



M&A Software License Preparedness

Efficiently Overcome M&A and IT Vendor Obstacles

M&A is a recurring theme throughout all industries. Yet many are not planned and executed effectively, leading to missed synergies and overspending with technology suppliers. Unfortunately, the impact to software vendor licensing is often overlooked, which can lead to excessive fees paid to vendors or non-compliance on Day 1.

According to a recent report from a Big-4 firm, 80% of organizations expect an increase in the average number of M&A deals over the next 12 months. It is essential to not downplay the role of IT to achieve M&A success. For instance, deferring software licensing risks or waiting for an M&A agreement to close can drastically reduce an enterprise's IT supplier leverage, resulting in missed opportunities to achieve greater economies of scale. Also, if a company's software assets are not proactively managed, the risk of potential licensing issues will increase along with license agreement costs that eat away at integration and IT budgets.

Your Strategic Partner in Software Licensing Risk Management

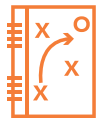
Connor Consulting helps your enterprise navigate through the software licensing and audit challenges of M&A, which preserves or frees up integration funds for your business.



**IT Contract
Risk
Assessments
(M&A focus)**



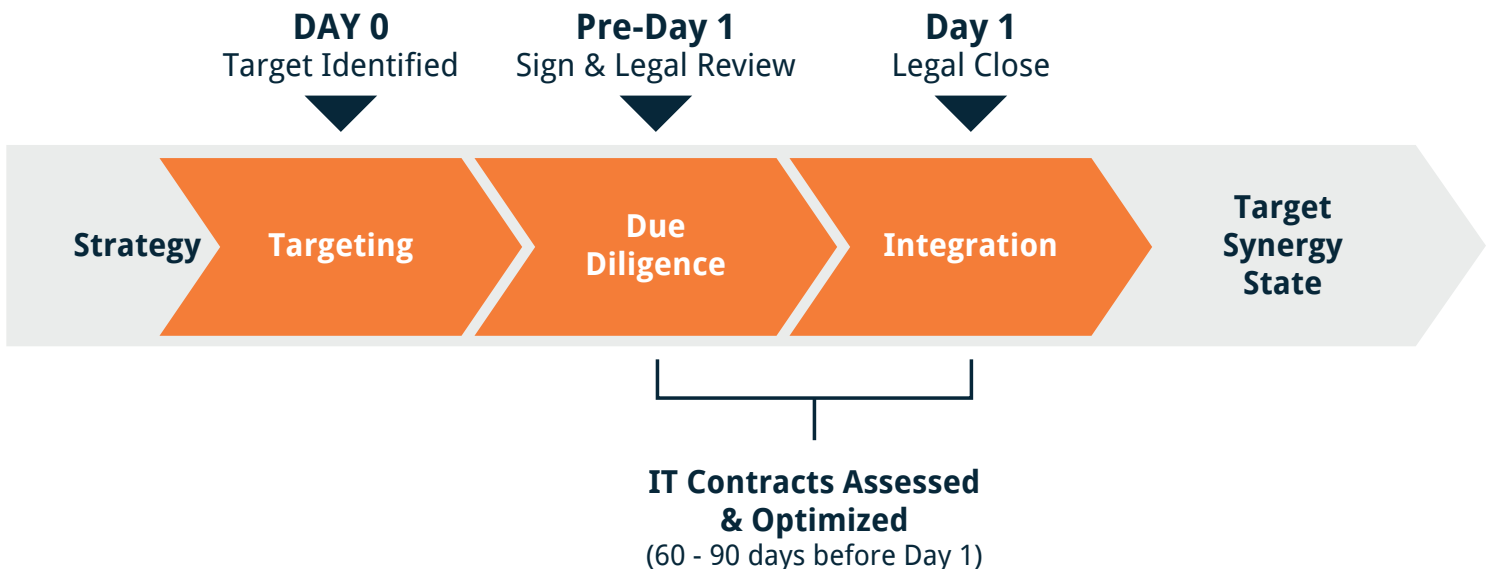
**Software
Baselining
and Compliance
Reporting**



**M&A Software
Vendor Playbook
(Day 1 Focus)**

Comprehensive Expertise from Start to Finish

Connor Consulting is armed with deep expertise in software licensing, contract compliance, and IT M&A. Our proven approach and IT vendor playbook help your business manage the impact of software licensing during the M&A lifecycle. Additionally, we help you mitigate non-compliance risks and address identified licensing needs prior to the transaction close. Our consultants are equipped to help you prepare for Day 1 and beyond to ensure you achieve your target synergy state.



Having an agile and well-defined M&A Software License Preparedness program helps to decrease vendor risks and avoid unnecessary fees during M&A, allowing your company to achieve its synergy targets.

- **Streamlined IT contract risk assessment process:** Working with a seasoned partner like Connor Consulting to examine each of your IT vendor agreements tremendously boosts operational efficiencies and allows your internal resources to focus on Day 1 integration activities.
- **Identifiable M&A issues:** Starting at least 90 days prior to the transaction close, identify contractual “gotchas” and opportunities to mitigate software non-compliance with a robust preparedness program.
- **Clarified contractual terminology:** Connor Consulting helps companies clarify complex contracts with a focus on M&A provisions (e.g., consent, assignment, etc.) to avoid negative financial impacts and determine the best course of action with each IT vendor.
- **Revenue assurance during M&A activity:** M&A often leads to opportunistic behavior by IT suppliers. A proactive preparedness program will set proper expectations with vendors up front, protect commercial leverage, and lay the foundation for a mutually beneficial partnership post transaction close.