


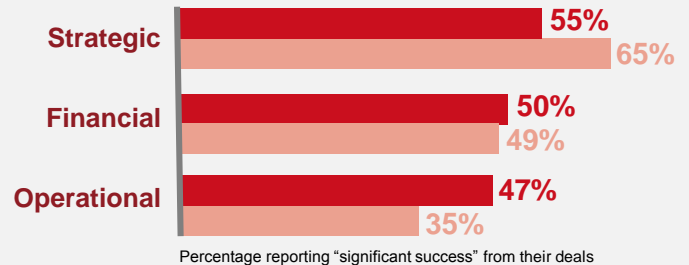


# Transformational deals demand leadership

For PwC's 2017 M&A Integration Survey, now in its 20th year, we partnered with Oxford Economics to survey 151 executives from Fortune 1000 companies that have recently undertaken an M&A transaction. The results show transformational deals are on the rise—but strategic success is becoming more elusive.

Achieving strategic, financial, and operational **success is getting harder to come by.**

2016 =  2013 =  2011 = 



At the same time, **reported success rates in go-to-market areas have declined...**



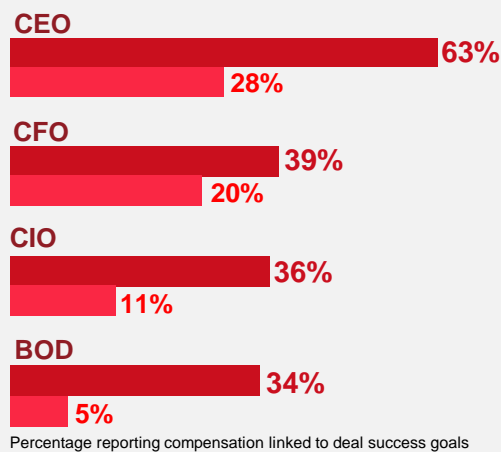
...and people integration **remains a challenge.**



**42%** of respondents said people/organization were not fully integrated

**58%** said people/organization integration was difficult.

To improve deal success, **companies are increasingly tying executive incentives to deal performance.**



The heart of the matter: **Success depends on strong leadership over the integration process.**



**In the deals you undertake, start by asking yourself a few key questions, and answering them candidly and completely.**

- Is your integration strategy aligned with your deal strategy?
- Is your integration team involved early enough?
- Do you understand the capabilities of the business you are targeting?
- Who is your choreographer? Do you have the right leader(s) driving the deal and integration?
- Are your leaders and key people effectively incentivized to achieve deal and integration goals?

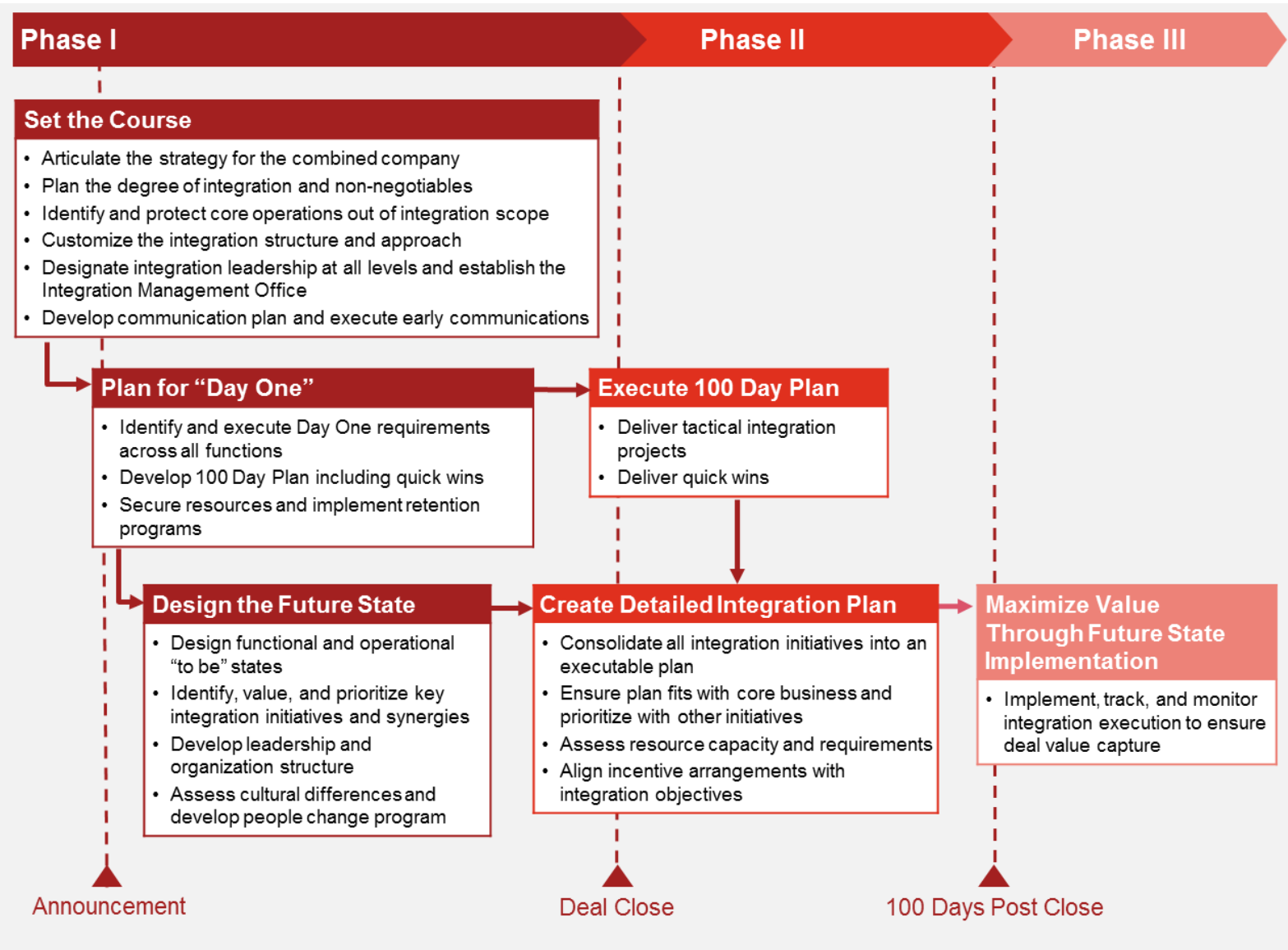


To read the full report, visit [www.pwc.com/us/ma-integration-survey](http://www.pwc.com/us/ma-integration-survey)

# PwC's M&A Integration Approach

Mergers and acquisitions rarely fail due to a flawed strategy. Rather, missing targets and deal objectives are often a result of untimely execution of the strategy. Successful integration must happen quickly and systematically. The period of time between deal announcement and deal close and the first 100 days post-close are absolutely critical to realizing quick wins and preparing the combined company to maximize value over the long term.

The PwC integration process follows a sequence of coordinated steps to focus resources and capital on the ***right activities at the right times***.



## Contact

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