

The logo graphic consists of a large, stylized letter 'C' in dark blue. Inside the 'C' is a white geometric shape resembling a hexagon. Overlaid on this is a large orange double-headed arrow pointing both up and down.

COPAF

CONSULTING

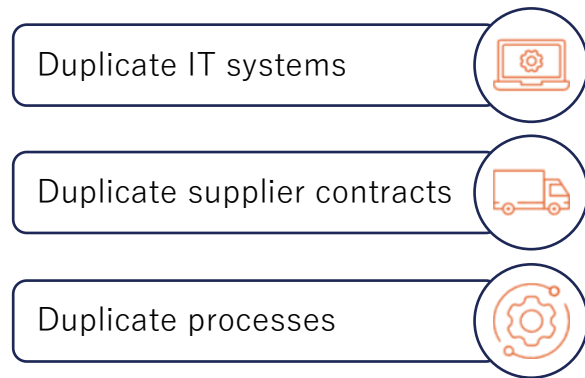
The hidden cost of incomplete integration

The key to success between legal and operational acquisition

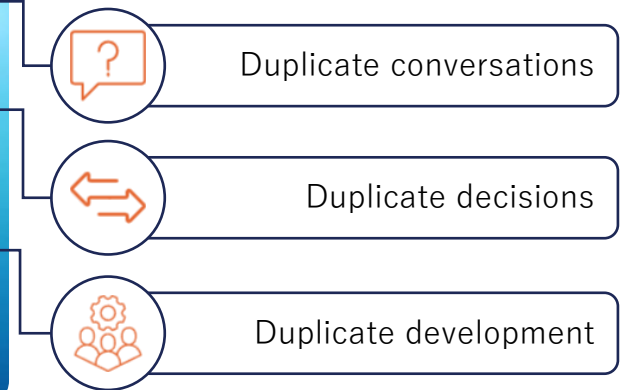
Introduction

Acquisition focuses on legal aspects. But acquisition is more than just legal deliverables. Synergy opportunities and cost savings remain hidden from management:

Management sees:



Operational reality:



Our client acquired several companies

We supported a waste management organisation that acquired several companies. After the acquisition:

Previous owners became Board members

Owners of the acquired companies became Board members. Companies became business units of the group.

Offices geographically separated

Client-facing departments, software and hardware each continued working from their own offices.

Business units kept “their” people

Acquired companies held on to their original employees.

Protection of intellectual property

DevOps teams were given explicit instruction not to collaborate to protect intellectual property.



Organisation showed familiar integration challenges

Our observations found that:

- Project Managers deliberately introduced similar functional requests to different DevOps teams
- Customers that negotiated custom conditions or solutions at no additional expense
- Hardware workshops working with different priorities than software for the same customer



Limits to information flow

Acquisition was completed from a legal perspective.

Business, Technology and Operations continued as-is.

Group-wide optimization was not possible because management instructed DevOps teams not to collaborate with Developers outside their own team.

**Information could not flow across business units.
Organisational learning came to a grinding halt.**



We discovered the gaps

We visited three key sites of the group. We:

