STONEHILL

Post Merger Integration Plan

Close Date:

Instructions: This checklist has been created to provide an initial starting point for managing a Post Merger Integration (PMI) project. Each PMI project will have a unique set of circumstances, so items within this template may need to be augmented, edited, or deleted. It is encouraged that project managers schedule an initial meeting with a cross functional team before closing to review and edit this list and align on pre-close duties

Department	Deliverables	Dependencies/Roadblocks/Notes	Owner	Integration Timeline	Duration (Days)	Start Date	Due Date	Status	Progress
Integration Management	Identify deal type (asset or stock purchase)			Pre-Close				Not Started	0%
Integration Management	Identify stakeholders and integration team members			Pre-Close				Not Started	0%
Integration Management	Establish governance and decision-making processes			Pre-Close				Not Started	0%
Integration Management	Develop communication channels and meeting cadence			Pre-Close				Not Started	0%
Integration Management	Identify potential risks, challenges, and roadblocks			Pre-Close				Not Started	0%
Integration Management	Schedule weekly cadence meetings with each integration function & associated leaders			Pre-Close				Not Started	0%
Integration Management	Schedule PMO meetings with project leads and other stakeholders			Pre-Close				Not Started	0%
Integration Management	Create charters for major function initiatives			Pre-Close				Not Started	0%
Integration Management	Execute weekly cadence meetings			0-10 Days				Not Started	0%
Integration Management	Execute PMO meetings			0-10 Days				Not Started	0%
Integration Management	Record Lessons Learned			30-60 Days				Not Started	0%
Integration Management	Update playbook [Lessons Learned document] with improvement edits to ensure all checklist items are being addressed and that additional efficiencies are being created.			90+ Days				Not Started	0%
Sales	**Customer Retention & Transition**								
Sales	Compile contact list of key customers			0-10 Days				Not Started	0%
Sales	Conduct mapping to identify synergy customers			0-10 Days				Not Started	0%
Sales	Draft plan to communicate transaction to key customers			0-10 Days				Not Started	0%
Sales	Develop and send personal communication to tier 1 customers			0-10 Days				Not Started	0%
Sales	Communicate transition to remaining customers			10-30 Days				Not Started	0%
Sales	**Sales Team Integration**								
Sales	Determine sales meeting cadence			0-10 Days				Not Started	0%
Sales	Identify current sales meetings, processes & expectations to outline differences			10-30 Days				Not Started	0%
Sales	Conduct sales reviews to gauge skillset, challenges, & opportunities			10-30 Days				Not Started	0%
Sales	Set sales targets for newly integrated employees			30-60 Days				Not Started	0%
Sales	Finalize integrated sales process			30-60 Days				Not Started	0%
Sales	Evaluate CRM and integrate accordingly (standardized sales pipeline)			60-90 Days				Not Started	0%
Sales	Determine metrics/KPIs to measure sales person performance			60-90 Days				Not Started	0%
Sales	Develop training materials			60-90 Days				Not Started	0%
Sales	Communicate sales transition & schedule training			60-90 Days				Not Started	0%
Sales	Complete initial sales training			90+ Days				Not Started	0%
Mktg & Comms	**Marketing**								
Mktg & Comms	Determine messaging to communicate the transition to internal and external audiences.			Pre-Close				Not Started	0%
Mktg & Comms	Develop the transition plan			Pre-Close				Not Started	0%
Mktg & Comms	Evaluate marketing assets (Logo, Description, Digital, Print, Brochures)			0-10 Days				Not Started	0%
Mktg & Comms	Determine Combination of service offerings			0-10 Days				Not Started	0%
Mktg & Comms	Determine rebranding needs			10-30 Days				Not Started	0%
Mktg & Comms	Develop content calendar			10-30 Days				Not Started	0%
Mktg & Comms	Add messaging to digital channels on merger			10-30 Days				Not Started	0%
Mktg & Comms	Execute content marketing			60-90 Days				Not Started	0%
Mktg & Comms	Update collateral including brochures, flyers, blog/social media post			90+ Days				Not Started	0%
Mktg & Comms	**Communications**								
Mktg & Comms	Develop a communications plan for internal and external stakeholders.			Pre-Close				Not Started	0%
Mktg & Comms	Develop PR for the external announcement			Pre-Close				Not Started	0%
Mktg & Comms	Draft internal communications for the announcement			Pre-Close				Not Started	0%
Mktg & Comms	Schedule townhalls to communicate updates			0-10 Days				Not Started	0%
Mktg & Comms	Execute communications plan			0-10 Days				Not Started	0%
Logistics & Supply Chain	**Supplier Management**								
Logistics & Supply Chain	Compile list of existing suppliers and contracts			0-10 Days				Not Started	0%
Logistics & Supply Chain	Notify suppliers of ownership change			10-30 Days				Not Started	0%
Logistics & Supply Chain	Review contract pricing/payment terms			10-30 Days				Not Started	0%
Logistics & Supply Chain	Identify suppliers/items to be renegotiated			30-60 Days				Not Started	0%
Logistics & Supply Chain	**Real Estate/Facility Consolidation**								
Logistics & Supply Chain	Conduct audit - evaluate immediate need for relocating inventory			10-30 Days				Not Started	0%
Logistics & Supply Chain	Develop consolidation plan and cost impact			30-60 Days				Not Started	0%
Logistics & Supply Chain	Execute plan			60-90 Days				Not Started	0%
Logistics & Supply Chain	**Evaluation & Standardization**								

