



Wilson Perumal
& Company



**OFFERING
INTRODUCTION**



PRE- AND POST-MERGER INTEGRATION

DE-RISK, ACCELERATE, AND MAXIMIZE VALUE CREATION

WP&C Merger Integration Support for Private Equity

WP&C provides clients *fit-for-purpose* approaches to Pre- and Post-Merger Integration (PMI) to **de-risk, accelerate, and maximize value creation**

Unique understanding
and tools for complexity
management during
mergers & acquisitions



We help clients make the right choices when it comes to **what and when to integrate** people, process, technology, and assets to ensure near- and long-term profitability and scalability while minimizing disruption.

A truly collaborative way
of working and the quality
of people we bring



A **top choice of management teams** given we listen, but challenge, and work openly. We bring an experienced team with insight and analytical horsepower to work through difficult choices.

Cross-functional depth and
agility to ensure Day 1 and
beyond value creation



We know how businesses are put together and the criticality of cross-functional value streams (e.g., Order to Cash). We are comfortable **working at depth across the enterprise** including technology.

“ You’ll always be an indelible part of our growth story, thank you!”

—SVP Corp Development, Healthcare Services Platform

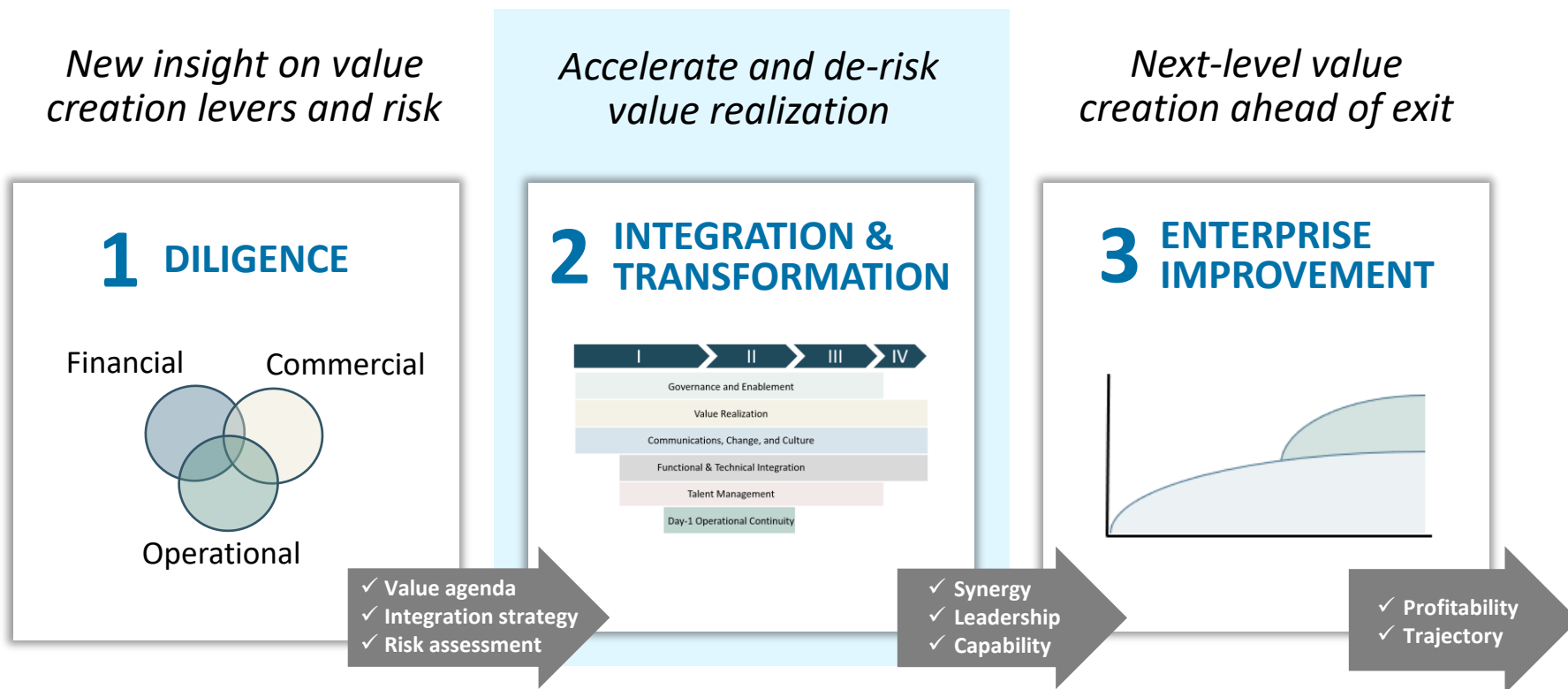


About Wilson Perumal & Company

A boutique strategy and operations consultancy with a strong track record partnering with private equity and hedge funds, the US military, and large multinational enterprises

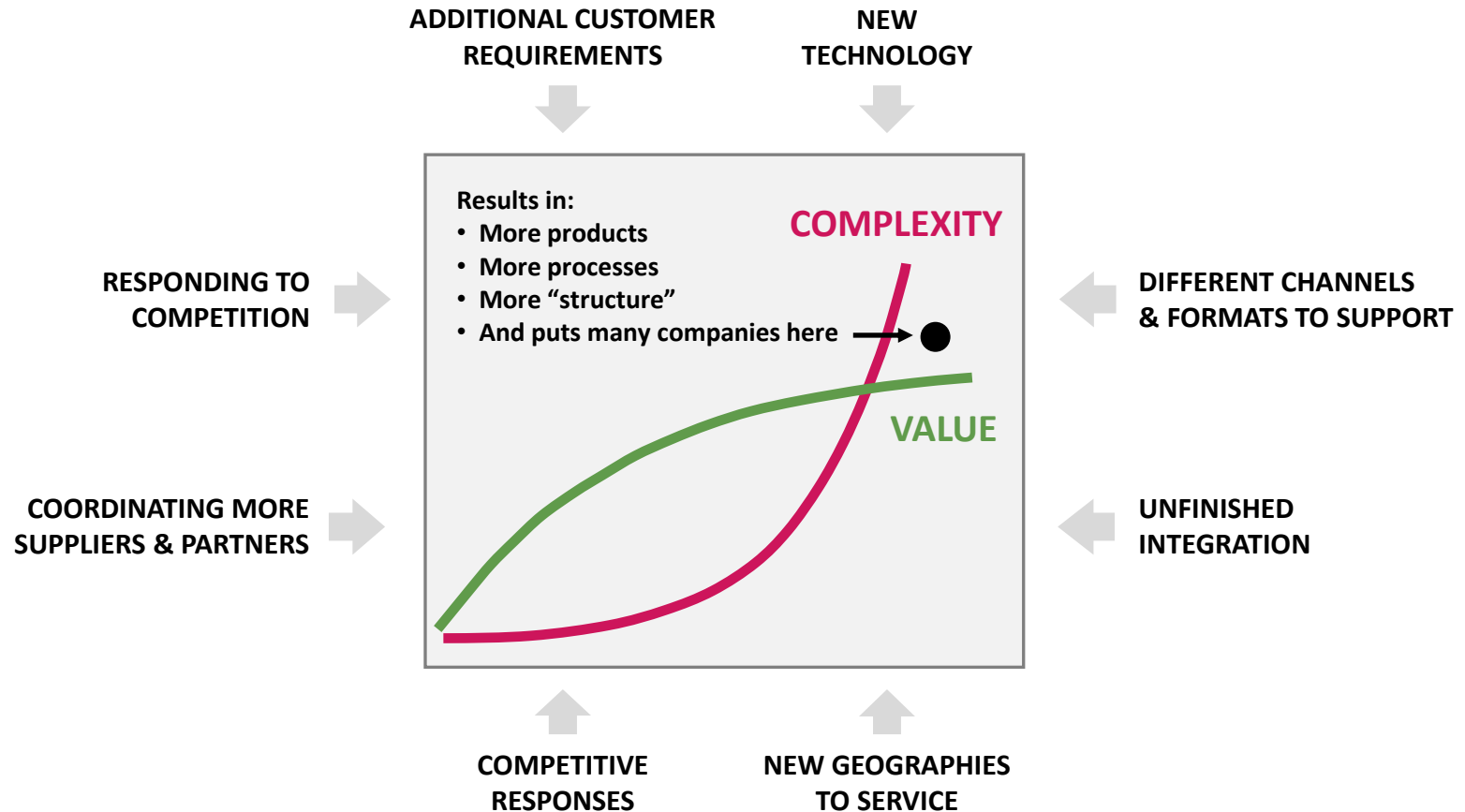
- **A UNIQUE FOCUS ON COMPLEXITY**
Helping clients address complexity to create value and better compete in a complex world
- **SUPPORT ACROSS THE PORTFOLIO COMPANY LIFECYCLE**
Supporting diligence, merger integration, and enterprise improvement
- **VALUE PROPOSITION WELL SUITED TO PE**
A strong bias on value identification and execution of improvements to put “points on the board” quickly
- **IMPACTFUL RESULTS**
Typically, 20–40% EBITDA lift in 12–18 months
- **UNIQUE IP AND METHODOLOGIES**
2 books and proprietary capabilities e.g., square root costing, optimal batch-sizing, human & org performance
- **EXPERIENCED TEAM**
Agile thinkers that have “been there”. Consultants and managers with top-tier MBAs and 5+ years of industry experience that are focused on insight, practical, and easy to work with
- **HIGH FREQUENCY PROJECTS**
Include: transformation (ops, org, operating model), customer & product profitability optimization, cost reduction/profit improvement, diligence & merger support

