



# Post-merger Technology Roadmap

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We have been providing Management Consulting services to companies for over 8 years, working with several large companies assisting them with a variety of needs. The following study provides an example of typical work we perform.

## The client

- Two companies with a combined revenue in excess of \$450 million had just made a merger deal
- Operations throughout the US and UK

## The problem

- Each of the companies involved with the merger had their own technology perspectives, both with successful, but different technology philosophies
- A new CEO in need of an unbiased evaluation of both environments (technology, architecture and processes) to provide recommendations as how to bring these two companies into one successful technology operation

With each organization believing their technological perspective was the best way, the new CEO of the merged companies needed Kingland to step in, as that unbiased group, to provide assistance with the analysis of the two technology environments.

## The approach to the problem

Our approach to consulting is straight forward and summarized in three words, though the detail in each is comprehensive and detailed:

1. Understand
2. Evaluate
3. Recommend

**Understand** – this is a two-step process of observation and orientation. We first spent a considerable amount of time working with the client to truly understand the world in which they work. We did this by several means, including interviews with employees, reading materials provided to us, systems and environment evaluation, and observation of employees. The goal here is to gather and piece together factual information in a logical form. The second phase of understanding is orienting our discoveries with the objectives of the CEO and the world in which the client operates. Our goal here was to understand the client's goals, assumptions, and constraints and put each of those into context so that we could achieve the overall objectives of the project.

**Evaluate** – our next step in working with this firm was to step back and evaluate each of the pieces we had learned about. This is the phase in which the preponderance of the analysis work comes in, but we don't do this in a complete vacuum. This step required us to also spend time with the client's employees across the organization to follow-up on information gaps, evaluate and test intermediate conclusions, and develop a framework for recommendations.

**Recommend** – our final step to this consulting project was to present our time-phased roadmap recommendations to the CEO and other key individuals within the merged company.

### **Key aspects to the solution**

The goal throughout this project was to provide the newly formed company's CEO with a recommendation on how to bring these two companies together from a technology perspective, and help him achieve his objectives for the new company. Prior to providing our recommendation we sat down with key individuals to discuss what our findings were to ensure the recommendations had a basis in fact. This allowed for two key things to occur:

- First, this interaction allow us to decide on a recommendation based on reality, not simply from the perspective of the limited observation while working through the understanding phase, but also to explore undiscovered considerations from the client's perspective as we performed the evaluation phase.
- Secondly, the interaction allows the individuals involved to fully understand and buy in to our findings as well as provide the individual's time to think about them and provide feedback. This feedback is critical as it can allow us to identify any pieces of the overall picture that the client feels we haven't fully discovered and need to concentrate on in order to provide a complete recommendation with high confidence of success.

After we provided our client with the recommended roadmap to bring the technology perspectives of two companies into one, our engagement was complete. However, we didn't simply walk away, rather we continued to stay in contact with the client to ensure our recommendations were able to be utilized and to offer additional services, as needed. This allowed for both organizations to benefit a few months later when the CIO of the merged companies was interested in working with us to have us evaluate a plan the company had to "refresh" their technology as well as updating their technical support strategy.