Why people integration continues to dominate M&A challenges
The heart of the matter

The people aspects of a deal are now viewed as strategically vital to its success. But an optimal integration playbook that incorporates the people component up front remains elusive.

An in-depth discussion

People integration could not be more important or complicated. Your deal’s success depends on it. At its core, an acquisition is about intellectual capital; hearts, not just minds, are important.

Managing workforce transitions  5
Retaining talent  8
Integrating compensation and benefits  10
Building an optimal organization with the right talent  12
Communicating for impact and sustainable change  14

What this means for your business

M&A promises to deliver fresh challenges to those responsible for integrating people. An effective approach will help companies ensure that pivotal talent is focused on and committed to the new organization.
The heart of the matter

The people aspects of a deal are now viewed as strategically vital to its success. But an optimal integration playbook that incorporates the people component up front remains elusive.
The economic crisis has profoundly affected patterns of economic growth, regulation, capital markets, and consumer behavior around the world. Nowhere is this more evident than in the mergers and acquisitions (M&A) market. Organizations need more than operational synergies to consider a deal. They want to strategically engage in acquisitions that align with market demands, such as exploring opportunities in developing markets to secure key footholds and globalize local operations.

At the heart of every deal are the people who make the deal desirable in the first place. PwC’s 14th annual CEO survey shows that deal activity is again on the rise and being viewed as a critical, strategic tool to grow and improve a business. In fact, 25% of the 1,200-plus respondents indicated their companies had completed a cross-border M&A transaction in the prior 12 months, and 37% expected to do so within the next 12 months. It is clear that understanding human capital implications will need to become an even more necessary core competency for senior management.

To help identify these people-related M&A challenges, in late 2010, PwC surveyed senior management from a sampling of large capital and middle-market US companies that had completed a merger or acquisition in the previous three years. The goal was to understand the current state of M&A integration practice and its impact on management’s assessment of deal success. This M&A integration study served as the foundation for a robust discussion by senior corporate development and HR professionals at a roundtable in early 2011. Insights that emerged from the survey and roundtable discussion illustrate three things:

1. People issues are increasingly being recognized as strategic elements in M&A transactions, and HR professionals are being invited to the table more frequently and earlier in the deal process.

2. Gaps exist between what companies are reporting on survey results and what we’re hearing in the marketplace. In particular, companies recognize the importance of people-focused integration but acknowledge that deals have been less successful due to a lack of people integration activities.

3. There’s no guaranteed formula for deal success, especially when people issues are brought into the strategic mix.

Companies lack a defined, consistent, and efficient playbook for integrating people issues when executing a deal. Regardless of your company’s approach, this report aims to shed some light on what’s been working — and what hasn’t been working — for companies making deals today.

---

1 14th Annual CEO Survey, PwC, December 2010
People integration could not be more important or complicated. Your deal’s success depends on it. At its core, an acquisition is about intellectual capital; hearts, not just minds, are important.
Managing workforce transitions
Good talent is hard to come by and even harder to replace. That’s why human capital issues must be a priority before and after a transaction closes. HR’s ability to tackle these challenges and use the right change management and communications to support employees throughout the transition process is essential to achieving any deal’s operational and strategic objectives.

What the survey tells us
The M&A integration survey identified new and emerging drivers for deals. In this challenging economy, organizations look for more than operational synergies. They seek to gain a competitive edge by focusing on strategic drivers that are in line with market demands. For example, companies use M&A to expand into new markets, or to acquire R&D or intellectual property. Today’s deals aspire to transform business models, growing entirely new sources of revenue and globalizing operations (Figure 1). These deals are bigger, more complex, and broader in geographic scope. They require a more focused people strategy and create the need to engage employees in ways that foster innovation and boost productivity. Add to this the complexity of aligning two distinct cultures into which these employees will be transitioned.

