

# POST-MERGER INTEGRATION

## Strategies for EHS and product stewardship leaders

### THE PRODUCT LIFECYCLE

Mergers, acquisitions and divestitures can significantly alter company culture, business priorities and resources. Following a significant transaction, environmental, health and safety (EHS) leaders often find that what worked well in the past has become ineffective or insufficient. When this situation is further complicated by staff reduction, EHS leaders often struggle to maintain their current programs while meeting the additional demands of integration and divestiture.

Achieving a successful post-merger integration (PMI) for EHS functions – blending two dissimilar programs into one effective organization – can be difficult. Few companies accomplish this without careful planning and sufficient resources

to deliver their integration objectives.

Ramboll’s global PMI services provide a streamlined approach, customizable tools and expert strategic advice that save our clients time and money.

### OUR SERVICES

#### Readiness assessment

Ramboll offers a PMI readiness assessment for EHS leaders who have acquisitions or divestitures on the horizon. This assessment is designed to quickly determine a company’s ability to undertake PMI activities based on each transaction’s size and complexity. Results and recommendations can be used to strengthen internal capabilities and prepare for future transactions.

#### Roadmap

If a transaction has already been announced, then the insight gained from the readiness assessment or structured interviews can be used to develop a transaction-specific PMI roadmap that:

- Identifies integration and divestiture focus areas
- Develops a tactical action plan and implementation schedule
- Evaluates critical dependencies
- Estimates resources and funding required to complete critical activities

Ramboll’s PMI roadmap carefully considers the complex trade-offs between people, systems, programs and behaviors that affect PMI success. Our roadmap goes beyond standard 100-day action plans (which primarily focus on early phase activities) to include the high-priority tasks



needed to both integrate and optimize the EHS performance of acquired assets.

### **Evaluation**

For companies that are well-versed in EHS PMI, our program evaluation provides a holistic review of the company's due diligence and PMI procedures, tools and approach. This evaluation can identify opportunities to improve process efficiency and reliability, helping the parties involved achieve a smooth hand-off between due diligence and future operations or asset separation. The results of this process can also be used to produce a guidance document for future transactions.

### **Implementation**

We work seamlessly with our clients' EHS, legal, operations, integration and business development teams to evaluate, assimilate and improve corporate and facility-level EHS programs, complete tasks on existing projects so that EHS staff can focus on integration, or provide temporary staff to assist where resources are limited.

### **OUR TEAM**

Ramboll provides the technical approach, customizable tools and PMI assistance that enable our clients to achieve smoother, more successful EHS integrations and divestitures.

- Integration and divestiture specialists develop and implement customized plans and provide insight on best management practices utilized by other leading companies
- Management consultants update and streamline EHS strategies, organizations, management systems and corporate policies and procedures
- Technical experts provide direct assistance to facilities and program managers with EHS compliance, product stewardship, product registration, EHS culture, contaminated site management, risk assessment, health sciences, sustainability and information management
- Program managers coordinate the tasks and logistics required to maintain integration and divestiture schedules and verify completion of assigned actions
- Temporary staff fill the gaps in EHS capabilities or geographic coverage until permanent solutions can be implemented

### **CONTACT**

Michael Bittner, CPEA  
Director of Post-Merger Integration  
mbittner@ramboll.com  
+1 617 549 9645

Alan Kao  
Director of Compliance, Strategy and Transaction Services  
akao@ramboll.com  
+1 978 449 0324