

Post acquisition learning: our model

Rationale

The main purpose of any post acquisition learning review process is that an organisation's skills in the art of acquisitions will be a critical factor in the realisation of its acquisition ambitions in the future. This needs to be viewed from all sides – the corporate acquisition team, the acquiring managers, the acquired managers – since all will be a factor in determining reputation and success.

We recommend a two stage review process:

Stage One : 6 months post acquisition

- ◆ focuses on capturing the learning from the acquisition process.
- ◆ aims to inform future acquisition practices and thus improve performance.
- ◆ input mainly from the professionals who were involved in the pre acquisition and deal stages.

Stage Two : 12 months post acquisition

- ◆ focuses more on the integration process
- ◆ gives a preliminary view on value creation: ensuring a successful integration of the acquired organisations which is in line with the integration strategy and has both delivered financial benefits but also achieved the organisational aims of the acquisition – capability enrichment, learning from alternative organisational approaches (cultural and operations) etc.
- ◆ input mainly from the HR and business people involved in the acquisition and integration including those from the acquired organisation.