Integration is one of 3 areas of PE support WP&C provides across the deal life cycle



We bring best-in-breed tools, approaches, and cycles of experience to help de-risk your deal value realization

Most companies are overwhelmed by complexity—mergers and acquisition magnify the challenge!

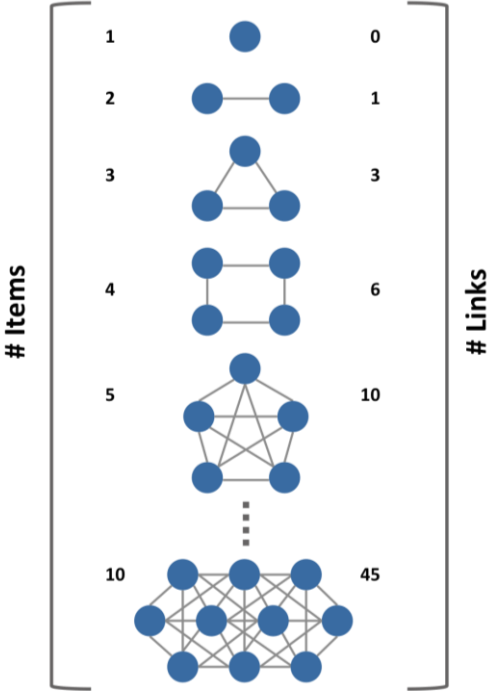


Complexity diminishes scale—incomplete and/or inadequate integration is a key driver of complexity

High complexity equals high costs, slow growth and inertia—dampening synergy and longer-term value accretion

