

## Change Communications for a Major Acquisition

### Overview

- Change communications for a major international acquisition.
- Consulting support in planning and communicating a change of control process that spanned 15 countries in Africa.

### The challenge

Our client, one of the world's most successful independent energy trading companies, bought the African downstream operations of a world-renowned energy provider. As a result of the acquisition, the buyers aimed to launch two new holding companies under a new multi-national energy brand. It was the client's first foray into customer-facing operations.

The deal's timelines were short and aimed to roll out the two new businesses in under a year. The project was complex and ambitious, and a lot rested on the success of the deal, including similar ones in the future.

The client approached Able and How for support in planning and communicating the change as soon as the deal was announced in the media.

### What we did

In the knowledge that two out of three change programmes fail to deliver their intended value, and with a billion-dollar investment at stake, Able and How highlighted the importance of getting the changes right the first time.

We began by helping to clarify the client's goals, taking into account the involvement of three stakeholders (a vendor, and two joint buyers) and each of the stakeholders' global and regional strategies.

We helped the client prioritise and sequence their objectives. We created a change and engagement plan to support the transition and retain value while the transition between owners took place.

Following on the success of this, we extended our involvement.

Using our own, tried and tested model, Able and How helped define and position the new company and its shared goals for all stakeholders.

### The result

The client immediately saw the value in delivering the change in a practical way. Senior leaders were encouraged to think beyond the announcement of the deal, to a vision of a fully independent operating company.

Able and How delivered a coherent framework to describe the future and the history of the deal. That framework underpinned communication with employees, clients and media. The client has ready-to-use deliverables to align their senior leadership, and clear plans that will take them right through operational changes, rebranding, handover and integration.

The client's key stakeholder commented on the detail of the plan as being "impressive" and reflective of "the kind of vibrant approach to communications the network is crying out for."