

Point of View

Beyond the Deal

Making Technology Work in Mergers and acquisitions (M&A)



Introduction

Mergers and acquisitions (M&A) are big moments for any business. M&A opens doors to new markets, fresh ideas, and bigger opportunities. According to the 2025 PwC Pulse Survey, 51% of US companies are actively engaging in deals, indicating that transformation and business model reinvention continue to be leading priorities.¹ However, they also bring a fair share of challenges, particularly with unique cultures, systems, and objectives, when it comes to integrating technology. Imagine trying to integrate two different IT systems, ways of working, and diverse teams into a unified operation; it's not always straightforward. M&A without proper tech integration can lead to broken systems, frustrated employees, and lost customers. Technology isn't just a support function; it's central to M&A success.

This POV is written for business leaders and M&A teams who want an easy-to-follow guide to technology integration during M&A. We'll walk through the basics of M&A, the main challenges you might face, and straightforward steps for making technology migration work. Most importantly, you'll see how our solutions and services are designed to help you every step of the way, ensuring your M&A journey is smooth, secure, and successful.

What Is M&A and Why Does Technology Matter?

Mergers and acquisitions occur when two or more companies combine their operations to form a single entity. In some cases, one company acquires another entirely, while in other situations, the transaction takes the form of a strategic partnership. But no matter what the setup, the aim is usually the same: to grow, innovate, and become stronger together.

So why do companies go through all the effort of merging or acquiring? Here are a few common reasons:



Growth and expansion

Get bigger faster by joining with another company rather than building everything from scratch.



Entering new markets

Access to new customers and regions that might have been out of reach before.



Adding new skills

Bring in new technologies, products, or expertise that fill gaps or spark innovation.



Reducing risks

Spread risk across more products, services, or locations.

However, the primary challenge extends beyond simply merging two companies on paper; it lies in ensuring that people, processes, and, most critically, technology align effectively in practice. For this reason, successful technology integration is essential.

At LTIMindtree, we specialize in helping organizations navigate this tricky terrain. With our range of solutions, we ensure that the client's technology migration is well-planned, carefully managed, and tailored to their unique needs, allowing them to focus on the bigger picture.

Types of Mergers and Acquisitions

Not all mergers and acquisitions are the same. Understanding the differences can help to plan better and avoid surprises.

Horizontal mergers: These mergers occur when two companies in the same industry, typically competitors, combine forces. The primary objectives are to increase market share, share R&D, reduce operational costs, and reinforce their competitive position. For example, an India-based automobile company has acquired prominent British premium vehicle brands. It is entering the global premium segment, which is regarded as a strategic acquisition with anticipated long-term benefits.

Vertical mergers: Here, companies at different stages of the supply chain join forces. For example, Google's proposed USD 32 billion acquisition of Wiz Cloud Security Platform.¹ This acquisition enabled Google to accelerate cloud security and the ability to use multiple clouds.

Conglomerate mergers: These types of mergers occur when companies from completely different industries merge. Imagine a retail chain company buying a media and entertainment firm. The idea is to diversify and reduce reliance on one market.

Market-extension mergers: This type of merger occurs when two companies that sell the same products or services in different regions combine. For instance, a USA-based Insurance brokerage and risk management firm is acquiring and merging with a London-based insurance intermediary chain to reach more customers. The benefits include a larger customer base and a wider reach.

Every type of merger brings its own set of challenges, especially when it comes to integrating technology and systems. Our team helps our clients to identify what's unique about their situation and offers tailored solutions to make the transition as smooth as possible.

Common Challenges in M&A

M&A can be exciting, but it's not without its hurdles. Let's break down some of the main challenges:



Cultural differences

Merging two companies means bringing together two sets of values, work styles, and expectations. If not handled well, this can lead to confusion or resistance. Over 70% of M&As fail to deliver expected value, mainly due to people and culture issues rather than financial factors. Organization change management (OCM) is essential for providing clear, consistent, and transparent communication throughout the M&A process and developing training programs that support smooth transitions.^{[2] [3]}



Financial uncertainties

M&A often involves big investments and financial risks. Accurate valuation and due diligence are essential. Engaging Financial advisory services to help assess risks, spot hidden costs, and build a realistic budget for integration.



Infrastructure gaps

Differences in infrastructure, such as hardware, networks, or software versions, can cause delays and service interruptions. Conducting a thorough due diligence of the infrastructure and IT health check at the start, pinpointing gaps and determining the most effective way forward.