Addressing people issues from the onset of a deal can dramatically increase the chances it achieves a buyer’s goals, but success is not guaranteed. The latest M&A integration survey found that few deal makers attain their most important strategic and operational goals (Figure 1) — and HR and people-related challenges are inherent in all of these goals (Figure 2). This highlights the significant role that people-related issues must play for companies planning successful M&A integration (Figure 3).
People-related findings from PwC’s 2011 M&A Integration Survey

What we are hearing

Why are deal makers less successful at realizing their strategic and financial goals? This was the crux of the discussion at the HR M&A roundtable. First, and foremost, participants agreed an organization must be clear about the goals it is trying to achieve through M&A, and strike the right balance between cost-sensitivity and efficiencies.

“Often, leaders are too focused on the possibilities of new markets (post-acquisition) and are hesitant to demand the cost savings or sacrifices that they should,” said one participant. “There is less focus on cost-cutting than perhaps there should be,” agreed another. Others disagreed that issues of cost were becoming less important, arguing that these were still vital from an operational headcount perspective: “It is not so much dollar signs as it is efficiency. For us in HR, cost savings is still the most important driver.”

Roundtable participants reached nearly complete agreement on the challenges presented by the more focused shift in emphasis toward international, cross-border M&A activities. “Working outside the US presents its own unique challenges,” said one participant who noted that factors such as local legislation can impair a company’s ability to make swift talent decisions. “There is a need for greater due diligence when working internationally,” added another, who pointed to the need for “a new approach to due diligence.”

Issues of culture and cultural alignment, as well as communication and stakeholder engagement, were also paramount (Figure 3). “People integration could not be more important or complicated. An acquisition is about intellectual capital; hearts, not just minds, are important. You must make a conscious effort to bring new joiners along. The culture we create is as important as anything,” argued one participant. Another confirmed this sentiment, stressing that, for most companies, “acquisitions are of people, so the cultural piece is critical.”

---

**Figure 2: Few deal makers successfully meet their most important financial and operating goals.**

Percentage reporting a “very favorable” deal result

<table>
<thead>
<tr>
<th>Metric</th>
<th>2008</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profitability</td>
<td>33%</td>
<td>36%</td>
</tr>
<tr>
<td>Cash flow</td>
<td>34%</td>
<td>36%</td>
</tr>
<tr>
<td>Leadership alignment on deal purpose and benefits</td>
<td>No data collected in 2008</td>
<td>31%</td>
</tr>
<tr>
<td>Employees’ clear understanding of company direction</td>
<td>25%</td>
<td>30%</td>
</tr>
<tr>
<td>Quality focus</td>
<td>25%</td>
<td>25%</td>
</tr>
<tr>
<td>Costumer focus</td>
<td>23%</td>
<td>25%</td>
</tr>
<tr>
<td>Employee retention</td>
<td>25%</td>
<td>25%</td>
</tr>
<tr>
<td>Employee morale</td>
<td>23%</td>
<td>28%</td>
</tr>
<tr>
<td>Speed of decision making</td>
<td>18%</td>
<td>21%</td>
</tr>
<tr>
<td>Productivity</td>
<td>16%</td>
<td>20%</td>
</tr>
<tr>
<td>Speed to market</td>
<td>14%</td>
<td>18%</td>
</tr>
</tbody>
</table>
Getting integration tasks completed rapidly

Small integration team, with others focused on business as usual

Paying proper attention to various stakeholders and their concerns, and communicating effectively

Retaining and engaging pivotal talent during the transition

Articulating a clear definition of deal success

Disciplined program management

Identifying value drivers and measuring synergies

Developing a sufficiently detailed integration plan

Establishing clear accountability for deal tasks and activities

Selecting the right people to lead the newly combined organization

Percentage reporting integration activity was “very important” to deal success, including those activities most important to companies reporting greatest deal success

