

"A journey of a thousand miles begins with a cash advance."

-- Anonymous

Chapter 7

Spend to make...

- *Investment in the integration is as important as the investment in the deal.*

Question: What is this going to cost me beyond the deal investment?

Answer: You have to spend money to make money. Three categories of integration costs require planning, funding and commitment:

- Deal (integration costs, unknown liabilities, evaporated synergies)
- Resource (dedicated resources, senior and middle management resource drain, training, and possible outsourcing)
- Business (productivity loss, focus and distraction from core business and competitors)

It takes a skilled management team to manage through these costs in the tough integration environment.
