

ID	Goal	Activity	Task	Tips and Hints	What we often observe	Ideal Start Date	Ideal Deadline	Standard Templates	Tools and Techniques
1	Coordinate all merger-related communication actions	Assign responsibility of coordination of communication	Identify communication coordinator(s)	<ul style="list-style-type: none"> <li>The communication coordinator should have thorough experience in communication - job not to be given automatically to HR people</li> <li>Determine if the communication coordinator needs support and if so, identify team members to support the communication coordinator</li> </ul>	Lack of communication accountability during the due diligence phase - no contact initiated by the M&A, lack of time to prepare the announcement	Strategy analysis	Board Go-Ahead	Job description	
2	Coordinate all merger-related communication actions	Prepare short term communication material	Press release (Announcement)		Prepared too late, with a lack of information resulting in a inappropriate set of messages	Strategy analysis	Board Go-Ahead	Template	
3	Coordinate all merger-related communication actions	Prepare short term communication material	Prepare Q&A for managerial communication		Needs to be started early due to the important number of iterations required to deliver an accepted document	Board Go-Ahead	Announcement	Q&A strawmodel	
4	Coordinate all merger-related communication actions	Prepare short term communication material	Press release (signing)		Lack of time	Announcement	Signing	Template	
5	Coordinate all merger-related	Prepare short term communication material	Press release (closing)		Lack of time	Signing	Closing	Template	
6	Coordinate all merger-related communication actions	Organise the communication workstream	Create an overview of all "new" stakeholder groups	<ul style="list-style-type: none"> <li>Consider internal (e.g. transition team, all employees, middle management) as well as external stakeholders (e.g. investors, customers, suppliers)</li> </ul>	Started after closing in case of a takeover bid	Board Go-Ahead	Announcement		
7	Coordinate all merger-related communication actions	Organise the communication workstream	Identify resource(s) responsible for communication to each stakeholder group		Project communication is disconnected with the internal communication organisation, which is itself being restructured	Board Go-Ahead	Signing		
8	Coordinate all merger-related communication actions	Organise the communication workstream	Define roles and responsibilities of all resources identified		Lack of clarity regarding the scope and positioning of the communication organisation : linked to HR or not ? Decentralised or not ? Available for the project or not ?	Board Go-Ahead	Signing	Job description	
9	Coordinate all merger-related communication actions	Organise the communication workstream	Make sure all communication resources have each others' contact details		<ul style="list-style-type: none"> <li>Lack of basic information : list of people, e-mails, telephone number (incl. Personnel ones)...</li> <li>This should be done at project level, not only in the communication workstream</li> </ul>	Announcement	Signing		
10	Coordinate all merger-related communication actions	Organise the communication workstream	Determine frequency of alignment of communication plans	<ul style="list-style-type: none"> <li>Weekly pace may be sufficient</li> <li>Workstream project reviews may include a communication agenda item</li> </ul>	Unsuufficient linkage with the project - lack of contacts, lack of content	Announcement	Closing		
11	Coordinate all merger-related communication actions	Develop communication action plan	Define communication objectives and benefits	Identify expected results (no social issues, positive judgment on the organisation of the integration process, pro-activity of the communication workstream...)	Unclear expectations vis-à-vis the communication workstream and people : pure editing of documents ? Communication strategy design ?	Signing	Closing		

