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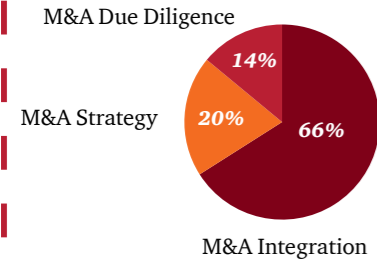
# *Delivering Deal Value*



## Importance of M&A integration

Considered as one of the most important aspects in an acquisition, M&A integration has increasingly drawn attention from enterprises.

### What is the most important part in the M&A process?



- Create synergy and shareholder value through collaboration
- Achieve desired operating model (from blueprint to deliverables)
- Enhance investor satisfaction through various optimization and integration activities
- Retain deal value and mitigate risk

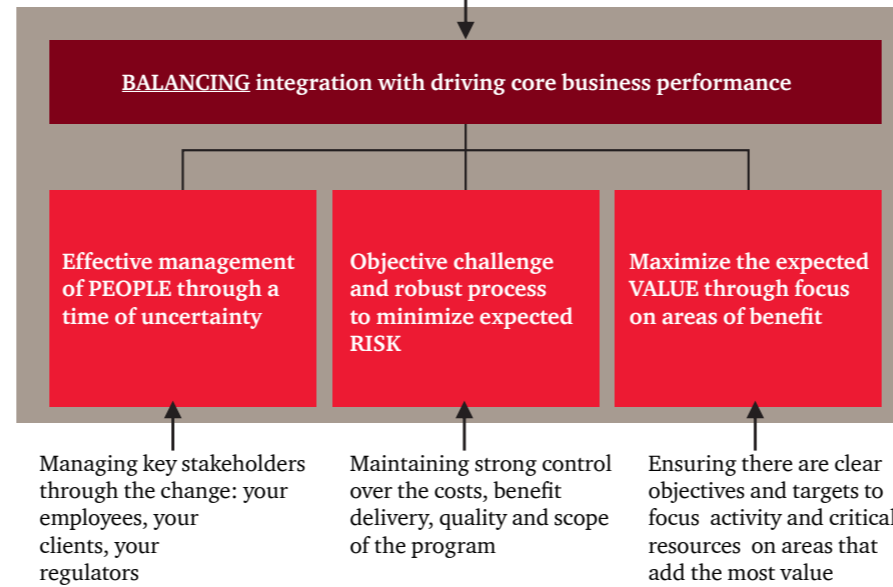
Source : PwC Internal research report

## Most investors focus on business stabilization and synergy realization when managing post-merger integration in the western world



## Integration principles

Delivering the benefits whilst ensuring that focus is maintained on core business growth opportunities, business as usual activity and other change programs