INERTIA ↑

More ‘things’ and interconnections to consider

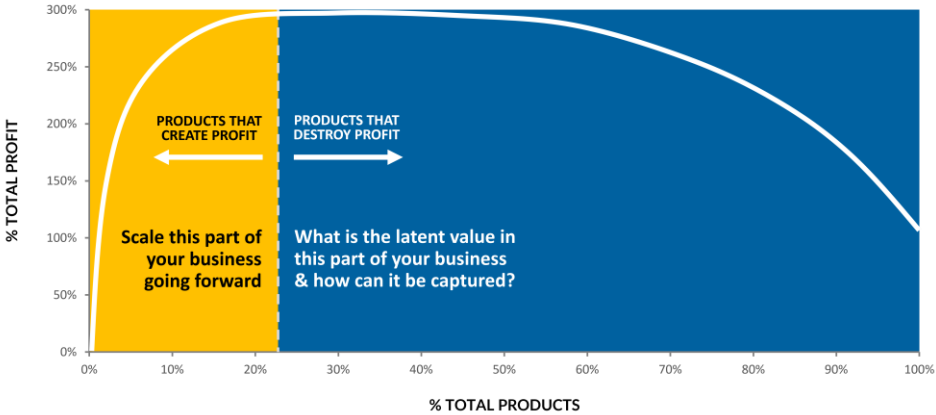


100 ITEMS = ~5,000 LINKS

As the number of links increase, the harder it is to execute

PROFIT & COST VISIBILITY ↓

As the portfolio expands, profit becomes more concentrated, costs harder to address



GROWTH ↘



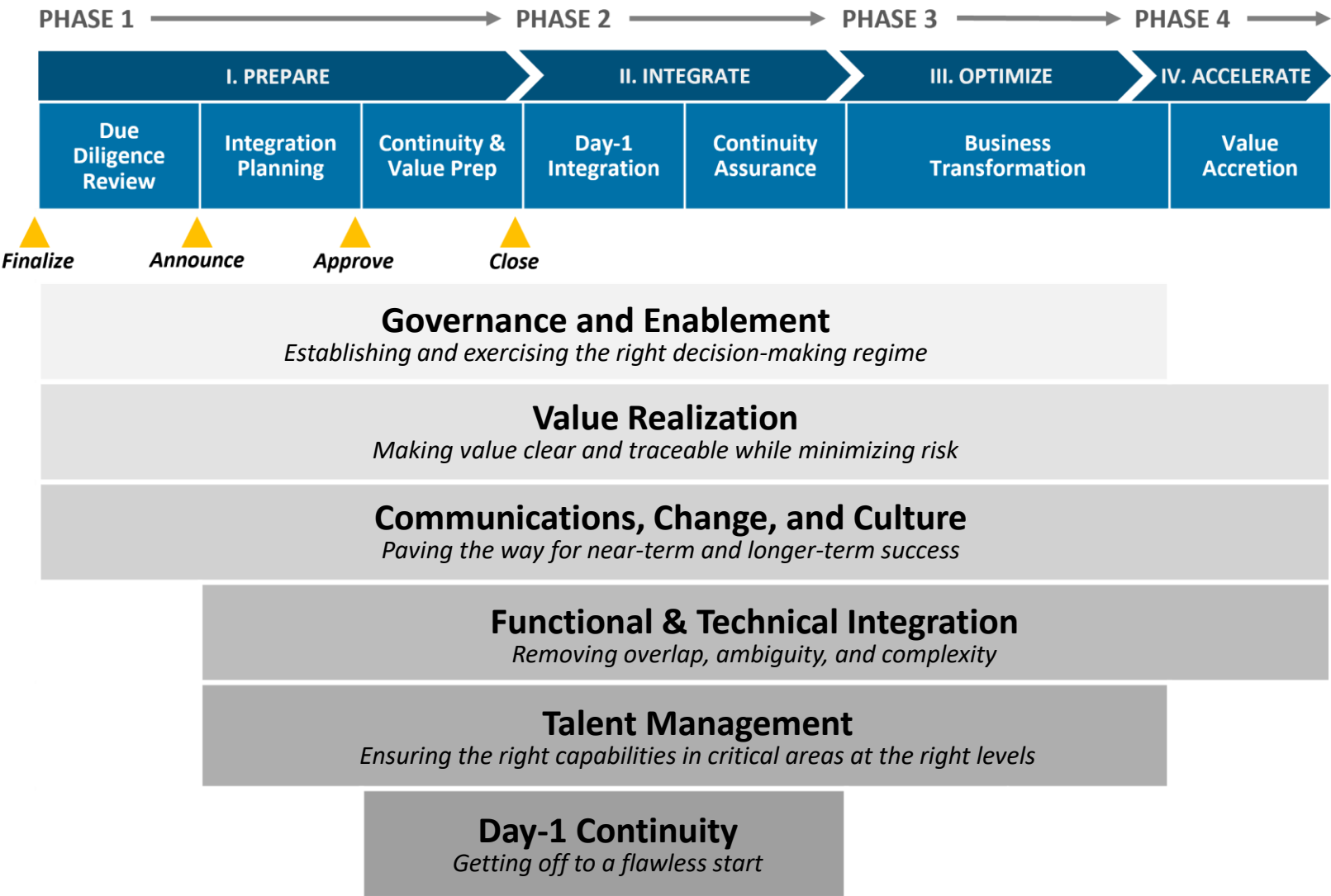
Our POV and experience shapes our approach

