

Client Experience Summaries: Merger Integration

Engagement: Post Merger Integration

Client: Provena and Resurrection Hospital Systems



Business Challenge:

Create a post merger integration framework to support the merger of 2 large regional healthcare systems.

Background:

The merger of 2 of the largest Catholic healthcare systems required the development of an integration framework to help assimilate 12 hospitals, 28 senior facilities, more than 50 primary and specialty clinics, and over 22,000 employees. The combined value of the newly formed entity was over \$3 billion.

Deliverables:

- ▶ Conduct an Integration readiness assessment to pinpoint areas of focus and need
- ▶ Operationalize an IMO (Integration Management Office)
- ▶ Provide guidance on 22 functional plans comprising over 300+ integration projects
- ▶ Provide execution support for Human Resources, IT, Finance functional areas

Engagement: Post Acquisition Integration

Client: Sprint Nextel



Business Challenge:

Integrate various subsidiaries and joint venture properties into the newly merged Sprint Nextel corporation.

Background:

The merger of Sprint Nextel created the need for the new entity to acquire and integrate more than half a dozen affiliate subsidiaries and joint venture companies over a rolling 18 month timeframe. Acquisition value for combined entities to be purchased was over \$25 billion.

Deliverables:

- ▶ Created a sustainable, repeatable integration model, timetable, and IMO (Integration Management Office) reporting to the company C-suite level
- ▶ Created clearly defined integration leadership and decision-making processes
- ▶ Designed and implemented a strategic and comprehensive communications strategy



Engagement: Post Integration Optimization
Client: MGM Resorts International



Business Challenge:

Address post merger integration challenges to help optimize shared service functions.

Background:

The combination of multiple hotel and resort groups into a single entity created the need for more robust shared service marketing functions that were not addressed as part of the initial integration workstreams. The newly formed company was performing well but needed to create a strategy and customer relationship management function to serve the needs of 17 properties across the country.

Deliverables:

- ▶ Created an operational model for new Strategic & Relationship Marketing Department (SRM), complete with job descriptions, intradepartmental process flows, key functional workstreams and deliverables , and budgets
- ▶ Managed 90 day project management organization to fully operationalize the new SRM department

Engagement: Integration Playbook
Client: Itochu International



Business Challenge:

Create a comprehensive and scalable integration playbook to help guide integration activities for Itochu's North American acquisitions.

Background:

ITOCHU International is the North American flagship company of ITOCHU Corporation. ITOCHU International provides trading services for more than 20,000 items and manages a portfolio of 27 subsidiaries and affiliates as well as a diversified range of investments. Headquartered in New York and operating in the US, Canada and Mexico, the company is involved in a wide variety of businesses, with particular strength in the machinery, aerospace and electronics, food, forest products, chemicals, energy and alternative energy sectors.

Itochu's ongoing acquisition volume necessitated a more defined and repeatable "playbook" for its corporate staff to manage integration activity.

Deliverables:

- ▶ Created a scalable integration process and framework that accelerates operating and business benefit goal realization
- ▶ Created an integration playbook and dozens of templates, tools and processes to create a core competency to support ongoing integration activity
- ▶ Provided a web-based platform to monitor integration workstreams and performance metrics
- ▶ Supported and trained corporate integration teams



Engagement: Pre Integration Assessment
Client: Itochu International Chemical Division



ITOCHU Chemicals America Inc.

Business Challenge:

Perform pre-closing integration assessment to inform a final proforma financial summary.

Background:

The planned merger and consolidation of 3 chemical subsidiaries required an integration summary to inform final proforma financial statements as part of pre-closing due diligence.

Deliverables:

- ▶ Conducted on site interviews and intergration readiness assessments with key executives of subsidiaries
- ▶ Prepared post closing integration workstream summary and budgets for corporate due diligence package
- ▶ Created 90 day integration plan



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