

While anyone can tout their in-depth expertise, our books and articles demonstrate ours. We are, without question, the thought leader in M&A integration.

True Specialists
Large consultancies only dabble in M&A integration consulting. It is a sideline business that generates a sliver of their sales. When M&A market activity declines, they usually redeploy their consultants from merger integration to other areas in higher demand. PRITCHETT’s merger professionals exclusively focus on merger integration all the time. As a result, their expertise is “narrow and deep” rather than “broad and shallow.”

Our consultants do not try to be everything to everyone. They know the true expert in any field is the specialist, not the general practitioner.
$50 Million to $2.0 Billion

PRITCHETT has consulted on M&A transactions valued at over $400 billion, including the largest pharmaceutical, oil and gas, financial exchange, and bank mergers in history.

However, since huge mergers comprise only a very small percentage of the deal universe, the majority of our work is on smaller transactions. Most of our deals are valued in the range of $50 million to $2.0 billion. That is our sweet spot. It’s where we have calibrated our M&A integration methodology and developed our lean consulting staffing model to work the best.

We staff according to what most integrations require, usually just a few consultants focused on what’s most important. While we consider such projects significant, a firm that employs tens of thousands of consultants might not.
15-Year Minimum

In large consultancies, on average, for every partner there are two or three project managers and about ten to twelve junior consultants (according to statistics compiled by the Management Consultants Association). The partners typically land the contracts, but teams of junior consultants usually perform the bulk of the actual work.

Now, just suppose the partners were to staff a project with one high-paid, experienced consultant in lieu of several relatively low-paid, entry-level ones. Then, the engagement would be less profitable because the rookie consultants generate the highest margins (bill rate/actual cost) in the organization. They’re the money mills. Generally, the more of them on an engagement, the more cash the consulting firm pockets. This assumes inexperienced, very bright youngsters, with some direction from a project manager, can deliver good work.

PRITCHETT does not rely on twenty-somethings. Each of our consultants has at least 15 years of experience leading M&A integrations. They know, without any coaching, how to:

- Build credibility quickly with management and rank-and-file employees
- Balance competing priorities between scope, time, cost, resources, and risks
- Customize an integration methodology on the fly
- Juggle multiple tasks that require urgent attention
- Identify hotspots before they flare out of control
- Manage people issues with finesse
- Reconcile mission-critical cultural differences

Given that millions are at stake, and there are no dry runs, acquirers should think twice before they turn their merger into a training ground for consultants.
Unique Value

Four years ago, our firm gathered the best of our deliverables from 35 years of M&A integration consulting projects and put them online. We developed MergerIntegration.com—the richest, most comprehensive, library of M&A integration playbooks, tools, templates, videos, presentations, handbooks, methodologies, assessments, and articles in the world.

Now, we also design intranets for acquirers—their own versions of MergerIntegration.com—with the documents they select from our website.

A custom site built by PRITCHETT helps integration teams:

- Save hundreds of hours that they would have otherwise spent developing checklists, presentations, and reports from scratch
- Tailor templates for particular needs
- Upgrade their processes with best practices from the playbooks of other acquirers
- Develop a central repository for integration documents
- Access data via workstations, tablets, and phones
- Organize files by workstreams
- Update plans and schedules
- Track progress against milestones
- Create and maintain an executive dashboard
- Archive lessons learned
- Control who has access to what information
- Maintain answers to rolling FAQ’s

We supply a wealth of instructive, field-proven information to meet the needs of serial acquirers who want to develop a core competence in M&A integration (a market largely ignored by our competitors).
PRITCHETT’s methodology is easy to follow and well-organized. It’s a streamlined, repeatable process not weighed down by extraneous junk. We made room for more of what matters by eliminating what doesn’t.

Some M&A advisors pitch integration methodologies with complicated rules that create confusion and add no value. In some cases, acquirers feel compelled to hire consultants on an ongoing basis to navigate the very complexity built into the process by the same consultants.

An effective methodology should make an organization more capable and less dependent on outside experts. PRITCHETT’s approach is highly teachable. Not over-engineered. A person needs common sense and resolve, not an advanced physics degree, to understand and apply it.
We offer our consulting services from the start of integration planning to the conclusion of the implementation:

**Integration Planning**
Define “integration complete” and develop a clear roadmap to get there on time and within budget.

**Day 1 Planning**
Create an airtight Day 1 game plan that builds trust and instills confidence.

**Playbook Development**
Upgrade integration processes by comparing them to our proven, world-class best practices.

**Integration Implementation**
Set a brisk cadence, apply a disciplined approach, and recalibrate plans as necessary.

**Culture Due Diligence and Integration**
Identify and reconcile mission-critical cultural differences.

**Communications**
Offer innovative PRITCHETTclips solution that helps companies achieve wall-to-wall alignment.

**Organization Redesign**
Develop a staffing process that is fair, expedient, and appropriate for the deal.

**Post-Merger Audit**
Capture lessons learned and document opportunities for integration process improvements.

Visit [MergerIntegration.com](http://MergerIntegration.com) or call 800-992-5922 to learn how PRITCHETT consultants can help you run a fast, efficient, value-focused integration.