



# Integration Management

## CLIENT SITUATION

Client has made a number of acquisitions in multiple countries to establish market dominance and grow the business. The newly acquired entities need to be integrated to meet the planned acquisition objectives of creating synergies and reducing the combined company's operating expenses.

Client has identified the need to accelerate the implementation of new customers and the conversion of existing customers from acquired entities to a target platform. Client has also identified the need to lower the overall customer conversion and implementation costs.

## COMPLICATION

Client operates the global business by dividing the entire portfolio into multiple regions. Each region owns a separate P&L. Each region hires its own development staff to customize the product offering for countries in the region, following the region's own development methodology and staffing model. The lack of a standard methodology, enterprise architecture governance and development team structure leads to cross-region communication issues for multi-country customers, redundant work between regions, large variances in team productivity, product quality issues, and unpredictable delivery schedules.

## QUETICA SUPPORT

Quetica consultants interviewed key executives and subject matter experts in multiple regions to understand and document the current business strategy, product and technology plan, sales and marketing approaches, customer feedback, business and technical architecture, and key business processes. Quetica consultants used operational excellence methodologies, industry best practices, and software engineering principles to analyze the current state of the business and identify key constraints. Based on the criticality of constraints and the prospects for return on investment, Quetica consultants proposed and reviewed three focused areas with the Client's executive team:

- (1) the development of one common methodology to implement customers in all regions and countries;
- (2) the consolidation of development sites to leverage talents in lower cost countries to reduce development costs; and
- (3) an organization restructuring plan to improve the effectiveness and efficiency of team management and cross functional communication.

With the executive team's approval, Quetica consultants conducted design workshops with Client's relevant internal subject matter experts to go over (1) Quetica's recommended design in development methodology, including overall project approach, process, and documentation templates; (2) site consolidation strategy; (3) and to-be organization structure in enterprise architecture, product management, product development, and enterprise project management office. Quetica consultants then suggested options for the implementation strategy and plan, with a financial model for each option to demonstrate the costs and benefits. Quetica consultants worked closely with the executive team to come up with the final recommended implementation approach, considering factors in customer support, financial, human resources, and company culture. The recommended strategy represents millions of dollars of cost saving opportunities annually and improves the speed to market, product quality, and eventually customer satisfaction.

## QUETICA CAPABILITIES

To support a complex business integration engagement, Quetica can draw on multiple areas of expertise to help ensure that Client's acquisition goals in business growth and operation efficiency are achieved, and in a manner which pro-actively manages inherent risks in this type of business transformation initiative.

### INVOLVEMENT

### APPROACH AND METHODOLOGY

Discovery	Interviews, Lean Six Sigma, Industry Best Practices, Software Engineering Principles
Design	Workshops, Industry Best Practices, Lean Six Sigma, Software Engineering Principles
Implementation Strategy	Scenario Analysis, Financial Modeling
Execution	Project Management