<table>
<thead>
<tr>
<th>Activity</th>
<th>Importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Selecting the right people to lead the newly combined organization</td>
<td>83%</td>
</tr>
<tr>
<td>Establishing clear accountability for deal tasks and activities</td>
<td>71%</td>
</tr>
<tr>
<td>Developing a sufficiently detailed integration plan</td>
<td>66%</td>
</tr>
<tr>
<td>Identifying value drivers and measuring synergies</td>
<td>64%</td>
</tr>
<tr>
<td>Disciplined program management</td>
<td>53%</td>
</tr>
<tr>
<td>Articulating a clear definition of deal success</td>
<td>47%</td>
</tr>
<tr>
<td>Retaining and engaging pivotal talent during the transition</td>
<td>46%</td>
</tr>
<tr>
<td>Paying proper attention to various stakeholders and their concerns, and communicating effectively</td>
<td>45%</td>
</tr>
<tr>
<td>Small integration team, with others focused on business as usual</td>
<td>29%</td>
</tr>
<tr>
<td>Getting integration tasks completed rapidly</td>
<td>28%</td>
</tr>
</tbody>
</table>

**PwC point of view**

The growing consensus that good talent is hard to come by and even harder to replace underscores the need to engage employees in ways that produce innovation, not just boost productivity. Reaching this level of engagement is difficult for any organization, especially one challenged to manage the transition of a significant number of people from a broad swath of functional units post-acquisition.

When HR takes a proactive role in communicating with employees about organizational change, there is greater likelihood for deal success. Employees need to connect to a compelling vision and business strategy. This connection is created with employees by “re-recruiting” them into the newly combined business, an approach that can help employees understand the rationale and implications of the changes. Encouraging employees at all levels to help define the future combined business and culture can be a critical step toward inspiring ownership and commitment among employees.

Research tells us — and our clients reinforce the point — that people integration and HR involvement early and throughout the transaction and integration processes is critical to deal success. However, we find deal makers often consider these human elements too late in the process. They fail to plan for the workforce transition and integration of HR into the deal structure and process, missing opportunities to realize added synergies.
Retaining talent

Engaging pivotal talent. Most deal-making companies successfully retain essential employees through the transition to the combined entity post-deal. While the weak global economy may partially account for the willingness of employees to remain on the job for as long as they are needed post-deal, the retention techniques used by HR and integration teams also likely play a pivotal role.

What the survey tells us

A majority of reporting companies experience moderate to significant success at retaining key employees during the transition period (Figure 4) — a time when these employees are most needed. While the high retention rate may be due to a scarcity of jobs in this economy, increased attention to people, change, and communications may also be contributing factors.

Survey respondents achieved this success despite earmarking less than 5% of the cost of the acquisition for employee retention (Figure 5). This strategy suggests that less costly talent-retention techniques (i.e., communication, employee and management involvement, clearly defined roles and responsibility) significantly and positively influence employee retention and boost the value derived from a deal.

A disparity surfaced regarding the impact of employee retention on a deal’s strategic or operational goals. Those who reported financial or operational success indicated that inadequate employee retention would have had an adverse impact on deal synergies. Those who reported the greatest success in meeting their strategic goals, however, said that little negative impact would result from a failure to retain employees post-deal.
What we are hearing

The roundtable discussion on retention highlighted what had worked to tap into the hearts and minds of the full range of people across their businesses.

“It is difficult to retain highly paid top management. How do you motivate them to stay?” asked one roundtable participant. Responses varied from the operational (“We use signing conditions a lot.”) to the strategic (“We work closely with the president of the acquired company, trying to understand their employees’ needs and motivations.”).

Clear communication and being “people-focused” emerged as two specific approaches to reassuring and retaining key staff during a deal. “We gave people their paperwork by hand to let them know they absolutely still had a job,” explained one participant. “Take a step back and consider that the regular folks are the basis and that their feelings are contagious,” and, “Be up front about what the integration plan is going to be for everyone, from associates up through leadership,” were additional comments focusing on the importance of clear communication.

Participants also emphasized the need to demonstrate understanding and compassion for the circumstances that managers face throughout the acquisition process. “Our people just worked on the deal, but their people had to work on the deal in addition to their normal work. An outside consultant could have been helpful with this,” said one participant. Another stressed the importance of “giving the new managers some leeway so that their employees do not feel like everything has changed.”

