

# M&A

## POST ACQUISITION INTEGRATION



### ORGANISATION

- Global Fire protection company (NYSE Fortune -500)-
- \$10b, 69000FTEs, in 50 countries
- region MENA \$200m

### SCOPE

Local distributor in Turkey has been acquired , so the integration with MENA regional structure was required

### FINDINGS

- Local company with lack of the developed corporate procedures
- Lack of advanced ERP system
- Lack of reporting System
- Poor Compliance policy
- very limited budgeting
- no Internal Controls System
- delayed closing procedures

### CHALLENGES

- Generally poor control environment
- Lack of Risk based approach understanding
- not all staff speaking English
- Cultural differences
- Low Employee Morale
- Lack of USGAAP knowledge
- Low level of corporate accounting

### ACTIONS

- situation assessment
- build integration team
- develop integration strategy
- integration roadmap
- processes alignment
- System integration:
  - accounting - SAP implement.
  - reporting - HFM implement.
- review of contracts (portfolio)
- Cust & supplier ledger integration
- permanent monitoring.

### DELIVERABLES

#### 1. IT systems integrated

SAP implemented, team trained, Hyperion Implemented - Historical data transferred

#### 2. Full integration with corporate structures

processes and procedures implemented. Local staff trained and understanding the importance to follow policies. Alignment of culture, work style, and values

#### 3. Proper reporting and forecasting

Reporting, Budgeting, Forecasting, Quick and efficient month/year closing process. Change of the target from top line onto bottom line (profitability)

#### 4. Efficient ICM dep't (Internal Controls)

Well functioning and efficient Internal Controls , smoothly managed SOX process, Proper Segregation of Duties

### EXPERTISE applied



#### Finance & accounting

- Strategic Fin. Planning, Execution
- Budgets/Forecasts/Actual P&L/BCF
- FP&A, Statutory, Group Reporting
- Financial and reporting discipline

#### Risk management

- risk identification and evaluation
- promoting risk approach culture

#### Change management

- addressing staff concerns,
- facilitating cultural alignment
- operational processes streamlining

#### Project management

- proper process planning
- roadmaps preparation and execution
- efficient resources allocation

#### Ethics & integrity

- Promoting a Culture of Integrity

#### IT systems

- HYPERION, SAP,

#### Internal controls and compliance