

90-Day Acquisition Integration Playbook Execution

Case Study

Background

Our client maintains an aggressive acquisition strategy to gain regional market share. Our client desired a playbook to run their integration process repeatedly.

We used our playbook on this \$28M tuck-in acquisition to integrate the Seller's management, systems, and accounting functions into the platform in 90 days.

Objectives

- + Implement cash control over collections, disbursements, and forecasting.
- + Implement close process and timeline aligned to the acquirer.
- + Implement flash reporting on days 3-5.
- + Prepare networking capital and purchase price allocation.
- + Transition controller duties to acquirer accounting team.
- + Integrate acquired business unit into platform systems.
- + Train and go-live on platform systems at acquired site.

Solutions

- + Implemented cash control and forecasting within first 30 days.
- + Implemented flash reporting, close, and reconciliation in first close cycle under interim management.
- + Maintained net working capital tracking resulting in desirable, on-time settlement.
- + Transitioned controller duties and supported on-time go-live of system transition.

Successfully integrated acquired business unit within first 90 days

Manufacturing + Distribution

INDUSTRY

140 EMPLOYEES

\$28M

ANNUAL REVENUE





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Onboarding Program	Pre- Close	0 - 30	31 - 60	61 - 90
Strategy Execution Roadmap				
Develop path to success for management based upon each value enhancement objective (VEO).			1	
Align key performance drivers to leaders and functions to achieve each objective (VEO).				
Develop management dashboard to track and maintain accountability for each objective (VEO).				
Evaluate management team and functions' ability to execute.				
Value Enhancement Programs				
+ Develop program with management to execute on objectives				
PMO process supporting each leaders' execution of the objective (VEO).				
Platform Enhancement				
+ Transition Cash Control			1	
+ Ensure access to all cash accounts				
+ Ensure accurate reporting of cash availability				
Ensure proper signatory access following change of control			J	
+ Ensure Payroll process control			1	
+ Transition to go forward payroll provider (if necessary)				
+ Ensure census and function alignment for reporting				1
Evaluate allocation methodology for benefits and taxes				J
+ Purchase accounting			1	
+ Prelim Purchase Accounting (Equity, Debt, Goodwill)				
+ Finalize Purchase Accounting (Valuation, Intangibles, etc)				
Implement earnout and working capital settlement tracker				
+ Accumulate dispute support (evidenciary support, photos, etc)				
Assess accounting & finance function 's ability to support intelligence needs				1
+ Evaluate process flows for integration (deficiencies, differences, challenges)				
Evaluate system environment for integration				-
+ Prepare functional objective vs personnel capability alignment matrix				J
Implement acquirer's reporting objectives			1	
+ Remap Chart of Accounts to Diligence Reporting or Go-Forward Reporting				1
Convert to Accrual based accounting				1
+ Catchup and reconcile opening balance sheet				1
Monthly reporting objectives (control, timeliness & accuracy).				1
+ Create close calendar				
+ Proctor close to report cycle to meet required timelines				
+ Establish reconciliation control process				
+ Build acuracy analysis process - Mosthly Constitute & Financial Paractics Quarterly Business Paylous & Investment Council Paractics				
+ Monthly Operating & Financial Reporting, Quarterly Business Review, & Investment Council Reporting				
Forecasting + Insight Visibility				
Cash Flow forecasting (Outlook & 13 week)				
+ Forecasting process				
Basic reporting package POWERBI				
+ Daily Revenue Reporting				
+ Daily Cash				
+ Accounts Receivable Aging				
+ Accounts Receivable Aging				1
+ Financial Reporting (PL, BS, CF)				
KPI reporting aligned to the VEO				
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