

# STRATEGIC ELEMENT OF DEAL SUCCESS: MERCER'S HR M&A PROJECT MANAGEMENT OFFICE

Mercer's end-to-end approach to HR M&A project planning and management is an important form of risk management – and managing risks to value creation is at the heart of successful deals. Failure to achieve the objectives of a transaction – whether related to due diligence, Day 1, synergy capture, integration goals or strategic intent – is often traced to the failure to manage the deal's process.

The right deal outcomes also depend on solid strategic and technical HR advice. Mercer's HR 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 critical to HR's contribution to deal success.



## VALUE TO OUR CLIENTS: SPEED, MOMENTUM, AGILITY

- Clear focus on key priorities and people issues, in one or multiple countries that influence value creation
- Urgency and drive for project delivery to maintain the deal's timeline
- Clear ownership 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



## WHAT IS MERCER'S GLOBAL HR M&A PMO?

Mercer's M&A Project Management Office helps our clients achieve strategic deal objectives through the disciplined management of the HR process and content in multiple interdependent work streams, with governance, knowledge, processes, tools and skills specifically suited to unique transaction risks of scalability, ambiguity and speed.

For more information, visit [www.mercer.com/mergers-acquisitions](http://www.mercer.com/mergers-acquisitions)

## HOW MERCER CAN HELP HR ACHIEVE DEAL SUCCESS

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

SETUP	LAUNCH
<ul style="list-style-type: none"> <li>• Governance advice</li> <li>• Protocol design</li> <li>• Tool setup</li> </ul>	<ul style="list-style-type: none"> <li>• Team kickoff/training</li> <li>• Tool training</li> <li>• Initial planning</li> </ul>
MANAGEMENT	
<ul style="list-style-type: none"> <li>• Experienced project manager who provides proactive project leadership and direction</li> <li>• Blend of strategy and execution</li> <li>• Clearly defined standards for governance, performance and decision making</li> <li>• Systematic work processes, measurement and reporting</li> <li>• Effective communication</li> <li>• Accessible, reliable and actionable information</li> </ul>	

In all three models, we help our clients connect in the right way with PMOs at the enterprise level and in the operating and functional areas of their companies.

What clients tell us about the risks of ineffective management of the deal process:

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

### WHY MERCER?

- M&A experience – from advising clients on hundreds of deals each year, a comprehensive understanding 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 overcoming the unique challenges of crossborder deals – difference in working styles, language, HR environment
- HR knowledge – skilled professionals, knowledgeable on 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; effective ongoing management of dependencies, risks and tasks; and knowledge transfer to the HR team