MERGER INTEGRATION PRINCIPLES

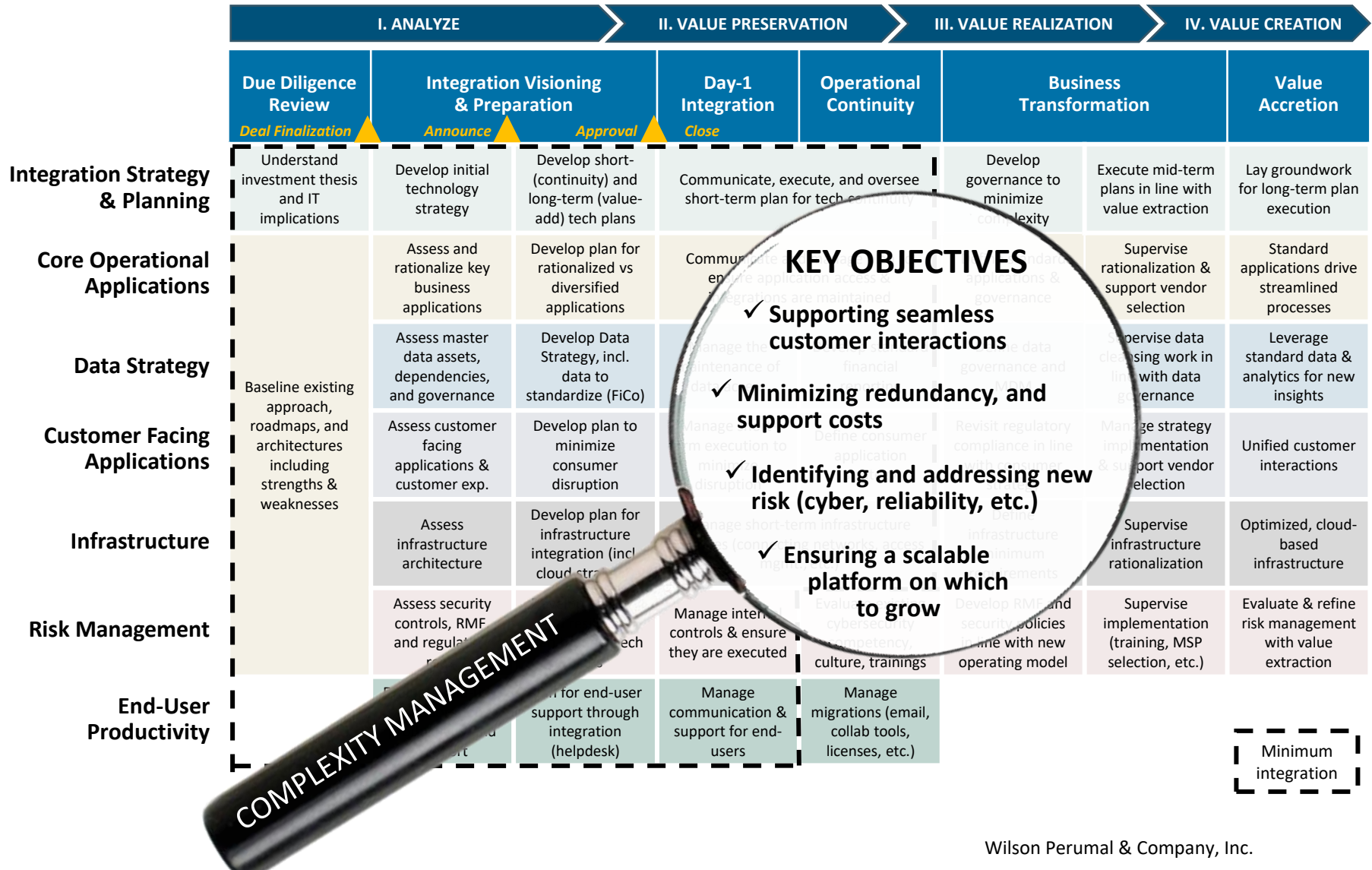
- 1** Start early; **identify critical paths to synergy** and day 1 continuity ASAP
- 2** Take a rigorous but fit-for-purpose **approach based on need***
- 3** **Quickly remove ambiguity** of future-state op model and desired outcomes
- 4** Don't get more complex; **simplify and standardize** all you can
- 5** **Take culture seriously**; formally assess and address proactively
- 6** Focus as much or more so on **integrating management processes** before value stream processes
- 7** **Over communicate**—employees, customers, and partners