PwC point of view

Talent retention during M&A activity has advanced beyond discussions of compensation and benefits. While these factors still matter to people, they narrowly focus on the operational — and more costly — aspects of talent retention.

The success factors with the greatest impact on retention are the less costly, transformational aspects of talent retention, such as honest and open communication throughout the deal process, employee involvement at all levels, and clearly stated vision and goals. When a business emphasizes these types of retention techniques, it manages both intellectual and human capital — capturing the hearts, not just the minds, of its people.
Integrating compensation and benefits

*Rewarding the right behavior.* Taking a one-size-fits-all approach to aligning benefits and compensation post-deal is a surefire recipe for disaster. Each transaction is different in size and scope, and each merits a targeted transition and communications effort.

What the survey tells us

It was no surprise that the survey found that deal success is positively impacted by linking total compensation to deal outcomes. Companies reporting more deal success also reported a more direct tie between total compensation and deal outcomes for those closest to integration (Figure 6).

More compelling was the finding that generous employee benefits and increased turnover ranked high among the negative synergies encountered by respondents (Figure 7). In this regard, the focus was on the operational tactics our participants had deployed to counter some of these negative synergies.

What we are hearing

A single, uniform approach to aligning benefits and compensation doesn’t work. “Every approach is different, depending on the deal, and the size of the acquisition has a lot to do with it,” said one person.

Regardless of the approach, roundtable participants universally agreed on the need for transparent processes and consistent communication regarding this sensitive topic. How new employees are informed and treated during the transition can greatly speed efforts to return to “normal.” One participant explained his company’s approach: “We try to be proactive in our approach to benefits information. Each person in benefits is assigned 10 incoming people and made responsible for making them feel comfortable.”

There was debate on where aligning benefits fell on the lengthy integration to-do list. Some argued that they had positive experiences aligning all benefits up front, especially when it came to leveling the playing field from Day One. This enabled employees to focus on the future rather than incremental changes to their personal situations. “Employees talk,” said one participant, “so we step up incoming people’s benefits from Day One.”

Figure 6: Roles where total compensation is often linked to the achievement of integration goals.

<table>
<thead>
<tr>
<th>Role</th>
<th>Among highest-performing deals*</th>
<th>Among all respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board</td>
<td>13%</td>
<td>5%</td>
</tr>
<tr>
<td>CEO</td>
<td>47%</td>
<td>28%</td>
</tr>
<tr>
<td>CFO</td>
<td>33%</td>
<td>20%</td>
</tr>
<tr>
<td>Head of M&amp;A/Business Development</td>
<td>47%</td>
<td>25%</td>
</tr>
<tr>
<td>CIO</td>
<td>13%</td>
<td>11%</td>
</tr>
<tr>
<td>Division leader</td>
<td>80%</td>
<td>44%</td>
</tr>
<tr>
<td>Integration leader</td>
<td>60%</td>
<td>12%</td>
</tr>
<tr>
<td>Integration team</td>
<td>47%</td>
<td>30%</td>
</tr>
</tbody>
</table>

*Deals where respondents report the highest level of success in each of three areas of performance: strategic, financial, and operational
 Figure 7: Generous employee benefits and increased turnover ranked high among the negative synergies encountered by respondents.
Percentage reporting encountering negative synergy during their integration(s)  

<table>
<thead>
<tr>
<th>Negative Synergy</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Needing to maintain other types of differences (like those in sales and marketing or in other infrastructure areas)</td>
<td>42%</td>
</tr>
<tr>
<td>Needing to maintain differences in accounting policies or processes</td>
<td>38%</td>
</tr>
<tr>
<td>More generous employee benefits</td>
<td>26%</td>
</tr>
<tr>
<td>Increased turnover of key management and staff</td>
<td>21%</td>
</tr>
<tr>
<td>Loss of revenue to competitors or competing channels</td>
<td>15%</td>
</tr>
<tr>
<td>Lost business due to business disruptions</td>
<td>9%</td>
</tr>
<tr>
<td>Revenue overlap between customers with multi-vendor requirements</td>
<td>7%</td>
</tr>
<tr>
<td>Supplier conflicts with more favorable pricing</td>
<td>5%</td>
</tr>
</tbody>
</table>