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12	Coordinate all merger-related communication actions	Develop communication action plan	Formulate guiding principles	<ul style="list-style-type: none"> <li>Communicate internally first</li> <li>Have face to face communication as much as possible</li> <li>Facilitate two-way communication</li> <li>Incorporate confidentiality guidelines as defined by Program Management team</li> </ul>	<ul style="list-style-type: none"> <li>Managers seek support in the first weeks - they need to comfort their own understanding of the cultural patterns of the acquiring group</li> <li>Integration success may be jeopardised by the communication approach of line managers</li> </ul>	Signing	Closing	PMI Communication Guidelines	
13	Coordinate all merger-related communication actions	Develop communication action plan	Develop success measurement criteria	<p>May be linked to the results of a communication survey organised with workstream leaders and delivered through Intranet</p>	Lack of clear objectives	Signing	Closing		
14	Coordinate all merger-related communication actions	Develop communication action plan	Present draft integration-related communication plan to leadership team for approval	<ul style="list-style-type: none"> <li>Discuss first with Integration Project Manager</li> <li>Prepare and present in the Integration project meetings prior to closing</li> <li>Present in the first joint meetings to the Integration Steering Committee</li> <li>Present to the first joint board of directors</li> </ul>	Unclear set of information on the communication process	Signing	Closing		
15	Coordinate all merger-related communication actions	Develop communication action plan	Brainstorm on possible unforeseen events	<ul style="list-style-type: none"> <li>Organise a brainstorm session as soon as possible and before closing, in order to be ready for Day1</li> <li>Develop approaches to deal with these events</li> <li>Session should include Integration Project Manager, execs from both entities</li> <li>"Worst case" is the base scenario : Consider events such as authorities don't approve, any legal suits or actions, information leaks out, ongoing business turns sour, deal "crumbles", internal fighting, etc.</li> <li>Propose to Steering Committee before closing and validate</li> </ul>	<ul style="list-style-type: none"> <li>Lack of time spent on preparation - communication people have limited access to managers and execs</li> </ul>	Signing	Closing		
16	Coordinate all merger-related communication actions	Coordinate all merger-related communication plans	Request communication resources to develop initial communication plan	<ul style="list-style-type: none"> <li>Secure each workstream has a communication/mobilisation leader present in each workstream steering committee meeting</li> <li>Evaluate resource needs at workstreams' as well as at management office level</li> </ul>	<ul style="list-style-type: none"> <li>Lack of availability of resources - people have to work on their day-to-day jobs</li> <li>In the different workstreams, unclear management of communication issues - workstream manager focused on technical aspects</li> </ul>	Signing	Closing	PMI Communication Organisation	
17	Coordinate all merger-related communication actions	Coordinate all merger-related communication plans	Collect communication plans	<ul style="list-style-type: none"> <li>Set-up weekly conf calls with workstream communication champion</li> <li>Regular updates with workstream leadership team should be done</li> </ul>		Signing	Day 90		
18	Coordinate all merger-related communication actions	Coordinate all merger-related communication plans	Align communication plans	<ul style="list-style-type: none"> <li>Understand "secondary" audiences of messages (e.g. advertising campaign for customers may reach employees as well)</li> <li>Determine optimal timing of messages</li> <li>Ensure consistency of messages</li> </ul>		Signing	Day 30		

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19	Coordinate all merger-related communication actions	Obtain leadership team's commitment	Present overall high-level communication plan to leadership team for approval			Signing	Day 30		
20	Coordinate all merger-related communication actions	Obtain leadership team's commitment	Discuss and agree upon the leadership team's role in stakeholder communication			Signing	Day 30		
21	Coordinate all merger-related communication actions	Review updated communication plans on a regular basis	Collect updated communication plans on a regular basis			Signing	Day 90		
22	Coordinate all merger-related communication actions	Review updated communication plans on a regular basis	Align communication plans			Signing	Day 90		
23	Design the Newco communication approach	Create an internal communication team	Define roles and responsibilities			Signing	Day 30		
24	Design the Newco communication approach	Create an internal communication team	Determine remuneration			Signing	Day 30		
25	Design the Newco communication approach	Create an internal communication team	Identify team members	• Team members typically come from the HR and Communication functions from both organizations		Signing	Day 30		
26	Design the Newco communication approach	Understand "new" stakeholder groups (audiences)	Confirm internal stakeholder groups			Closing	Closing		
27	Design the Newco communication approach	Understand "new" stakeholder groups (audiences)	Identify key influencers to be involved			Signing	Day 30		
28	Design the Newco communication approach	Create and execute short-term communication plan (e.g. first 10 days)	Identify stakeholders' short-term communication requirements; messages will include:	• Announcement of the merger • Merger objectives • When more information will be available Importance of "business as usual"		Signing	Closing		
29	Design the Newco communication approach	Create and execute short-term communication plan (e.g. first 10 days)	Create short-term communication plan to key stakeholders			Signing	Closing		
30	Design the Newco communication approach	Create and execute short-term communication plan (e.g. first 10 days)		• Define channels, timing and senders • Include as much face-to-face to employees as possible		Signing	Closing		
31	Design the Newco communication approach	Create and execute short-term communication plan (e.g. first 10 days)	Send short-term communication plan to communication coordinator for alignment with other communication plans			Signing	Closing		