*As defined by value at stake, capacity, and/or risk

We tailor our proven, holistic approach to each project—based on deal goals, targets, resources, and needs



Technology integration ensuring day 1-readiness and downstream value capture



Proven, differentiated method & tools to accelerate value

POST-MERGER INTEGRATION

FOUNDATIONAL



Integration Playbook (Functional / Technology)

By function, step-by-step plays to run to ensure continuity and value



Value Realization Approach & Templates

Value identification and tracking with clear link to operational metrics



Comms and Change Strategy & Management

Proven means for getting ahead of resistance, apathy, and subversion



Project Management Tools and Templates

Structures, processes, templates and cadence to keep on track

DIFFERENTIATED



Lean Operating and Organization Design

6-step approaches to ensure robust, lean designs and downstream execution



Culture Measurement and Alignment

Unique ways to measure and practically address cultural differences that will hinder value creation



Process Simplification, Automation & Outsourcing

Lean toolset combined with complexity lens and technology know-how



Profitability Optimization Playbook

Unique view of profitability across the offering portfolio for targeted, high confidence actioning



Management System Integration

7 element framework and experience to ensure one way of managing the business

To ensure and accelerate results, we bring our WP&C Integration Playbook

MERGER INTEGRATION PLAYBOOK

Introduction

- a) Playbook Purpose
- b) Playbook Scope
- c) Integration Vision & strategy

Post-Merger Integration Process Overview

- a) Acquisition Integration Strategy
- b) Integration Phase Overview
- c) Key Roles
- d) Scoping the PMI Plan
- e) Establishing & Running an IMO
- f) Guiding Principles for Integration

