#### M&A Communications Checklists

#### Pre-Closing Communications

|  | **Action** | **Notes** |
| --- | --- | --- |
| 🞎 | Communicate deal/integration team key contact information to each company’s respective employees | These should be communicated and reiterated during the transaction so people know where to go with questions. Create a central email box for questions and ensure it’s checked daily |
| 🞎 | Communicate company’s policy for media interactions and share contact information for designated spokespeople | Ensure designated spokespeople are briefed with key messages |
| 🞎 | Send periodic email updates on deal milestones with “business as usual” reminders | For example, regulatory approval progress |
| 🞎 | Consider sending a What’s not changing on Day 1 email to respective employees | Do not promise that these things won’t ever change, but let people know how to operate on Day 1. Potentially address: base pay, holidays, payroll calendar, tenure, paid time off (PTO), 401(k) plan, current year benefits, any benefits selected during annual enrollment if during transaction, dress code guidelines, employee handbook, ethics and compliance hotline, performance management, job postings, internal systems, help desk, email addresses, intranet and internal social media, WebEx, org chart/employee directory, customer-facing systems, LMS, compliance training, travel credit cards, travel/accommodations booking, expense reporting, supply ordering, work locations (plan to work from their currently assigned office locations), badges and office signage |
| 🞎 | Communicate company leadership structure if determined pre-close |  |

#### Day 1 Communications Checklist

|  | **Action** | **Notes** |
| --- | --- | --- |
| 🞎 | Issue joint or respective press releases |  |
| 🞎 | Publish updated external microsite | If you do a signing announcement, you can create a microsite about the transaction instead of solely relying on each company’s websites |
| 🞎 | Send manager’s toolkit with talking points and copies of all communications that will be sent to employees |  |
| 🞎 | Send employee welcome email from acquiring company CEO with video, brand toolkit, FAQs, values handout, and M&A overview slides with speaker notes | Be clear what actions employees need to take and provide detailed instructions. For example, watch CEO Video (host securely and ensure that plays don’t create internal network traffic issues); understand how to use our brand; change the way you answer phones; update voicemail greetings; update internal and external email signatures; and determine whether or not you should order new business cards, |
| 🞎 | Update intranet sites |  |
| 🞎 | Send customer letter to both companies’ relevant customers from Acquiring Company CEO |  |
| 🞎 | Send email from Sales Leader/COO to all Sales & Operations, including customer communications toolkit | This toolkit should include email templates that sales and account managers can edit and use to reach out to their customers |
| 🞎 | Reach out by external relations to government officials, analysts, consultants, and partners | If the acquired/merged business has a visible local presence, connect with local government / chamber officials as a courtesy |
| 🞎 | Host separate enterprise functional team conference calls (IT, HR, Marketing, Legal, etc.), including CEO where possible | Note for all large conference calls: Internal phone systems often have outbound calling limits, so large groups should attend from designated conference rooms. Don’t crash your phones! |
| 🞎 | Host BU conference calls including CEO | Alternatively, these and functional calls may be handled with one live-streaming event if your systems can accommodate that securely. However, smaller conference calls typically are more conducive to Q&A and feel more customized to the needs of the specific group attending. |
| 🞎 | Host Sales & Operations team conference call including CEO |  |
| 🞎 | Send priority customer communications to existing and newly acquired customers |  |
| 🞎 | Notify vendors whether contract changes are required |  |
| 🞎 | Keep updated FAQs on company intranet and revise over time |  |

If you have questions about what should be included in these communications or need help creating a communications plan for your company’s M&A activity or other changes, feel free to contact Stephanie Carty at [stephanie@cartycomms.com](mailto:stephanie@cartycomms.com)