

## INTEGRATION CHECKLIST

We used the *Integration Checklist* to plan and manage the consolidation of four non-profits. While at first, our boards and funding sources were surprised to learn all the work needed to integrate, they ultimately appreciated—and supported—this critical work. Marcia Hendrickson, CEO, NewBridge

### Introduction

Use **The Integration Checklist** before an acquisition, merger or consolidation to identify gaps, overlaps, differences and similarities among systems, processes and staffing. Integrations don't have to be chaotic, tense or distracting. The Integration Checklist will provide everyone a realistic—and rewarding—set of collaborative projects to achieve the big goals of the new entity.

INTEGRATION CHECKLIST		Evaluation Key	
For: Acme Widget Company Zebra Widget Corporation		<input checked="" type="checkbox"/> Does not apply	<b>A</b> Adopt one existing system
By: Joe, Sally, Larry, Ann		<b>B</b> Blend two systems	<b>C</b> Create a new system
When: 21-Jun-18		<b>H</b> High priority	<b>L</b> Low priority
0 DISCIPLINE			
0.0 Practice area			
0.0.0 Practice			
1.5 Planning			
1.6 Facilities			
2 MARKETING & SALES			
2.1 Market research			
2.11 Market size	<input checked="" type="checkbox"/>	<b>L</b>	<b>H</b> Need to consolidate market size data
2.12 Market segmentation	<input checked="" type="checkbox"/>	<b>L</b>	<b>H</b> See integration of CRM
2.13 Customer research	<input checked="" type="checkbox"/>	<b>M</b>	<b>L</b> Expand ACME's annual survey + Zebra's data
2.14 Competitor analysis	<input checked="" type="checkbox"/>	<b>A</b>	Update Competitor Grid from CMTF
2.2 Channels of distribution			
2.3 Pricing and promotions			
2.4 Marketing communications			
2.5 Sales management			
2.6 Customer service			
3 OPERATIONS			
3.1 Quality			
3.11 Quality measurement	<input checked="" type="checkbox"/>	<b>A</b>	<b>H</b> Zebra's metrics to go into ERP
3.12 Quality management	<input checked="" type="checkbox"/>	<b>S</b>	<b>H</b> Blend the teams into one
3.13 Sustainability	<input checked="" type="checkbox"/>	<b>A</b>	<b>M</b> Add 1 Acme person to the Zebra team
3.2 Work process			
3.3 Production technology			
3.4 Supply chain			
3.5 Logistics			

### Benefits

The Center's tools minimize omissions, improve communications and foster collaboration. The **Integration Checklist**, when used with The GM's Index of Terms:

- Realizes the promised economies and opportunities of the integration
- Manages the additional workload during the integration
- Helps managers from the entities learn how each they talk and think about things

**Difficulty** Difficult  
**Estimated time required** 4 or 5 2-hour meetings  
**Special skills** None

### Basic Instructions to the Team

The critical questions when integrating organization are, Whose system or policy is going to be used for the new entity? Is a new system needed? What steps come first?

1. Put an "X" by the terms that don't apply.
2. See the Key to record decisions about system use, complexity and urgency.
3. Use the Three Good Questions at each term to explore the issue further.
4. Record important questions, assumptions and recommendations.
5. Run through the list again to confirm which integration projects come first.

Members can contact the Center for assistance: [info@theindex.net](mailto:info@theindex.net)

### Make It Better

Member should share ideas for improving any of the Center's tools and how they're taught and formatted. It's also great to suggest new applications or brand-new tools.