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32	Design the Newco communication approach	Create and execute short-term communication plan (e.g. first 10 days)	Execute short-term communication plan			Closing	Day 30		
33	Design the Newco communication approach	Assess current <u>internal</u> communication climate and effectiveness	Identify existing communication channels used by both organizations to send corporate messages			Closing	Day 30		
34	Design the Newco communication approach	Assess current <u>internal</u> communication climate and effectiveness	Conduct a communication effectiveness audit to:	<ul style="list-style-type: none"> <li>Identify other channels used in the organizations</li> <li>Measure distribution effectiveness of messages sent ("do messages reach the employees")</li> <li>Measure communication effectiveness of messages sent ("is this what the employees need/want")</li> </ul> If possible, get an idea of the organization's capability to absorb required change (provides information about level of difficulty)		Closing	Day 30		
35	Design the Newco communication approach	Establish or modify internal communications infrastructure	Based on the outcomes of the communication effectiveness audit (2.4.),						
36	Design the Newco communication approach	Establish or modify internal communications infrastructure	Based on the outcomes of the communication effectiveness audit, develop an approach to establish or modify the internal communications infrastructure	<ul style="list-style-type: none"> <li>Infrastructure should reach all levels in the organization</li> <li>Face to face communication by managers/supervisors should be used whenever possible</li> <li>Communication infrastructure should support at least two-way (up and down), and ideally three-way communication (up, down and lateral)</li> </ul> The infrastructure consists of people (i.e. network), processes and tools		Closing	Day 60		
37	Design the Newco communication approach	Establish or modify internal communications infrastructure	Build the internal communication infrastructure	<ul style="list-style-type: none"> <li>Recruit/select and train communication coordinators</li> <li>Define communication flows</li> <li>Develop tools (e.g. databases, meeting agenda templates)</li> </ul>		Closing	Day 60		
38	Design the Newco communication approach	Establish or modify internal communications infrastructure	Pilot the internal communication infrastructure			Closing	Day 60		
39	Design the Newco communication approach	Measure communication effectiveness	Compile list of mutual benefits to customer and business achievable through merger (e.g. combined customer service center with economies of scale and improved service)			Closing	Day 60		

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40	Design the Newco communication approach	Measure communication effectiveness	Identify key success factors to measure effectiveness			Closing	Day 60		
41	Design the Newco communication approach	Measure communication effectiveness	Select and develop tool(s) to measure effectiveness			Closing	Day 60		
42	Design the Newco communication approach	Measure communication effectiveness	Determine scope of the pilot			Closing	Day 60		
43	Design the Newco communication approach	Measure communication effectiveness	Schedule pilot			Closing	Day 60		
44	Design the Newco communication approach	Measure communication effectiveness	Identify and notify pilot participants			Closing	Day 60		
45	Design the Newco communication approach	Measure communication effectiveness	Pilot communication initiatives			Closing	Day 60		
46	Design the Newco communication approach	Measure communication effectiveness	Evaluate pilot feedback			Closing	Day 60		
47	Design the Newco communication approach	Measure communication effectiveness	Based on outcomes pilot, adjust internal communication infrastructure			Closing	Day 60		
48	Develop the Newco Internal Communication Plan	Develop messages	Identify key change themes arising from merger			Signing	Day 30		
49	Develop the Newco Internal Communication Plan	Develop messages	Conduct stakeholder analysis for internal stakeholder groups	<ul style="list-style-type: none"> <li>Identify the impact the merger will have on each stakeholder group</li> <li>Identify issues related to each stakeholder group</li> </ul>		Closing	Day 30		