Others argued that taking the time to review, assess, and establish proper alignment is critical. “It always takes us a considerable amount of time to be able to phase in this aspect of the M&A — up to a year or more,” remarked one participant, pointing to the need for other systems and processes (IT, business processes, etc.) to be in place before full integration can occur. The participant also noted that it is important to consider the cost of aligning benefits as part of the initial acquisition costs. Another participant agreed: “We prefer to maintain the benefits of the incoming employees because ours are much richer. Then we will phase them in gradually in order to avoid that big immediate cost.”

Ultimately, the majority agreed that, in the words of one participant, “Eventually, you will always need to integrate or it keeps the companies too separate.” These fractures can create subcultures that can potentially derail an otherwise successful merger.

**PwC point of view**

Integration of compensation and benefits across the combined organization should be based on careful analysis, due diligence, and planning. There is no standard approach. The approach and timing may differ based on factors such as size, objectives, timing, and expectations of the deal, the distinct cultures of the combining organizations, and the need to integrate with other systems. Whatever approach is taken, the driving factor is to balance competing negative synergies — enough compensation to retain and motivate key talent versus excessive compensation, which drives up costs associated with the deal.

Timing of the integration is a strategic factor, as participants stated. Early integration of compensation and benefits “levels the playing field” and offers an alternative to an otherwise drawn out, incremental approach. We’ve found that, in some organizations, it can be painful to prolong the transition period. Some deals synchronize compensation and benefits with the integration of the other systems.

Regardless of the approach, it should be a planned migration derived from understanding what the combined organization’s culture will be in addition to the critical financial and business drivers. And the changes must be clearly communicated so that everyone — at all levels — understands the big picture and what factors drive these decisions.
Building an optimal organization with the right talent

Redesigning the organization for strategy execution. Determining what a newly integrated organization will look like and who will lead it post-deal can be a daunting task. Solutions often hinge on an honest appraisal of legacy and incoming personnel’s leadership abilities.

What the survey tells us

Creating an effective organizational structure and matching the right talent to support it is one of the biggest post-close integration challenges. The survey reported that 37% of respondents cited it as their chief concern.

Compounding that challenge is a limited supply of candidates with the right skills, the chief concern of CEOs when considering the talent required for business success (Figure 9).

With limitations on talent supply, management is forced to focus on its existing workforce. The survey indicates that talent strategies are now focusing more on motivating and deploying staff rather than on improving skills or building talent bases (Figure 10).
Integration approaches and organizational structuring need to be adaptable to account for local needs and nuances. This is particularly true with cross-border integration. One participant noted: “Something that has been very successful for us is our international focus; we now operate in seven regions instead of three. We spent time hammering out the responsibilities of a regional head, and now they are more autonomous and can account for the unique characteristics of their respective regions.”

Another participant pointed to how her company tied leadership assessment to the brand of the new organization. “We decided what the brand stood for and standardized the language, but let different regions interpret it in the way that was right for them. Now, as we assess leadership capabilities, everyone is speaking the same language.”

Participants agreed that a standardized approach to evaluating and building talent is necessary. When making key talent decisions, it is important to maintain flexibility to accommodate the fluid nature of an M&A scenario. A roundtable participant explained: “Although the management for pre-Day One has been selected, we think of it as a trial period to see if there is a good fit. While this is happening, we are creating a parallel track for succession planning. You need a succession plan for the long term, as well as for crisis management situations.” The need for a “Plan B” and the commitment to deploy it if needed was emphasized by another participant. Referring to an experience in which an incoming leader was identified as being a poor fit, the participant stated, “We had to let him go and handed his responsibilities to his next ranking person.”