# INTEGRATION CHECKLIST

For: Acme Widget Company  
 Zebra Widget Corporation  
 By: Joe, Sally, Larry, Ann  
 When: 21-Jun-18

## Evaluation Key

X Does not apply  
 A Adopt one existing system  
 B Blend two systems  
 C Create a new system  
 HML High, Medium, Low priority

0 DISCIPLINE  
 0.0 Practice area  
 0.0.0 Practice

		Integration	Difficulty	Priority	Comment/Question/Project 1	Comment/Question/Project 2
<b>1 STRUCTURE</b>						
1.1	<b>Ethics and the law</b>					
1.1.1	Business ethics	A	L	M	Use Acme's Code of Ethics	Revise orientation program
1.1.2	Intellectual property	C	H	H	Create a catalog of all IP	
1.1.3	Dispute resolution	X				
1.1.4	Antitrust	X				
1.1.5	Compliance	A	M	L	Use Zebra's compliance protocol	
1.1.6	Contracts	A	L	M	Use Acme's standard widget contract	Adopt Zebra's Terms of Use
1.2	<b>Market position</b>					
1.3	<b>Ownership structure</b>					
1.5	<b>Governance</b>					
1.5	<b>Planning</b>					
1.6	<b>Facilities</b>					
<b>2 MARKETING &amp; SALES</b>						
2.1	<b>Market research</b>					
2.1.1	Market size	X	L	H	Need to consolidate market size data	What new markets can we consider?
2.1.2	Market segmentation	X	L	H	See integration of CRM	
2.1.3	Customer research	B	M	L	Expand ACME's annual survey + Zebra's data	
2.1.4	Competitor analysis	A			Update Competitor Grid from CMTF	
2.2	<b>Channels of distribution</b>					
2.3	<b>Pricing and promotions</b>					
2.4	<b>Marketing communications</b>					
2.5	<b>Sales management</b>					
2.6	<b>Customer service</b>					
<b>3 OPERATIONS</b>						
3.1	<b>Quality</b>					
3.1.1	Quality measurement	A	H	H	Zebra's metrics to go into ERP	Expand 6 Sigma training
3.1.2	Quality management	B	H	H	Blend the teams into one	Rewrite QM protocols
3.1.3	Sustainability	A	M	L	Add 1 Acme person to the Zebra team	Prepare for B Lab recertification
3.2	<b>Work process</b>					
3.3	<b>Production technology</b>					
3.4	<b>Supply chain</b>					
3.5	<b>Logistics</b>					
3.6	<b>Inventory</b>					
<b>4 INFORMATION</b>						
4.1	<b>Applications</b>					
4.2	<b>Internet</b>					
4.3	<b>Data and reporting</b>					
4.3.1	Database design	E	A	M		
4.3.2	Database integration	A	A	M		
4.3.3	Reporting	N	A	H		
4.3.4	Information security	E	E	L		
4.4	<b>Research and analysis</b>					
4.5	<b>Communication System</b>					
4.6	<b>Information Technology</b>					
<b>5 HUMAN RESOURCES</b>						
5.1	<b>Management</b>					
5.2	<b>Organizational Structure</b>					
5.2.1	Organization design	C	H	H	Publish new org chart with details	Create robust communications program
5.2.2	Teamwork	A	M	H	Expand Zebra's soft skills training program	Create mixed teams for integration projects
5.2.3	Corporate culture	C	H	H	Review both culture assessments	Articulate ideal culture
5.2.4	Job descriptions	B	M	M	Link to new org chart	Take best from both firms
5.3	<b>Employee Relations</b>					
5.4	<b>Training and Development</b>					
5.5	<b>Compensation</b>					
5.6	<b>Recruitment and Retention</b>					
<b>6 FINANCE</b>						
6.1	<b>Financial accounting</b>					
6.1.1	Financial statements	A	M	H	Acme's system will be used for new entity	Need to map Zebra's chart of accounts
6.1.2	Financial audit	A	L	L	Audit not needed for 2 years	
6.1.3	Accounts payable	A	M	H	Part of Acme's system	Use Acme's payroll system
6.1.4	Accounts receivable	A	L	H	Part of Acme's system	Address aging issues ASAP
6.2	<b>Managerial accounting</b>					
6.3	<b>Budgeting and forecasting</b>					
6.4	<b>Financing</b>					
6.5	<b>Cash management</b>					
6.6	<b>Risk management</b>					