Logistics & Supply Chain	Evaluate the existing logistics and supply chain processes, systems, and technologies		0-10 Days				Not Started	0%
Logistics & Supply Chain	Assess existing technology infrastructure and identify any gaps or requirements for new systems		0-10 Days				Not Started	0%
Logistics & Supply Chain	Gather feedback from stakeholders - including employees, customers, and suppliers, to understand their perspectives and challenges		30-60 Days				Not Started	0%
Logistics & Supply Chain	Identify pain points, gaps, or inefficiencies in the current setup		30-60 Days				Not Started	0%
Logistics & Supply Chain	Identify opportunities to streamline and optimize logistics and supply chain processes		60-90 Days				Not Started	0%
Logistics & Supply Chain	Create standardized procedures and guidelines to ensure consistency and efficiency		60-90 Days				Not Started	0%
Logistics & Supply Chain	Implement standards and guidelines		60-90 Days				Not Started	0%
Logistics & Supply Chain	Conduct a thorough evaluation of potential technology solutions		90+ Days				Not Started	0%
Logistics & Supply Chain	Select and implement suitable software, platforms, or tools that provide seamless connectivity and enhance efficiency		90+ Days				Not Started	0%
Acct & Fin	**Evaluation and Opening Balance Sheet**							
Acct & Fin	Conduct audit of acquired company's financial statements, contracts, and relevant documents		0-10 Days				Not Started	0%
Acct & Fin	Evaluate bank accounts and decide to merge or keep separate		0-10 Days				Not Started	0%
Acct & Fin	Reconcile accounts		0-10 Days				Not Started	0%
Acct & Fin	Perform fair value assessment (including assets and liabilities)		10-30 Days				Not Started	0%
Acct & Fin	Adjust opening balance		10-30 Days				Not Started	0%
Acct & Fin	Obtain audit assurance		10-30 Days				Not Started	0%
Acct & Fin	Evaluate financial systems		10-30 Days				Not Started	0%
Acct & Fin	Develop plan to integrate/transition financial systems		30-60 Days				Not Started	0%
	AR/AP							
Acct & Fin	Obtain Vendor list and discount terms		0-10 Days				Not Started	0%
Acct & Fin	Obtain Client list		0-10 Days				Not Started	0%
Acct & Fin	Identify how/where AR and AP will be processed		10-30 Days				Not Started	0%
Acct & Fin	Review AR/AP schedule and adjust as needed		10-30 Days				Not Started	0%
Acct & Fin	Identify internal and external collection efforts		10-30 Days				Not Started	0%
Acct & Fin	Identify standard Invoice Terms and Exceptions		10-30 Days				Not Started	0%
Acct & Fin	Identify any potential bad debt write-offs & reserves		30-60 Days				Not Started	0%
Acct & Fin	**Tax compliance/Insurance**							
Acct & Fin	Prepare Purchase Price Allocation schedules as agreed upon in purchase agreements		Pre-Close				Not Started	0%
Acct & Fin	Document legal entity relationship and determine potential changes for risk management		0-10 Days				Not Started	0%
Acct & Fin	Determine state and local tax filing requirements and register as necessary		10-30 Days				Not Started	0%
Acct & Fin	Coordinate with Legal to address any regulatory issues		10-30 Days				Not Started	0%
Acct & Fin	Review products/services for sales tax application		10-30 Days				Not Started	0%
Acct & Fin	Determine sales tax compliance process		10-30 Days				Not Started	0%
Acct & Fin	Understand current insurance policies and risk profiles and determine management plan		30-60 Days				Not Started	0%
Acct & Fin	**FP&A**							
Acct & Fin	Review Financial Structure, budgeted pro formas, org chart		0-10 Days				Not Started	0%
Acct & Fin	Interview Accounting & Finance Team		10-30 Days				Not Started	0%
Acct & Fin	Document Existing Accounting Workflows		10-30 Days				Not Started	0%
Acct & Fin	Review of additional findings		30-60 Days				Not Started	0%
Acct & Fin	Develop Consolidation Plan on Financials		30-60 Days				Not Started	0%
Acct & Fin	Develop Scorecard (KPIs)		60-90 Days				Not Started	0%
Acct & Fin	Develop and implement workflow for merged companies		60-90 Days				Not Started	0%
HR/Talent	**Workforce Assessment/Integration**							
HR/Talent	Gather and review employee files including contact information, payroll records		0-10 Days				Not Started	0%
HR/Talent	Review and compare org structure including reporting lines, departments, and roles						Not Started	0%
HR/Talent	Outline critical roles to be retained and develop plan						Not Started	0%
HR/Talent	Conduct employee skill and qualification assessment						Not Started	0%
HR/Talent	Evaluate employee engagement and morale - 30 day survey						Not Started	0%
HR/Talent	Identify any international employees						Not Started	
HR/Talent	Identify any employees with special arrangements						Not Started	
HR/Talent	Evaluate and align HR Policies						Not Started	0%
HR/Talent	Comp & Titles: Validate any specific conversations related to compensation, titles, or reporting that have occurred/communicated to target						Not Started	0%
HR/Talent	Ensure meetings are scheduled for discussions on any reporting changes						Not Started	0%
HR/Talent	Review compensation and align pay scales						Not Started	0%
HR/Talent	Training and development - develop plan to address skill gaps, cross-training initiatives, leadership development						Not Started	0%
HR/Talent	Evaluate HR System and determine path forward						Not Started	0%
HR/Talent	**Talent Acquisition**							
HR/Talent	Complete validation of each role with job description and existing title		10-30 Days				Not Started	0%
HR/Talent	Determine future staffing needs		60-90 Days				Not Started	0%