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50	Develop the Newco Internal Communication Plan	Develop messages	Identify key messages per stakeholder group; messages may include:	<ul style="list-style-type: none"> <li>• Merger objectives</li> <li>• History of each organization</li> <li>• Synergy targets</li> <li>• "What's in it for me?" (answer Maslow's Hierarchy of Needs: what's my job, who's my boss, what's my pay, etc.)</li> <li>• Progress updates</li> <li>• When will decisions be made</li> <li>• Vision, values and strategy</li> <li>• Name and logo</li> <li>• Organization structure</li> <li>• Frequently asked questions and answers</li> </ul>		Closing	Day 30		
51	Develop the Newco Internal Communication Plan	Identify communication channels	Select existing communication channels and augment with targeted merger-specific channels	<ul style="list-style-type: none"> <li>• Targeted merger-specific channels may be additional printing of an organization newsletter or e-mail distribution</li> <li>• The internal communication infrastructure should be used to send messages, both in written and oral form</li> </ul>		Closing	Day 30		
52	Develop the Newco Internal Communication Plan	Identify communication channels	Select communication channel for each stakeholder group/message combination based on the following factors:	<ul style="list-style-type: none"> <li>• Organization objectives</li> <li>• Budget/resource requirements</li> <li>• Urgency</li> <li>• Stakeholder attitudes towards the channel</li> </ul>		Closing	Day 30		
53	Develop the Newco Internal Communication Plan	Determine timeline	Pace and prioritize the communication to the various stakeholder groups			Closing	Day 30		
54	Develop the Newco Internal Communication Plan	Determine timeline	Manage interdependencies between communication to various internal stakeholder groups			Closing	Day 30		
55	Develop the Newco Internal Communication Plan	Develop feedback mechanisms	Decide how feedback will be solicited from various stakeholder groups	Use the internal communication infrastructure as much as possible		Closing	Day 30		
56	Develop the Newco Internal Communication Plan	Develop feedback mechanisms	Design feedback follow-up processes			Closing	Day 30		
57	Develop the Newco Internal Communication Plan	Establish metrics for communication success	Decide how and against which Key Performance Indicators each communication initiative will be evaluated			Closing	Day 30		
58	Develop the Newco Internal Communication Plan	Assign responsibilities for communicating messages	Identify most appropriate communicators			Closing	Day 30		

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59	Develop the Newco Internal Communication Plan	Assign responsibilities for communicating messages	Decide if and how support will be provided by the central internal communication team			Closing	Day 30		
60	Develop the Newco Internal Communication Plan	Assign responsibilities for communicating messages	Conduct training needs analysis			Closing	Day 30		
61	Develop the Newco Internal Communication Plan	Assign responsibilities for communicating messages	If needed, train communicators			Closing	Day 30		
62	Develop the Newco Internal Communication Plan	Design branding for merger-related communication	Brainstorm on and decide what impression the merger-related communication should leave with the receivers			Closing	Day 30		
63	Develop the Newco Internal Communication Plan	Design branding for merger-related communication	Discuss proposed branding with communication coordinator to align with other communication initiatives			Closing	Day 30		
64	Develop the Newco Internal Communication Plan	Design branding for merger-related communication	Have Professional Designers design branding			Closing	Day 30		
65	Develop the Newco Internal Communication Plan	Align initial communication plan with other communication plans	Send initial communication plan to communication coordinator for alignment with other communication plans			Closing	Day 30		
66	Develop the Newco Internal Communication Plan	Align initial communication plan with other communication plans	Finalize initial communication plan			Closing	Day 30		
67	Implement the Newco Internal Communication Plan	Maintain an overview of internal communication sent	Set up a central place to store and capture all relevant information about the integration			Day 30	9 Month		
68	Implement the Newco Internal Communication Plan	Communicate with internal stakeholder groups	Craft messages*			Day 30	9 Month		
69	Implement the Newco Internal Communication Plan	Communicate with internal stakeholder groups	Produce communication material using the branding guidelines			Day 30	9 Month		
70	Implement the Newco Internal Communication Plan	Communicate with internal stakeholder groups	Ensure HR representatives are present/available when messages with significant employee implications are delivered			Day 30	9 Month		

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71	Implement the Newco Internal Communication Plan	Communicate with internal stakeholder groups	Implement feedback processes			Day 30	9 Month		
72	Implement the Newco Internal Communication Plan	Communicate with internal stakeholder groups	Respond to feedback	If appropriate, respond to individuals who sent feedback Produce regular Question & Answer documents recording feedback		Day 30	9 Month		
73	Update the Internal Communication Plan	Monitor communication effectiveness	Measure success against the factors defined in the communication strategy (see 1.3)			Day 30	9 Month		
74	Update the Internal Communication Plan	Monitor communication effectiveness	Monitor changes in context/content			Day 30	9 Month		
75	Update the Internal Communication Plan	Monitor communication effectiveness	Create feedback categories			Day 30	9 Month		
76	Update the Internal Communication Plan	Monitor communication effectiveness	Analyze these categories			Day 30	9 Month		
77	Update the Internal Communication Plan	Monitor communication effectiveness	Review feedback			Day 30	9 Month		
78	Update the Internal Communication Plan	Adjust internal communication plan	Update communication plan			Day 30	9 Month		
79	Update the Internal Communication Plan	Adjust internal communication plan	Send updated communication plan to communication coordinator for alignment with other communication plans			Day 30	9 Month		
80	Update the Internal Communication Plan	Adjust internal communication plan	Confirm updated communication plan			Day 30	9 Month		