

# Post-merger travel programme integration

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# Setting the Scene

## What is in a merger?



"We're buying the company, the brand, the building ...  
but mostly we're buying the golden eggs."



# Main types of M&A projects

## Horizontal Merger

This kind of merger exists between two companies who compete in the same industry segment. The two companies combine their operations and gains strength in terms of improved performance, increased capital, and enhanced profits. This kind substantially reduces the number of competitors in the segment and gives a higher edge over competition.

## Vertical Merger

Vertical merger is a kind in which two or more companies in the same industry but in different fields combine together in business. In this form, the companies in merger decide to combine all the operations and productions under one shelter. It is like encompassing all the requirements and products of a single industry segment.

## Co-Generic Merger

Co-generic merger is a kind in which two or more companies in association are some way or the other related to the production processes, business markets, or basic required technologies. It includes the extension of the product line or acquiring components that are all the way required in the daily operations. This kind offers great opportunities to businesses as it opens a hue gateway to diversify around a common set of resources and strategic requirements.

## Conglomerate Merger

Conglomerate merger is a kind of venture in which two or more companies belonging to different industrial sectors combine their operations. All the merged companies are no way related to their kind of business and product line rather their operations overlap that of each other. This is just a unification of businesses from different verticals under one flagship enterprise or firm.