### PwC point of view

There is no standardized approach to staffing a combined organization with the most appropriate talent. But company leaders should be able to identify and prioritize talent requirements and assess existing talent needs. When newly integrated companies cannot identify the right people with the right skill sets, they shift their focus to existing talent, whether legacy or acquired. Motivating these employees now becomes a critical component of talent strategy.

As companies put increasing emphasis on the components of a people integration strategy, retention increases. With early, consistent, and transparent communications throughout the integration, deal makers can motivate employees to invest energy, time, and commitment to the new organization. Not only does this provide a bigger pool of talent — whose skills fit the company’s strategy — but it also enables a smoother transition to a motivated, productive workforce.
Communicating for impact and sustainable change

Early and often. The stress felt by employees after the announcement of a deal and throughout the transition to the new organization can be overwhelming. Successful integrations hinge on effective and transparent change management and clear, strategic communications. When effective change processes and communications are integral components of the transition plan, employees set their fears aside and focus on how they can contribute to the success of the new entity.

What the survey tells us

A key issue that emerged from the M&A survey is that change-related challenges experienced throughout the integration had significant adverse impact on realizing deal synergies. Two of these challenges — culture and communications — ranked among the most difficult (Figure 11).

Conversely, the survey indicates that high-performing deals achieve communications objectives and leadership alignment within the first 100 days (Figure 12). This clearly links deal success to the effective execution of these two people-focused integration activities.

What we are hearing

Participants wholeheartedly agreed on the link between deal success and change and communication strategies. One participant emphasized the need for early, up front, and consistent change management to support the process of integration. “We started the change management before the deal was even completed,” said one participant. Referring to the disruption that can occur if changes are not planned and implemented swiftly, another explained, “The longer you wait, the more painful it is.” “We try to get transitions made quickly so people can get on with their work and settle,” another concluded.
The discussion identified clear, accurate, and timely communications as imperative to support the change process and quicken integration. “We funneled our communications over to their HR people so that they could, in turn, funnel them to their own leadership. This way, accurate information was coming from a trusted source,” said a participant who championed the need for effective pre-close communications.

Strategic use of post-close communications also can be a differentiator in sensitive M&A situations. “We tried to make the information easily available to people through a microsite. This way, they could pick out and absorb the information on their terms, instead of having it all pushed to them,” said one participant. Others opted for more traditional “push” communications — communications sent from a single, centralized, and trusted source.

These communications must still maintain a people focus. “We kept a lot of our communications informal. The highest management of our company would meet with small groups of incoming employees and talk with them, interacting on a first-name basis.” This approach illustrates the importance of inclusive communications with a human touch. This level of openness and transparency should continue post-deal to remain consistent and true to the example set by leadership.

**PwC point of view**

Successful deal makers plan for change and communicate proactively. After all, M&As, by definition, are characterized by constant change. And the way to help people move through change is to communicate with them early — before rumors and fears set in — and address questions before they are asked.

Change management used to be an abstract concept, and communications developed only as an afterthought. Today, companies realize the importance of proactively planning for change, stakeholder by stakeholder. And because the impact on people is so great, communicating transparently is an imperative constant throughout the transition.

With issues of talent retention, leadership alignment, and cross-border integration, deals are complex; there are a lot of moving parts. There has been a gradual shift toward companies thinking “people” earlier in the deal process. But, looking at recent deals, few companies can say they got the people component right. The complexity of people issues in the course of a deal requires a diligent and planned approach to the inevitable changes that are coming. A successful approach entails a more holistic understanding of who will be affected and how the changes will affect them.
What this means for your business

M&A promises to deliver fresh challenges to those responsible for integrating people. An effective approach will help companies ensure that pivotal talent is focused on and committed to the new organization.
Fundamental to deal success is knowing how to manage change

The M&A market is heating up. As the business environment moves into a new era, integrating people will become even more essential. The new catalysts for deal activity (e.g., seeking expansion into new markets, acquiring key R&D or intellectual property to gain competitive advantage) force organizations to look for more than operational synergies. They must focus on strategic drivers that are in line with the demands of the marketplace. Understanding the desired synergies drives your ability to understand the required changes.

