NARRATIVE
FINANCIAL MANAGEMENT

CASE STUDY

ACQUISITION INTEGRATION

Global technology firm successfully integrates acquisition ahead of schedule.

SITUATION

A global B2B technology firm acquired a US company providing adjacent services to its existing US subsidiary. The company was scaling its operations and didn't yet have senior financial leadership in place in the US.

OPPORTUNITY

The Client was in a state of rapid growth and had insufficient time and personnel to address its pressing issues. The engagement with a fractional CFO began just after the new company was acquired. Not only was the target company much larger than the Client in terms of headcount, it was located in another state. These factors introduced various challenges that included multi-jurisdictional compliance issues.

ACTION

The first steps—as in all such high-intensity engagements—were to:

- Focus on all activities related to compliance, risk mitigation and company operations
- Meet with key stakeholders to communicate and align on priorities

Through its fractional CFO services, Narrative Financial Management successfully led the integration of the newly acquired company. The process, completed ahead of schedule, involved:

- Rapidly identifying priorities and developing an integration plan that reflected those
- Identifying the capability of the existing internal team and external service providers
- Managing the integration contributors to hit all key milestones

BENEFITS

Completion ahead of schedule reduced the cost and risk of integration. The rapid integration helped the Client realize the expected synergies in hitting their aggressive revenue and EBITDA targets for the year.

DISCUSSION

Acquisition integration can be a costly and time-consuming effort. Selecting and utilizing the most appropriate systems, tools and approaches can mitigate these aspects of integrations.

For companies that can't justify the expense of a full-time CFO, the right fractional CFO can be a very effective source for additional financial and operational expertise like that required to successfully integrate an acquisition.

This case study is based on an ongoing fractional CFO engagement to provide oversight of the Client's accounting, tax, financial planning and analysis, and its treasury management functions. Engagements like this are a very cost-effective way of accessing a sophisticated financial perspective. This case describes one of several valuable outcomes to the Client over the course of the engagement. These fractional engagements typically last until a client has grown enough to necessitate a full-time CFO.