

Merger & Acquisition Integration

Merger of two Trans-Tasman Professional Bodies

Challenge and Objectives

During 2010, the Boards and senior management teams of two substantial professional bodies in Australia and New Zealand agreed a Memorandum of Understanding to explore a merger.

This merger was identified as the best option to create a stronger and more agile institute and also create value in its own right, as the first step in a continuing strategic journey to a bigger future.

The new merged entity comprised 90,000+ members and approximately 500 staff, with combined revenues of more than A\$125m.

The professional body approached Generator Talent to advise and assist on the Organisational Design and Change Management activities required to successfully create the new combined business entity.

How Generator Talent Helped

Generator Talent worked with the two professional bodies in Australia and New Zealand to advise and deliver a transformational Organisational Design and Change Management strategy that comprised five key streams:

1. Organisational Design
2. Change Management
3. HR Implementation
4. Process Mapping & Redesign
5. Information Systems

The initial work was to provide both Boards of the feasibility of the merger, the requisite actions to be undertaken, and the costs and benefits in creating the new entity. Through this process, we developed a range of possible 'future state' organisations, taking initiative to influence the Boards to recognise the opportunity to create a new, modern and efficient organisation that could better serve its members needs and position itself for sustainable growth in the future.

Generator Talent developed the Organisational Design and Change Management plan in four phases. This four-phased approach is our 'reference model' in organisational consulting:

DISCOVER

Developing a deep understanding of the organisation, its strategic imperatives, existing structures, relevant documentation and stakeholders. We worked with the internal project team to map key networks, define projects scopes, milestones, outcomes, benefits and costs, and developed a detailed blueprint of how the work would occur.

DESIGN

Designing how the organisation design phase would occur, developing structures, roles and responsibilities. Generator Talent worked with internal leaders and staff, also focusing on process and systems. At the same time, we worked to develop and lead a Change Plan that addressed all communication, engagement, rewards and learning.

DELIVER

We outlined how best to deliver the organisation outcomes, in particular the delivery of the five key areas of the organisational design and change management strategy; oversee the change teams and coach/mentor internal leaders involved in implementation.

SUSTAIN

This step is undertaken to ensure the work completed is sustained and continues to be effective following on from the initial scope of the assignment. For this assignment, we outlined an approach to implementation, change alignment assessment, and finally developed an alignment/sustainment plan that could be passed over to the internal leaders responsible for ongoing stewardship of the enterprise.

Results

Both Boards of the existing professional bodies endorsed Generator Talent's plan, and regarded it as an outstanding approach to what could be seen as a complex and sensitive organisational merger. This phase of work concluded with a very clear picture of the new merged entity's organisation structure, operating model, headcount and cost base, and provided confidence to the Boards and existing management that the feasibility of the merger was real.

Because of our ability to implement, we then led four of the five implementation work streams in the plan, involving a substantial number of our team over a two-year period. From designing the integration, we effectively led the people-related work streams of what became a significant and successful merger.