

The structure is excellent for ensuring a comprehensive Post-Merger Integration (PMI) plan. Speed and value realization are paramount in any MBB-led acquisition project.

Here is the comprehensive action plan for the **Post-Merger Integration (PMI)**, generated using the mandated structure and perspective of a Senior Partner.

Comprehensive Action Plan: Post-Merger Integration (PMI)

Section	Content
Preamble/Role	Senior Partner, MBB Firm. The company is a technology leader that has acquired a key strategic competitor (value >\$1 billion) to gain critical intellectual property, expand market share, and eliminate redundant infrastructure.
Core Mandate	Design a comprehensive action plan for a 12-month Post-Merger Integration (PMI) . The plan must prioritize capturing \$200 million in run-rate synergies, aligning the combined culture, and ensuring Day 100 operational stability across all core functions (Finance, HR, IT, Sales).
Objective	Capture 90% of the target \$200 Million run-rate synergies and achieve full systems and personnel integration (excluding core product systems) by Q4, Year 1 (12 months post-close).

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Compelling Why	The success of this acquisition hinges on rapid integration to prevent customer churn and talent flight. The quantifiable \$200M synergy target is composed of 70% OpEx reduction (IT platform consolidation, redundant role elimination) and 30% revenue uplift (cross-selling, unified GTM model). Failure to realize these synergies quickly would result in a 20% negative impact on expected IRR (Internal Rate of Return), making speed and meticulous execution the core strategic imperative.
Approach	Phase 1: Pre-Close Planning (3 Months): Finalize Day 1 operational plans, select IMO leadership, identify 80% of cost synergies, and define the integrated organization structure (down to VP level). Phase 2: Day 1 Readiness & Stabilization (1 Week Post-Close): Execute critical legal, communication, and systems switchovers (payroll, basic IT access). Focus on stabilizing essential employee and customer services. Phase 3: Day 100 Stabilization & Synergy Launch (Months 1-3): Validate synergy targets, implement interim processes, make all critical talent decisions, and stabilize high-priority functions. Phase 4: Full Integration & Value Capture (Months 4-12): Execute systems migration, complete organizational structure implementation, track synergy realization, and align cultural norms.

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Organization	Steering Committee (SteerCo): Chaired by the CEO/COO, meets bi-weekly. Focuses on major budget approvals, strategic trade-offs, and resolving cross-functional disputes. Integration Management Office (IMO): Led by a dedicated, high-potential executive (reporting to the COO). Responsible for overall plan management, cadence, risk reporting, and synergy tracking. Functional Workstreams (10-12): Dedicated teams (e.g., Sales, HR, IT, Finance) with a lead from both the Acquirer and Acquiree, focused on integration activities within their respective domains.
Processes & Governance	Decision-Making Framework (Tollgates): Implement clear Tollgate Reviews (e.g., Day 1, Day 100, Full Integration) where functional leads must present readiness metrics for sign-off. Conflict Resolution: All integration conflicts are routed through the IMO for initial resolution; if unresolved within 48 hours, the issue is escalated to the SteerCo. Synergy Tracking: Mandate weekly tracking of synergy initiatives using a single, unified Synergy Tracker Dashboard, validated monthly by the CFO's Value Realization Office.

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Key Deliverables	Phase 1: Day 1 Communication Scripts (Internal & External), Final Target Organizational Chart (Org Chart), IMO Charter, and Workplan. Phase 2: Day 1 Employee Welcome Package, Functioning Payroll and Benefits Enrollment System, Consolidated Key Vendor Contracts. Phase 3: Full Talent Selection Decisions (down to Director level), Revised Operating Model Blueprint, Confirmed Synergy Baseline, and 100-Day Synergy Achievement Report. Phase 4: Consolidated IT Landscape Roadmap, Unified Sales Compensation and Incentive Plan, Final Culture Survey and Alignment Report.
Critical Risks & Mitigation	1. Key Talent Attrition: 25% of high-potential leaders from the acquired company resign within 90 days. Mitigation: Identify "Integration Critical" talent early (pre-close) and offer targeted 12-month retention bonuses and immediate clarity on their future roles in the combined organization. 2. IT System Incompatibility: Core product or financial systems are unable to communicate, halting reporting. Mitigation: Prioritize the use of interim APIs and middleware for critical data exchange (e.g., revenue, inventory) and limit systems migration to only non-core/back-office systems in the first 6 months. 3. Cultural Clash: Differing norms (e.g., risk appetite, decision speed) reduce productivity. Mitigation: Mandate Culture Alignment Workshops for the top 200 leaders and establish three shared "Ways of Working" principles that are publicly reinforced by the CEO.

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Change Management Plan	Strategy: Focus on "Unified Purpose" over "Cultural Assimilation." Conduct a Culture Assessment in Phase 1 to identify key differences and non-negotiables. Leadership Workshops: Hold off-site alignment workshops for the top 50 leaders to agree on the new values and decision cadence. Communication: Implement a high-frequency, transparent communication plan (e.g., weekly FAQ videos from the IMO lead) that acknowledges uncertainty and celebrates small integration milestones.
Crucial Additional Element	Success Metrics (KPIs): Lagging Indicators: 1. Synergy Realization % against target (% of \$200M captured). 2. Key Customer Churn Rate (compared to pre-acquisition baseline). Leading Indicators: 3. Employee Retention Rate (for "Integration Critical" talent group). 4. IT Integration Milestones Completion % (e.g., 75% of back-office systems consolidated). 5. % of employees reporting high clarity on their new role and responsibilities.