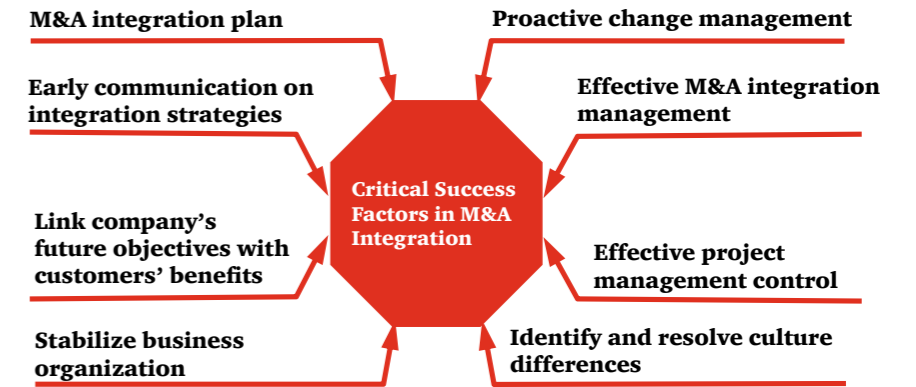


## Different M&A modes present different challenges

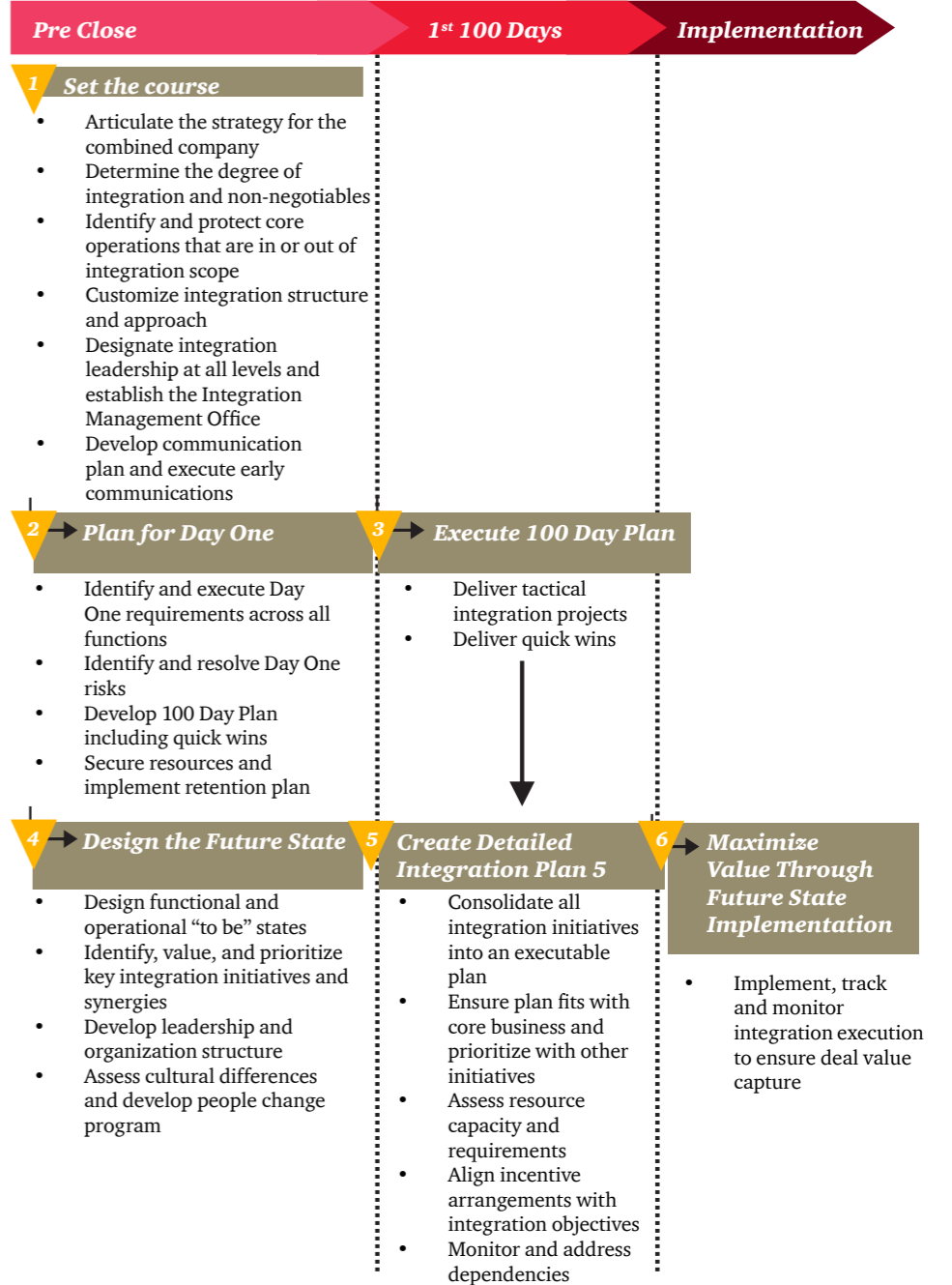
The majority of M&A challenges lie within the first two modes, where the third mode involves less integration complexity

