

and fraught with potential pitfalls, the right acquisition well-integrated can bring great value to both the existing company and to shareholders.

*In summary...*

We will end where we started, with more wisdom from Vince Lombardi. As you decide where the resources at your disposal, and for which you are accountable, should be invested, remember this conclusion from the master. “Some of us will do our jobs well and some will not, but we will be judged by only one thing—the result.”

Having a clear understanding about ‘what success looks like’ prior to closing the acquisition, is a pre-requisite for understanding the relative success or failure of the acquisition. When considering measurement, both cost containment and reduction as well as revenue maintenance or acceleration need to be taken into account. Rapid growth companies often over-focus on revenue addition while mature companies can put their greatest focus on ‘cost synergies’. In truth, both are important.

Developing a process for monitoring the integration financials and putting into place scorecards and milestones is a necessary task. All this must be done while continuing to capture the value of the target in the midst of the integration. Accountability, ownership and rewards all need to be built-in to drive and provide incentives for the right behaviors.