Phase 1: Integration Preparation

- a) Operational Due Diligence
- b) PMI Planning

Phase 2: Operational Continuity

Phase 3: Key Issue Resolution

Phase 4: Initiate Key Synergies

Phase 5: Adopt Standards

Integration Management Office (IMO) Detail

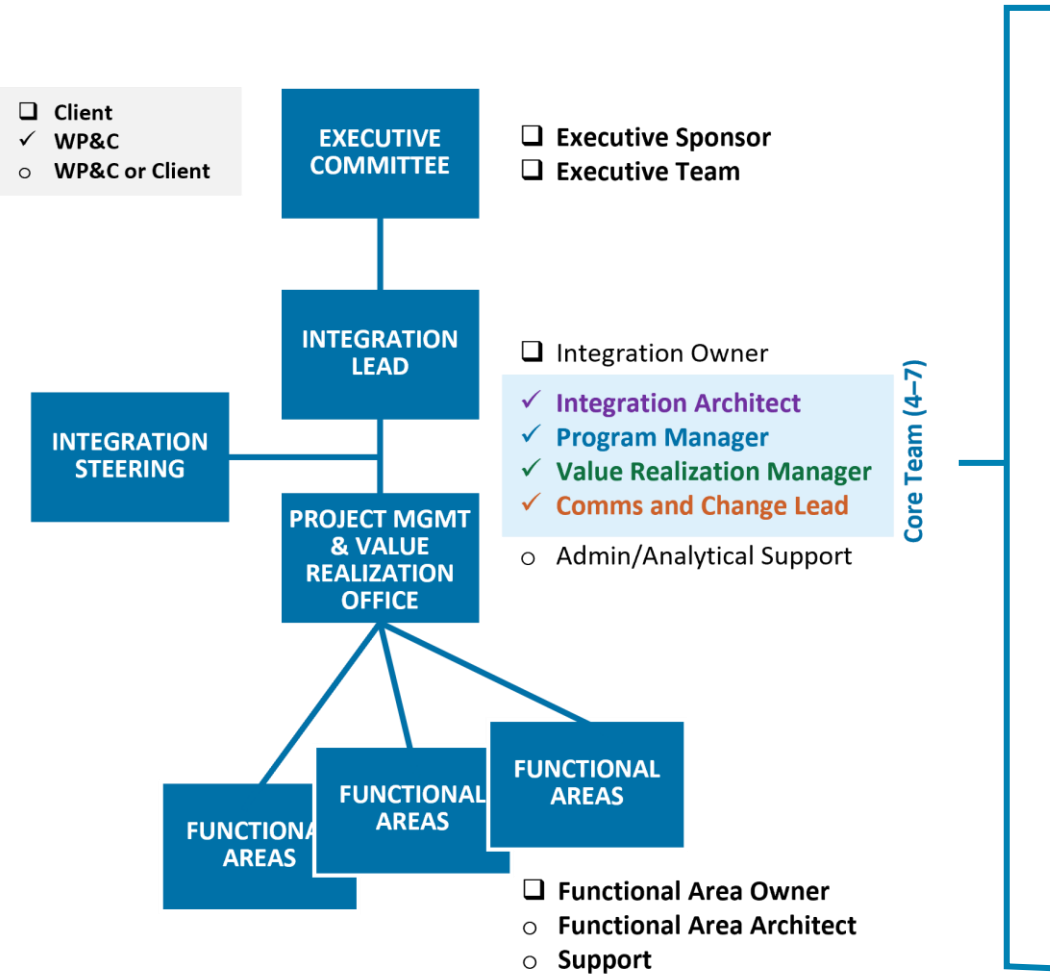
- a) IMO Objectives & Methodologies
- b) Roles & Responsibilities
- c) Process Overview
- d) IMO Tools
- e) Post-Integration Review

Integration Focus Area

- a) Communications
- b) Human Resources
- c) Target Leadership Transition
- d) Finance & Accounting
- e) IT and ERP
- f) Sales, Marketing & Business Management
- g) Supply Chain (Operations, Production Planning, Logistics, Customer Service)
- h) Regulatory
- i) Legal
- j) Insurance
- k) Real Estate
- l) Quality
- m) Environment, Health & Safety
- n) IP & Trademarks

At the center of support is our core team focused on cost, risk, and issue resolution