M&A Mode	Different Integration Challenges
Merger of Equals (or JV)	<ul style="list-style-type: none"> <li>• Integrate best practices</li> <li>• Culture synergy</li> <li>• Balance pressure, define organizational structure, design key management positions and retention</li> <li>• Regulatory requirements and process/policy realignment</li> </ul>
Taking Control	<ul style="list-style-type: none"> <li>• Send management to the integrated company</li> <li>• Manage employees at the acquired company</li> <li>• Deal with conflicts</li> </ul>
Keep as it	<ul style="list-style-type: none"> <li>• Share financial information through implementation</li> <li>• Align reporting requirements</li> </ul>

## Integration Success Factors



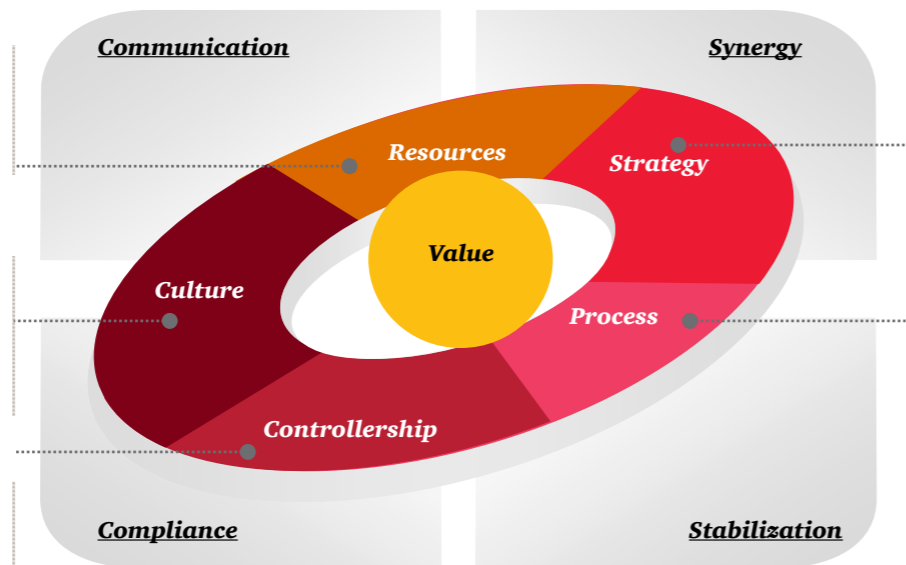
## Integration Methodology



## Specific challenges and issues need to be managed for post-deal integration in Indonesia

### Frequently...

- No systematic compensation and performance system
- Lack of open communication
- Customary gift giving culture
- MNC vs. domestic company cultures and ways of working
- Sales FCPA compliance
- Cash based accounting
- Multiple sets of books



### Frequently...

- Lack of systematic planning and forecasting mechanisms
- No standardized business processes (e.g. finance, distribution management, procurement, etc.) nor sufficient documentation
- Different manufacturing requirements
- Managed by "people" instead of "policies" and "processes"

Manage integration to create value through four guiding principles and five key elements

## We have strong capabilities in Indonesia

### Market leader

The largest professional service firm, with more than 50 partners and 1,600 people in Indonesia.

### Value proposition

We help organizations to work smarter and grow faster. We consult with our clients to build effective organizations, innovate & grow, reduce costs, manage risk & regulation and leverage talent. Our aim is to support our clients in designing, managing and executing lasting beneficial change.

### Indonesia knowledge & international experience

Our team consists of Indonesian nationals with overseas work or study experience, and a few expatriates who have been in Indonesia for at least 3 years, and with some more than 10 years. We are familiar with Indonesia business practices and experienced in dealing with local companies, their management, and employees.

