



# Engineering the Value into a New Acquisition Post Merger

## Specialist Engineered Paper Manufacturing

### The Situation

The US based manufacturer realised it's legacy book paper business was in decline and was becoming a risk and not a growth engine. It chose to enter a totally new market space of absorbent air laid materials & products. The market entry was achieved through the acquisition of a small localised player located in two locations on two continents. Having acquired the business, it quickly had to make it a success, integrating both the people, the new technology alongside a new customer group. The acquired business had itself been created through merger and required significant support and investment. Customers in this sector were large with significant market power adding downward pressure on margins.

*"We were delighted to be called in by our partner organisation to provide specialist support. Acquisitions are notoriously difficult to make work post deal because behind every great business deal are people issues to get right. Failure to recognise that early quite literally destroys value."*

Steve Bernard

### Our Solution: Development Partner to the Business Unit and VP

- Executive Team Development:** Connectwell provided ongoing team coaching & leadership support to the caretaker VP & the new incoming Executive. This involved bringing together the global team quarterly and facilitating a series of business led discussions to create alignment and confidence to take the business forward (dynamics and Strategy).
- Coaching:** With most team journeys, personal change is a key component to ongoing, sustainable success. Connectwell provided dedicated coaches and mentors as required to key senior managers to improve their personal performance.
- Mediation:** When necessary Connectwell were on hand to provide the necessary independent and professional relationship coaching between two parties. This was applied to help key internal relationships and with key external commercial partnerships where conflict was creeping in or where progress was not being made through poor dynamics.
- Recruitment Support:** With team dynamics expertise and a strong understanding of industry, Connectwell provided specialist support in the recruitment of key appointments, e.g. HR Dir, Operations Dir, IT Dir. Industry & culture fit was particularly important to the business. This included the use of specific psychometric and self assessment tools.
- Strategy Support:** Connectwell supported the creation of a whole independent business unit grown from one acquisition. This required supporting the strategy development journey. We played a key role ensuring consistency and collaboration between business units at the group level.

### The Results: Impact & Value Add

- ✓ The Executive worked more functionally as a team and had a strategic forum to rely on and collaborate within safely.
- ✓ The new division survived early harsh market conditions and high expectations by being more resilient.
- ✓ The VP had access to a regular, independent sounding board, allowing critical challenge to his thinking at key moments.
- ✓ The business made use of an array of flexible development tools and support. The development framework worked as it was used alongside a great deal of knowledge and insight about the industry, the products and the market place.

#### High Performing Teams



#### Vision & Strategy



#### Coaching



Did you know that while 80% to 95% of senior executives believe the use of a number of specific M&A and integration best practices has a major impact on long-term deal success, fewer than 45% consistently follow them?

[\(Inconvenient Truths: Leadership behaviours that stop M&A from working; Beyond the Deal, 2014\)](#)