# Travel Integration in a big picture

## LEGAL AND CORPORATE INFORMATION

**SOURCING**

**CORPORATE  
PROCUREMENT  
PROGRAMMES:  
TRAVEL ETC**

**BUSINESS OPS  
& STRATEGY**

**FINANCIALS &  
REPORTING**

**BUSINESS  
ENGAGEMENT**

**SUPPLIER  
MANAGEMENT**

**POLICY**

**CONTRACTING**

**P2P**

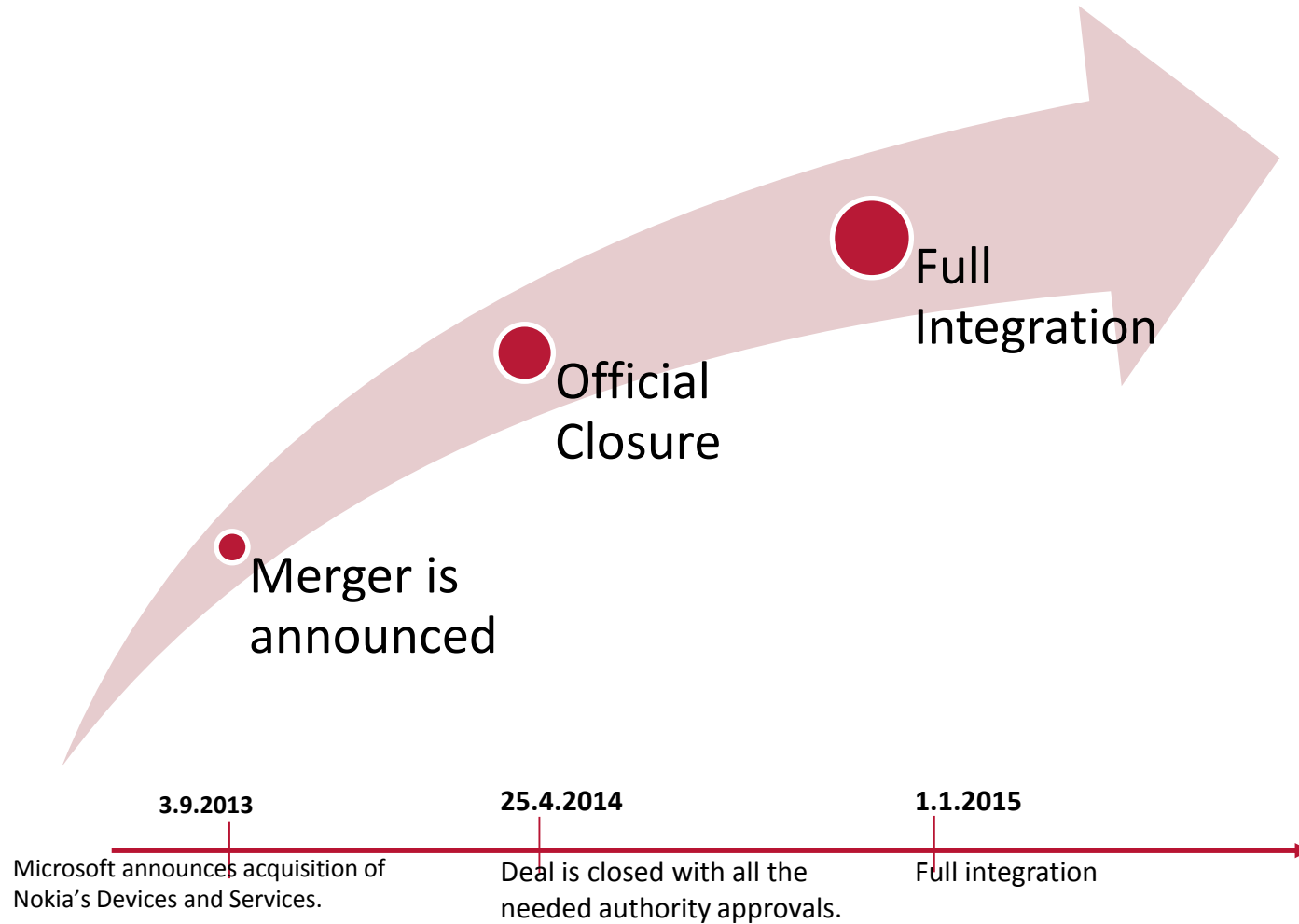
**HR, People and Communications**

**Quality Management Framework/Process**

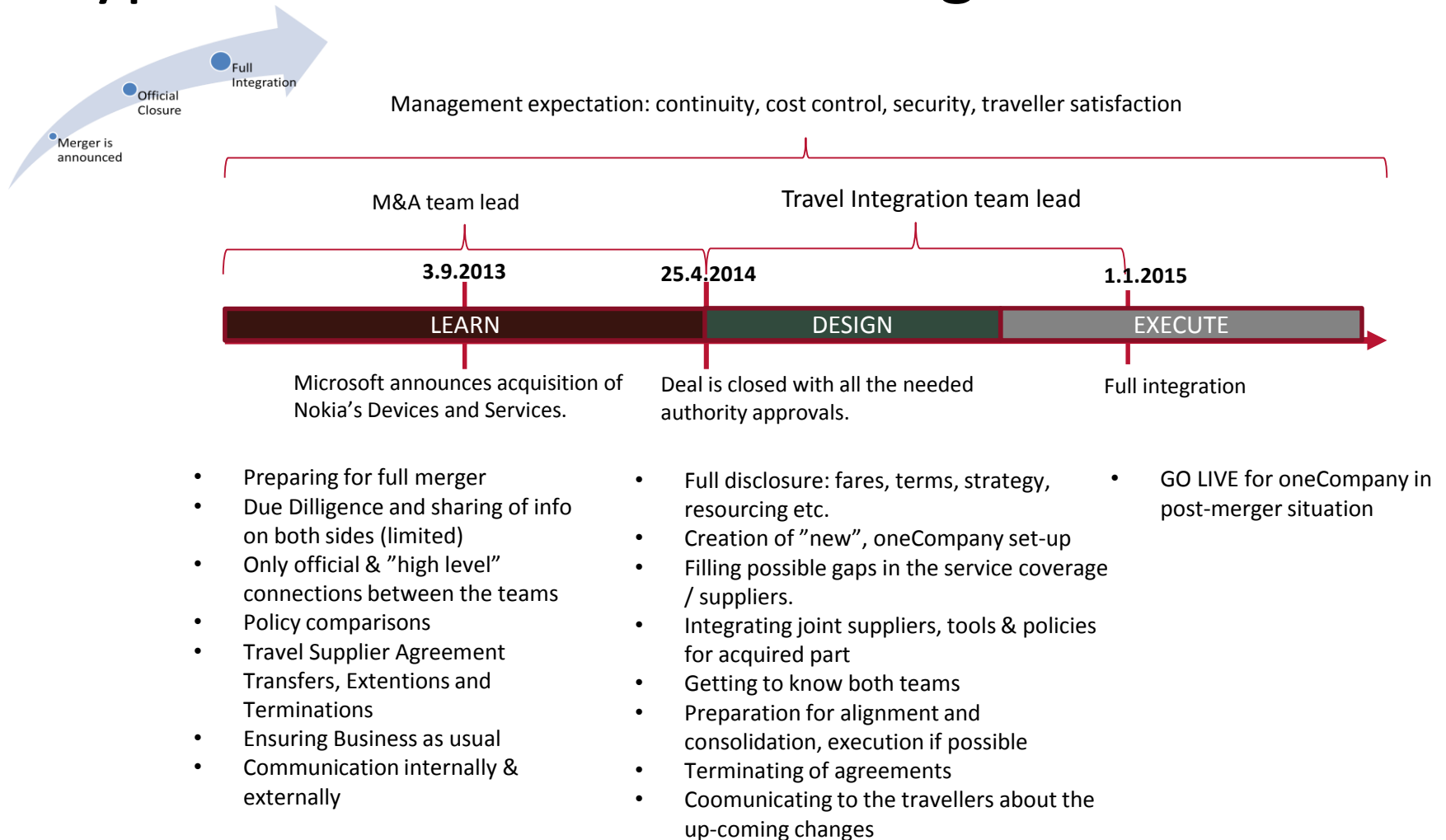
**Project Management**



# Typical Overall Timeline



# Typical Timeline: Travel Integration in detail



# Challenges and their Impact

Purchaser v.  
Purchassee

Company  
Culture

Business "as  
usual"