### Dedicated

A team dedicated to and familiar with pre-deal and post deal integration and carve-out issues and management.

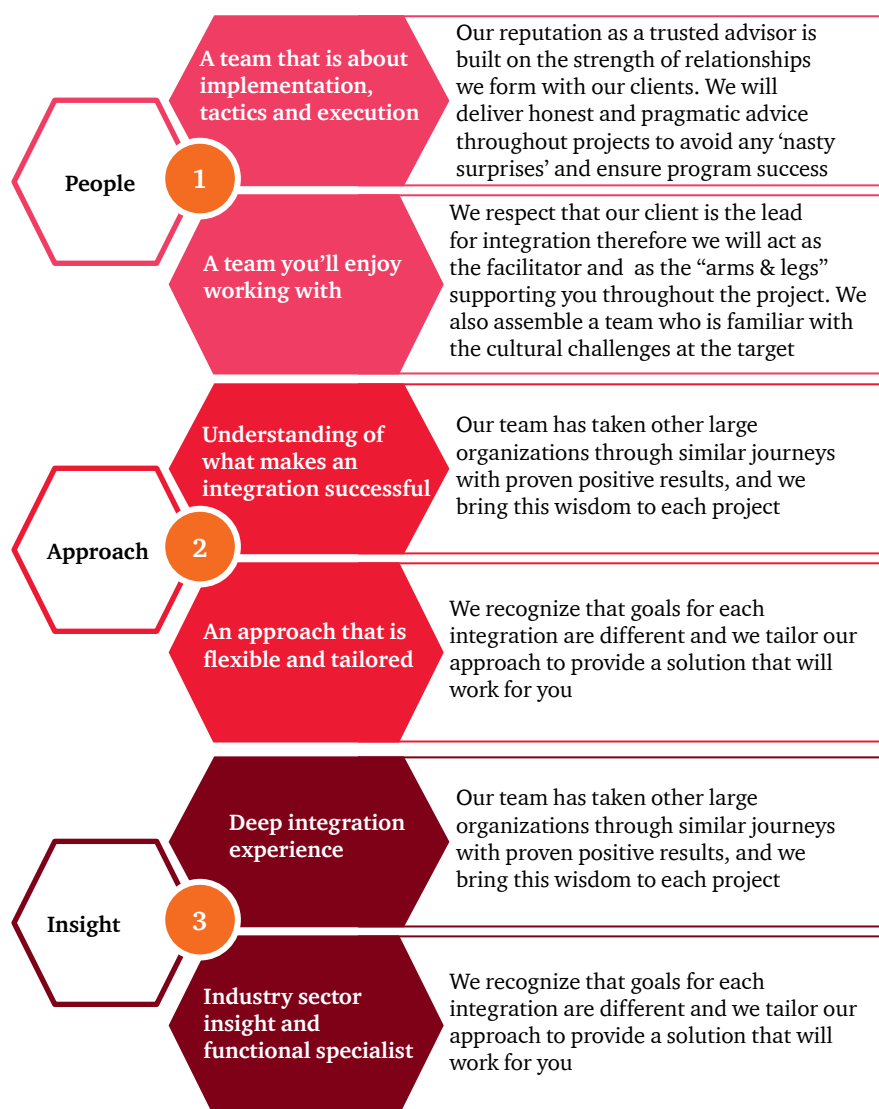
### Industry expertise

We have sector specialization in key sectors to eliminate up-to-speed time and add insightful value.

### Integrated service

Our teams work alongside Corporate Finance, Due Diligence, Valuations, Tax and structuring, and system integration colleagues to provide an integrated service.

## Our values



## Contact Us



**Joshua R. Wahyudi**  
Partner  
+ 62 21 521 2901 ext 90833  
joshua.r.wahyudi@id.pwc.com



**Sharly Rungkat**  
Partner  
+ 62 21 521 2901 ext 90959  
sharly.rungkat@id.pwc.com

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