Category	Task			Timeline				Status	%
HR/Talent	Complete full validation of each role, JD, titling, and leveling aligned within system within first 1 year of acquisitions			30-60 Days				Not Started	0%
HR/Talent	Identify strategy for sourcing			90+ Days				Not Started	0%
HR/Talent	Draft job descriptions, if necessary			90+ Days				Not Started	0%
HR/Talent	**Payroll/Benefits**								
HR/Talent	Create and send offer letters			Pre-Close				Not Started	0%
HR/Talent	Draft communication plan for transition			Pre-Close				Not Started	0%
HR/Talent	Review benefits program - identify disparities			0-10 Days				Not Started	0%
HR/Talent	Determine benefits integration (leaving as-is or transitioning to current plans)			10-30 Days				Not Started	0%
HR/Talent	Payroll System - Determine if a payroll integration is needed or if individuals can be hired into existing payroll system			10-30 Days				Not Started	0%
Technology	**IT Assessment**								
Technology	Identify key IT staff are and ensure a retention (or contingency) plan is in place			Pre-Close				Not Started	0%
Technology	Develop and communicate Help-desk procedures during integration			Pre-Close				Not Started	0%
Technology	Obtain SLA information internal and external customers			0-10 Days				Not Started	0%
Technology	Assess and document hardware, software, applications, network capabilities, system configurations, and operational procedures			10-30 Days				Not Started	0%
Technology	Network mapping - draft inventory of network components including routers, firewalls, access points							Not Started	0%
Technology	Asset assessment - document all equipment including physical and virtual							Not Started	0%
Technology	Storage assessment - including types of storage devices, capacity and utilization							Not Started	0%
Technology	Establish connectivity/data exchange between two entities							Not Started	0%
Technology	Hardware: Replace hardware (PCs)							Not Started	0%
Technology	Remove old licenses and archive old accounts							Not Started	0%
Technology	Purchase additional software/enterprise licenses							Not Started	0%
Technology	Assess current platforms, develop migration plan							Not Started	0%
Technology	Evaluate application suite (Office, Email, Zoom, IM, File Sharing)							Not Started	0%
Technology	Evaluate website (technical)							Not Started	0%
Technology	Evaluate CRM, HR/Benefit systems							Not Started	0%
Technology	Evaluate hardware/infrastructure & determine Post-Closing plan							Not Started	0%
Technology	Evaluate Phone and Network plan							Not Started	0%
Technology	Evaluate Help Desk system							Not Started	0%
Technology	**Domain cutover**								
Technology	Set up user accounts and access permissions			10-30 Days				Not Started	0%
Technology	Configure mailboxes for transferred employees			10-30 Days				Not Started	0%
Technology	Configure mail forwarding for transferred employees			30-60 Days				Not Started	0%
Technology	Create training email communication for help desk			30-60 Days				Not Started	0%
Technology	**Security Assessment**								
Technology	Complete Cybersecurity Assessment			10-30 Days				Not Started	0%
Technology	Enroll Security training for staff			30-60 Days				Not Started	0%
Legal	Create document store for all legal documents			Pre-Close				Not Started	0%
Legal	Review Workers Compensation policies			0-10 Days				Not Started	0%
Legal	Review list of existing NDA's			0-10 Days				Not Started	0%
Legal	Address changes in signatory authority so that new management members have appropriate signing rights.			0-10 Days				Not Started	0%
Legal	Identify risks and terms in transaction (terms relating to liabilities, indemnification and payment obligations, Intellectual property rights, termination and renewal rights, revenue recognition, exclusivity, and non-competition)			0-10 Days				Not Started	0%
Legal	Review operations agreements and leases			10-30 Days				Not Started	0%
Legal	Review intellectual property and licensing (patents, copyrights, trademarks)			10-30 Days				Not Started	0%
Legal	Review customer, supplier and third-party vendor contracts			10-30 Days				Not Started	0%
Legal	Review descriptions of any pending or threatened proceedings or investigations before any court or regulatory authority to determine risks and actions			10-30 Days				Not Started	0%
Legal	Determine actions for outstanding claims, pending litigation, arbitration or government investigations			30-60 Days				Not Started	0%