Approach to  
integration

Travel  
patterns and  
destinations

Change  
Management

Communicati  
on Style

Policies and  
Compliance

Security

Companies'  
Mandatory &  
regulatory  
obligations

Available time

Supplier  
agreements &  
relationships

TMC & other  
service  
providers

Politics

Travel teams

Technology &  
Tools

HQs and time  
zones

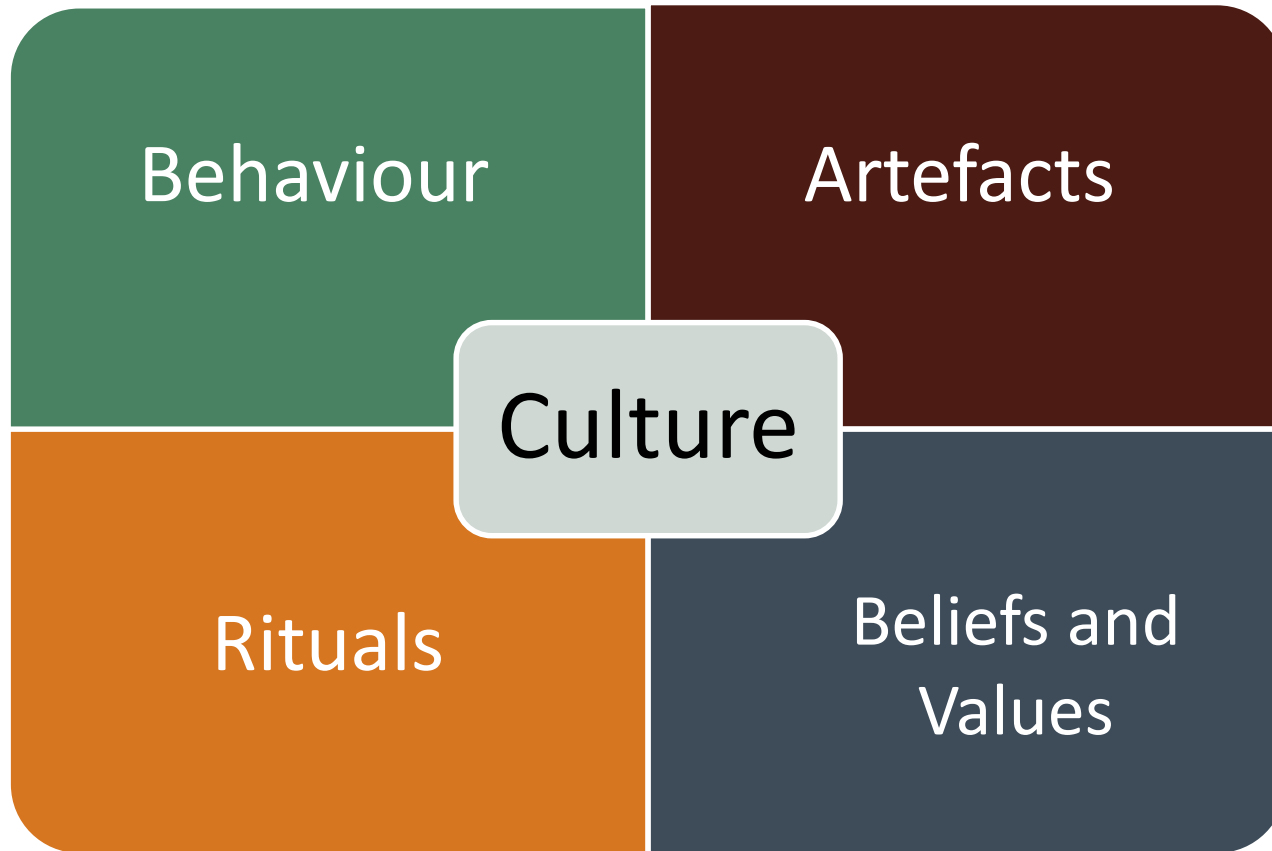
Management  
Expectations

Employee  
Motivation

Any others?



# And also some cultural aspects...





# Navigating the cultural “jungle”... Fons Trompenaars and Hofstede’s cultural dimensions

1. Monochronic vs. polychronic *(Do we do things one at a time or several things at once?)*
2. Individualism vs. collectivism *(Do we function in a group or as individuals?)*
3. Authoritative vs. egalitarian *(Do we prove ourselves to receive status or is it given to us?)*
4. Short vs. long-term *(Do we consider long or short term outcomes?)*

*Trompenaars and Hofstede theories entail  
more than just four dimensions.  
This is an extract only...*

*[www.geerthofstede.nl](http://www.geerthofstede.nl) (Hofstede)  
[www.thtconsulting.com](http://www.thtconsulting.com) (Trompenaars)*



# Key to Success

- Proactive – create momentum
- OneTeam
- Timing for integration; one big bang of phased approach
- Management expectations, minimum and maximum achievement; quick wins
- Communication and Employee Motivation
- Supplier cooperation and commitment



# Recommendations

- Reasonable and manageable goals for integration
- Management Engagement and Cooperation
- Commitment to timelines and change management procedures
- Excellent project lead
- Cooperation within joint teams
- One policy/policies as soon as systems allow
- Don't underestimate politics within the companies
- If changes big in every aspect, pay attention to providing "wins" for employees if possible.
- Be ready to make decisions