TYPICAL PROGRAM STRUCTURE



CORE TEAM FOCUS

1. Ensure the right things are done at the right time

Plan & Manage

Run the Playbook; manage issues & risk

2. Drive value identification and capture

Set targets & expectations

\$ Target
\$ Metrics
Operational Metrics
Ensure traceability & accountability

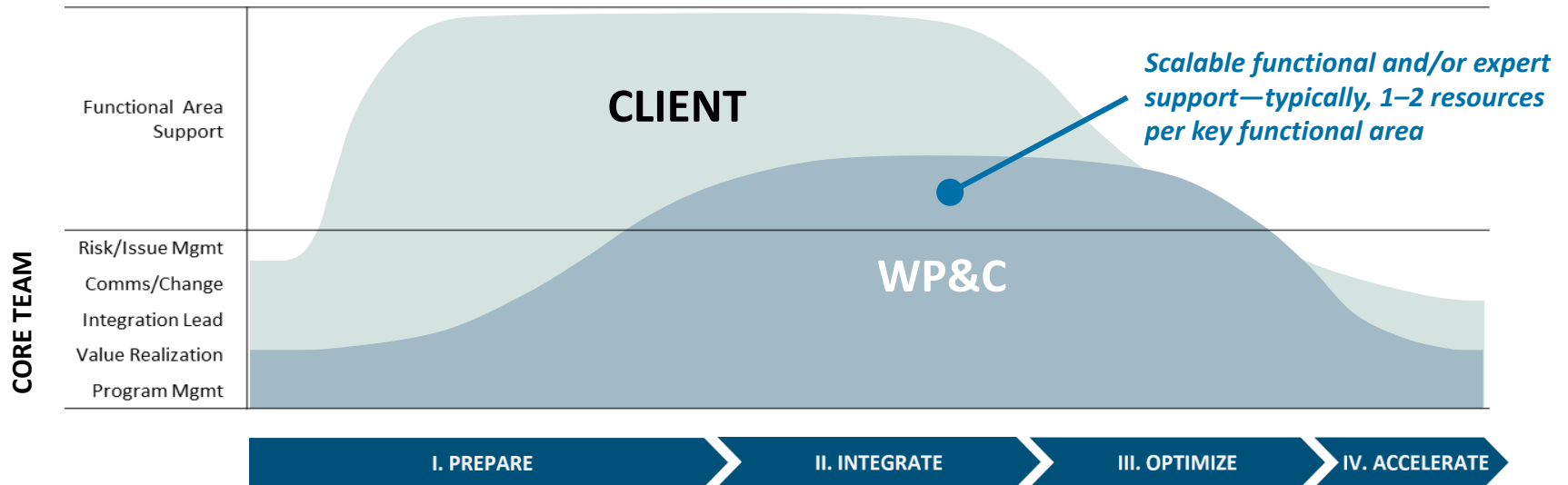
3. Pave the way for change

Ensure effective communication

Expose and mitigate risk

Align culture and norms

We scale support based on the value capture, risk, resource capacity, and timing required to be successful



THE WP&C TEAM

- Partners/managers: 15+ years of industry and consulting experience
- Consultants: 5+ years of demonstrated success in industry roles
- MBA or MS degrees from top tier schools
- Service-oriented, practical, easy to work with

“The level of talent and capability of the name-brand strategy firms with the great working relationship, partner engagement, and level of personal commitment you can only get with a smaller firm. WP&C is the best of both worlds.”

—Dave Hoogmoed, Former President, Land O’Lakes. Current Operating Partner AGR Partners

Our experience integrating acquisitions and organizations ranges from small to large and across industries



WP&C guided an international mining and engineered solutions firm through the integration of a carve-out, with a laser focus on Day 1 business continuity. **The WP&C team led the IMO, set the target operating model for 18 functional areas, and drove key issue resolution/risk mitigation** (such as workforce integration, footprint optimization, and safety/regulatory compliance).



After **stabilizing and improving operations to begin realizing an additional \$2M in profitability**, the WP&C worked with corporate development leadership to plan, execute, and support the integration of five fold-ins. Developing a new PMI playbook for future acquisitions, **the team filled integration lead, program management, and functional support roles over an 8-week period that culminated soon after with a successful recapitalization of the business.**



A large mid-continent refinery that grew via acquisition to five refineries across the US finally committed to integrate management systems and operating culture to achieve unmet EBITDA expectations. **WP&C worked across refineries to build common management system and to define, as well as roll-out, a new culture of high reliability.** Over the course of a year, the new expectations were driven from top to bottom, role by role. **The CEO credited an additional \$200M of EBITDA directly to the change.**



WP&C worked with seven major US Army organizations, each ranging from 15,000 to 75,000 employees, to **align and integrate on a new single responsible party for resourcing, managing, and executing global support services for base operations.** With key stakeholders and governing policies, the team **inventoried and defined over 3,500 task-level requirements and to determine future state organizational roles and responsibility** as well as plan for moving forward.



Wilson Perumal
& Company



CONTACT US

www.wilsonperumal.com

contact@wilsonperumal.com

RESOURCES

- [Operations: The Missing Link in Due Diligence](#)
- [Transforming go-to-market for a construction materials company](#)
- [Book: Growth in the Age of Complexity](#)