People can make or break a deal — they sit in the center of the transition and integration. This pivotal talent will lead, manage, and deliver the newly combined business. Effective people integration helps companies motivate, retain, or acquire this pivotal talent. Cultivating a people focus helps to ensure these people remain committed and focused on objectives during the transition and long after full integration occurs.

To maintain operational continuity and achieve deal synergies, companies need to make sure the right people are focused on the right objectives throughout — and after — the deal. A strategic approach to people integration considers:

**Stakeholder engagement and communication**

- Reduce disruption and distraction from productivity through targeted, proactive communication and change management
- Energize and re-recruit employees by communicating a compelling vision, a strong mission, and a skillful business strategy
- Anticipate and visibly address employee concerns by dispelling rumors with facts
- Involve employees in the changes

**Talent retention**

- Identify the right talent and skills needed to achieve business benefits
- Motivate employees through clear communications, involvement, and a shared vision
- Communicate new operating model to help employees understand their roles and help managers know their accountabilities

**People and culture integration**

- Research legacy cultures
- Identify key existing and new cultural attributes required for the future organization
- Align leaders to the vision
- Align existing attributes with future needs
- Involve employees in planning for the changes to come
- Monitor effectiveness of people initiatives and impact on deal success

Most fundamental to deal success is knowing how to manage the changes required to get there. This includes how to bring together disparate and different — in terms of scale, geography, strategy and/or operations — organizations and their cultures. Successful integrations in the future will be led by those who understand and foresee the challenges and changes to come — and plan for them accordingly.

What this means for your business
To have a deeper conversation about how this subject may affect your business, please contact:

<table>
<thead>
<tr>
<th>Name</th>
<th>City</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jim Smith</td>
<td>New York</td>
<td>(646) 471-5720</td>
<td><a href="mailto:jim.smith@us.pwc.com">jim.smith@us.pwc.com</a></td>
</tr>
<tr>
<td>Lawrena Colombo</td>
<td>Chicago</td>
<td>(312) 298-2413</td>
<td><a href="mailto:lawrena.colombo@us.pwc.com">lawrena.colombo@us.pwc.com</a></td>
</tr>
<tr>
<td>Steve Rimmer</td>
<td>New York</td>
<td>(646) 471-8860</td>
<td><a href="mailto:steve.rimmer@us.pwc.com">steve.rimmer@us.pwc.com</a></td>
</tr>
<tr>
<td>Hector Mislavsky</td>
<td>New York</td>
<td>(646) 471-5135</td>
<td><a href="mailto:hector.h.mislavsky@us.pwc.com">hector.h.mislavsky@us.pwc.com</a></td>
</tr>
<tr>
<td>Orla Beggs</td>
<td>New York</td>
<td>(646) 471-4793</td>
<td><a href="mailto:orla.beggs@us.pwc.com">orla.beggs@us.pwc.com</a></td>
</tr>
<tr>
<td>David Baral</td>
<td>New York</td>
<td>(646) 471-4279</td>
<td><a href="mailto:david.baral@us.pwc.com">david.baral@us.pwc.com</a></td>
</tr>
<tr>
<td>John Luce</td>
<td>Chicago</td>
<td>(312) 298-2626</td>
<td><a href="mailto:john.s.luce@us.pwc.com">john.s.luce@us.pwc.com</a></td>
</tr>
<tr>
<td>Jeff Dufty</td>
<td>Chicago</td>
<td>(312) 298-2127</td>
<td><a href="mailto:jeff.dufty@us.pwc.com">jeff.dufty@us.pwc.com</a></td>
</tr>
<tr>
<td>Sushil Ahuja</td>
<td>Dallas</td>
<td>(214) 754-5288</td>
<td><a href="mailto:sushil.ahuja@us.pwc.com">sushil.ahuja@us.pwc.com</a></td>
</tr>
</tbody>
</table>