

WP Advisory

Case Study – Cloud-based HRIS Integration

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WP Advisory provides best-in-class merger integration consulting services and related solutions. We are a small team of senior executives with significant industry experience.

Summary

- A leading global consulting organization acquired a cloud-based Human Resource Information System (HRIS) firm. Its businesses included HR consultancy and IT systems integration.
- Integration planning was done in parallel with the final stages of the due diligence assessment, this allowed planning to commence before deal closure, maintaining momentum and early transition to the integration teams.
- Successful legal closure was completed 90 days after the deal announcement.
- The business was integrated under an extremely tight deadline with successful knowledge transfer and a road map for additional integration as the business evolved.

Role and Responsibilities

Role

- Merger Integration Office Lead responsible for planning and coordinating the execution of all pre-close activities

Responsibilities

- Ensured all closing activities were completed in an expedited fashion while maintaining business as usual
- Mobilized the integration teams early in the process for handover of knowledge gained in the due diligence stage
- Managed the issues and risks inherent in the integration transition period around people, systems, processes, and finances
- Reported to senior leadership and stakeholders on the status of deal closure and integration including barriers and solutions
- Established the executive governance structure
- Built the integration project plan with key milestones and task owners
- Strategized and building out a scalable roadmap for standing up the new offering
- Established retention payout amounts for key talent and leadership
- Identified system needs and overlaps
- Established targets, goals and building dashboards to monitor Key Performance Indicators (KPIs)

Challenges

- Many projects were in flight, with go lives scheduled during and after the integration period, so there was an urgent need to integrate while maintaining business as usual.
- Risk management was a key priority. The acquired company had a mediocre operating structure with little to no guidelines or controls in place. Now being part of a larger company, there was a need to operate under stricter controls and guidelines.
- Retention of resources to complete projects in flight during a period of transition was challenging as most saw the acquisition as a threat to their “boutique-like” roles being taken over by a complex organization with greater expectations.
- Technological challenges surfaced very early on as the acquired company was using advanced systems, and had to find ways to migrate to older systems and business applications.

Outcome

- Established a new product offering which grew the business by over \$50M in revenue annually, with growth targets of over 25% per year in the first 5 years of deal closure.
- Successfully integrated the business on-time within a 6-month period with little to no disruption in services to external clients.
- Successfully identified ways to work around technology challenges by creating parallel processes or full adoption where possible.
- Retention of key talent and leadership.
- Alignment of organizational roles, compensation, bill rate and sales targets between the two companies.

Contact

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