



PROFESSIONAL SERVICES

Technical Management in Mergers and Acquisitions

Quest has the expertise to help you manage mergers and acquisitions. We'll converge and update your critical systems and provide additional support and resources to ensure optimal business continuity during and after the process.

Mergers and acquisitions (M&A) are a difficult time for companies. Numerous challenges can arise from the integration of different corporate cultures and technology ecosystems. It is essential to have a well-thought-out strategy to integrate technology assets ranging from infrastructure, data, and applications into a single unified framework.

This is where technology management comes in.

What is Technology Management in M&A

Technology management during M&A ensures that integrations occur smoothly and seamlessly without disrupting the business operations of either environment. A lack of technology management can lead to delays, increased costs, and problems with digital and physical security.



Learn more about Quest's
Professional services.

Quest understands the complexities of M&A, and we're happy to help you with your needs. Below is a list of critical technology management areas that you should consider for M&A, and we can assist you with each one:

- **Technology Due Diligence:** Before starting strategic planning, it is essential to conduct full due diligence that covers the key technology areas of integration. The scope should protect critical technology assets, applications, infrastructure, and data. This will help to identify any areas that can cause the M&A to be unsuccessful, such as regulatory restrictions or data residency requirements. It can also help to highlight cybersecurity risks that can arise, such as a vulnerable technology or one environment having a high technical debt. Quest can help you capture and identify these issues early on, which not only helps management make informed decisions about whether to proceed with the acquisition, but also helps you avoid other problems later.



- **Gap Assessments:** An M&A is not an organic growth of an existing company's IT footprint, but a merger of different systems, environments, applications, and security controls. It is imperative to carry out a thorough assessment at the start to identify potential areas of overlap, security issues, compatibility problems, technical debt, and areas of improvement. Quest can guide you through this assessment in the planning phase, letting you reap the benefits further down the line with a much smoother technology integration.
- **Project Plan:** An M&A must be treated like a project, complete with a fully defined plan (especially for technology systems). This plan should highlight critical milestones and checkpoints with regular updates provided to management on successes or blockers. Management should ensure that sufficient investments in time and budgets are allocated so that the technology migration happens seamlessly. This can include training or upskilling existing staff, creating new environments for data storage, revamping security controls, upgrading existing hardware, etc. Quest has expertise with all types of projects, and can help you devise a smart project plan for your M&A.
- **IT Governance:** It is essential to have full transparency through the M&A project by involving critical stakeholders like technology, audit, governance, risk management, cybersecurity, etc. This will ensure that the risk posture of either environment is not compromised, and technology controls are not downgraded. It is common during M&A for large amounts of data to be generated and stored as the environments merge. Having appropriate governance processes will ensure that no data security or quality issues arise in the long run, and Quest has the skills to assist you with designing these processes.





- **Integration and Implementation:** In the implementation phase, systems, applications, and infrastructure begin the complex task of integration with each other. This requires oversight of all areas to ensure that no business or system disruption occurs and data is seamlessly migrated between environments. A key technology management area to consider is personnel training on the new applications and systems that will be used. Without proper training, staff will not be able to use the migrated applications, and they may also become resistant to the new technology systems and processes. This can result in delays, errors, and reduced morale. Therefore, investing in training early on can pay huge dividends further down the road. This is another place where Quest can help; our experience with setting up employee training will be useful for your M&A.
- **Monitoring and Oversight:** M&A is not a one-time activity. Systems, applications, and data must be routinely monitored to ensure no issues arise. Additionally, it is important to consider that errors and misconfigurations might not be immediately apparent, and may take months or even years to appear. Criteria must be defined for the signoff of migrated data and applications as part of the technology management strategy. You can leverage Quest's expertise to make sure the proper monitoring is occurring in your business.

How Quest Can Help

Technology management is a critical strategic area that can determine the success or failure of your M&A. Companies often face challenges balancing the needs of effective technology management with their day-to-day operations. This is where Quest can help.

Quest's unique program can help you manage the complexities of technology management during your M&A. Our team of experts can handle the entire realm of technology management from beginning to end, including tasks in many areas. We can help with developing schedules, budgets, and RFPs; reviewing architectural plans; communicating with tradespeople; discovery; password management; merging data; migrating emails; assessing risk; and much more. Our Technology Program Management (TPM) forms a vital connection between IT and physical infrastructure, and is based on several key pillars ranging from technology integration to training and even overall project management. What's more, we can customize our offering depending on your requirements.



By offloading the operational responsibility of technology to Quest, your management can focus on making key strategic decisions instead of being bogged down with the day-to-day operational responsibility of M&A. Reach out to us for more details!

Here are just a few areas in which Quest can help ensure the success of your M&A process:

- Due Diligence (pre-M&A) review
- Discovery and Integration of Internet/web/DNS presence
- Telecom discovery and consolidation
- Discovery and integration of end user devices and access methods
- Help Desk/Service Desk review, operations and handoff
- Full onboarding and offboarding of end user devices.
- Migration period IT support
- Merging operational applications (possible AppDev to connect/bridge systems?)

- Merging data from servers/cloud
- Merging internal communications platforms
- Passwords
- Standardizing on security tools
- Email migration
- Discovery and Communication of IT policies
- Security posture assessments
- Assessing network, physical and IT security risk



How can we help?



www.questsys.com
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