



Case Study – Media & publishing organisation

Situation

Our client is a privately owned, market-leading online and print publication organisation that has undertaken a programme of rapid expansion of its business portfolio. As part of this expansion, the organisation was presented with the opportunity to purchase another prestigious media business. The potential acquisition provided the ability to significantly increase cross-selling revenue from existing customers, as well as allowing market diversification.

Requirement

Support pre-acquisition due diligence activities and undertake analysis of the data room. Implement and manage a transitional service plan and agreement to provide business-as-usual and planning support to enable completion of the deal. Post-acquisition, integrate the new business into the existing organisational infrastructure.

Approach

The initial phase of the engagement focused upon analysis and review of the potential acquisition to determine the viability of the deal, highlight key risks and to identify critical knowledge gaps. Findings and recommendations were then presented to the Executive team. Once agreement was given to proceed with the purchase, a transitional plan and agreement was developed that outlined timing expectations, responsibilities and the critical (required) quality levels. Post-acquisition, the transition and integration was actively project managed on a day-to-day basis, encompassing:

- An office move and full office fit-out
- TUPE of existing colleagues and HR support
- Transition of the sales order process from 3 systems to one single CRM platform
- Renegotiation of deals for a range of existing service providers

Project governance was established, allowing regular progress reviews and financial oversight by the executive team throughout the transition.

Outcomes:

- Completed on time & within budget
- Complete fulfilment of the transition service agreement
- No lost revenue or negative customer impact
- 100% business continuation (no down-time)

Support provided

- Data analysis support
- Project planning and project management
- Supplier commercial negotiation
- Process redesign
- Change management planning.