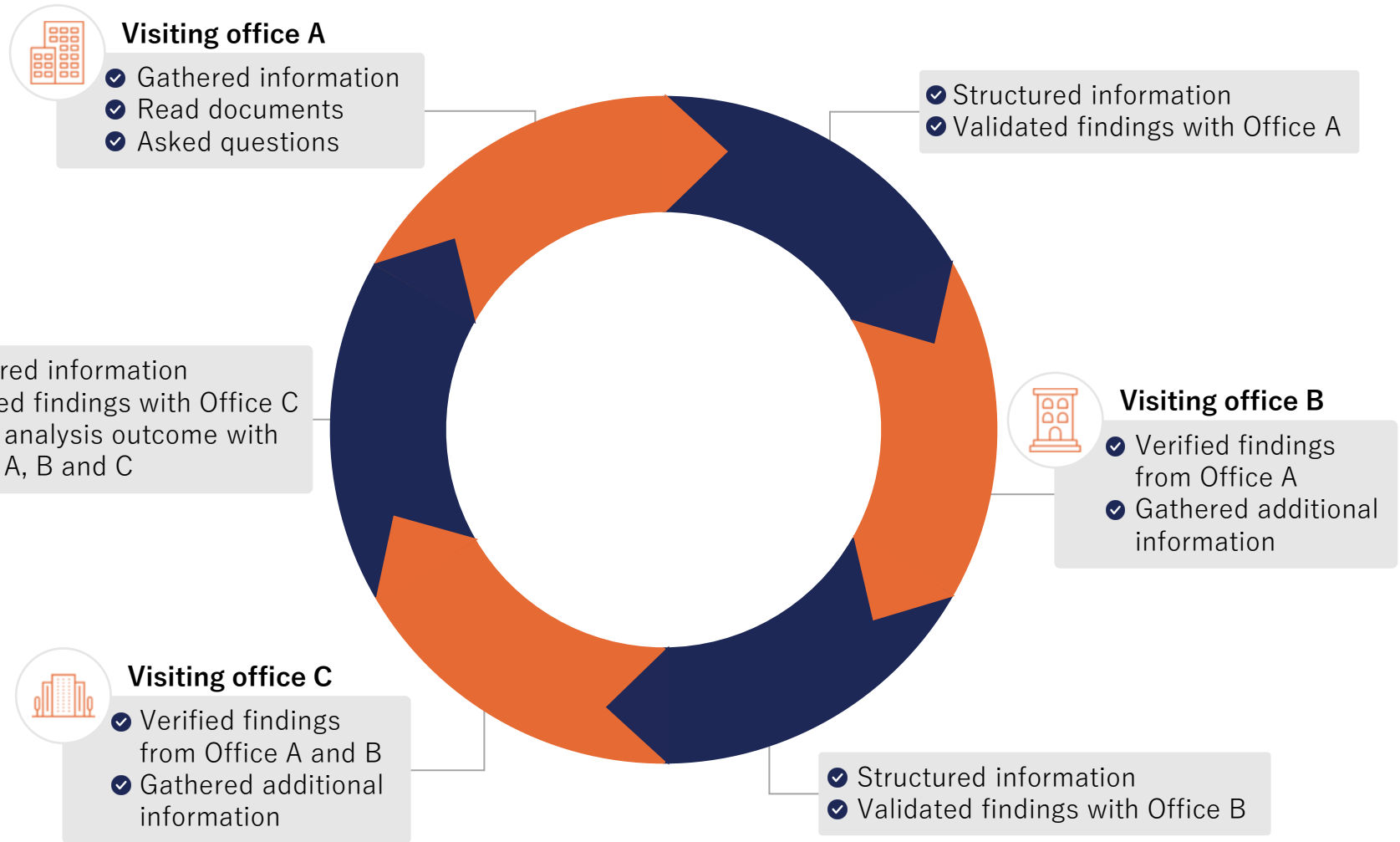
- Asked questions, read documents, joined product demos
- Gained insight in their business, tech and operations
- Compared findings with the other key sites

The following pattern emerged:

	Business	Technology	Operations
Observation	Hardware, software and consulting operated separately.	Differences in language, same capabilities required.	Business units interacted separately with customers.
Gap	Optimization focused on locale instead of group.	Same solutions built by DevOps teams independently.	Inconsistent customer support, lack of transparency.



Our journey resulted in a shared backlog



Results of our efforts

Our journeys between key offices contributed by:

- ✓ Reducing development of duplicate capabilities
- ✓ Enabling a common language across DevOps teams
- ✓ Business taking advantage of shared capabilities
- ✓ Proposals becoming more competitive
- ✓ Enabling the group to secure a multi-million euro tender



How to make acquisitions succeed

Our journey came to an end when we drove back to our own office in Rotterdam. We learned that:



Legal aspects are the start

Leadership to merge business, technology and operations are the finish.



Shared understanding by sharing technology

Restricting DevOps teams to collaborate outside their teams left business value unused.



Translate, then analyse

Providing a common language enables the organisation to do cross-business unit analyses themselves.



Is our Discovery exercise valuable for you?

Our client in waste management got the direction they needed to succeed post-acquisition. Organisations contact us after recognising one or more of these signals:

- Similar work appears in different locations
- Business units do not align with group strategy
- No ownership of the change roadmap stifles progress





This insight is part of a broader body of thinking on ownership, interpretation risk and delivery trade-offs.

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Make Complex Change Work