Regulatory and legal issues

Every country has its own rules about mergers and acquisitions, and navigating these regulations can be tricky. Legal and compliance specialists are required to help understand and meet all requirements, reducing the risk of delays or penalties. It is important to collaborate closely with the Security team to thoroughly understand and ensure alignment with compliance requirements related to technology and data integration.



Technology Integration

The biggest challenge is blending IT systems, data, and processes. If this goes wrong, it can disrupt your business and upset end-users. Effectively managing user sentiment and experience is crucial for seamless integration.

Technology Integration Strategy: Making Migration Simple



Figure 1: Technology Integration Phases

Discovery and Planning Phase

The secret to a smooth M&A journey is planning and breaking down complex processes into manageable steps.

Due diligence

Start by conducting a thorough examination of both companies, which involves assessing their business requirements, operations, culture, and, in particular, IT systems, hardware, software, cloud services, and other relevant aspects. This helps identify overlaps, gaps, and potential trouble spots, ensuring there are no unpleasant surprises later on.

Strategic alignment

It's important to ensure that both companies share common goals and that all stakeholders have a clear understanding of the end objectives and the steps required to achieve them. This includes aligning technology plans with overall business objectives.

Stakeholder engagement

M&A impacts everyone, from staff and managers to customers and partners. Open, honest communication is essential to address concerns and build buy-in, guided by a strategized program governance and stakeholder management approach. Involving IT staff, department heads, change champions, and pilot users early in the process ensures that their input shapes the migration strategy, making it practical and responsive to real needs.

Organizational change management (OCM)

Change can be unsettling. It is advisable to involve the change management team early in the process to design tailored programs, including comprehensive training on new systems and dedicated support channels for staff inquiries. Consistent communication, regular updates, and scheduled feedback sessions are recommended to ensure all stakeholders remain informed and engaged. Such initiatives are essential to sustaining morale and facilitating a seamless transition for all parties.

Execution and Adaptation Phase

Phased migration

Rather than doing everything at once, we move systems in phases, starting with less critical ones. This reduces disruption and allows us to test as we go.

Data migration

Utilizing secure migration tools from trusted partners ensures that data is transferred safely, accurately, and in compliance with privacy regulations. At each stage, data is validated to prevent loss or corruption.

Training and support

As part of OCM, organizations should provide hands-on training for all users, offer accessible guides, FAQs, and how-to materials, and establish a Hypercare support team to ensure staff can quickly find solutions when issues arise.

Stabilization Phase

Performance tracking

System performance and user feedback should be continuously monitored in real time. Any identified issues are addressed promptly to maintain seamless operations..

Continuous improvement

The systematic collection of feedback, regular review of achievements and obstacles, and the adjustment of plans as required. This methodology ensures efficient business operations and facilitates the ongoing advancement of technology to address evolving requirements.

Integrating Messaging, Collaboration, and Digital Workspace Tools

One of the biggest concerns during M&A is ensuring that everyone can communicate and collaborate, regardless of the tools they used previously. Messaging platforms, file sharing, video calls, and digital workspaces are the backbone of modern business, so getting them right is critical. These tools are the glue that holds remote and geographically spread teams together.

How to Approach Communication Tool Integration

- **Align with business goals:** Start by understanding your business priorities. Whether you want to boost collaboration, save costs, or improve customer service, it is advisable to select the most suitable mix of platforms like Microsoft M365, Google Workspace, or Slack.
- **IT due diligence:** Assesses which messaging and collaboration tools are in use, checks compatibility, and ensures all solutions meet security and compliance standards. The integration plan must be detailed, mapping out which systems to keep, combine, or drop, and over what timeline.
- **Integration planning:** Create a practical roadmap for transitioning from old systems to new, including timelines, user communications, and phased rollouts.
- **Data security:** During migration, protect sensitive communications and files with encryption, role-based access controls, and regular security audits.
- **User adoption:** Change can be tough, especially if people are used to certain tools. Provide clear explanations, hands-on training, FAQs, how-to guides, and ongoing support to build confidence and ensure everyone gets the most from the new systems.
- **Scalability and flexibility:** Cloud-based solutions are recommended, as they can expand alongside organizational growth, allowing for easy expansion or new features as your needs evolve.
- **Compliance and governance:** To avoid legal pitfalls, ensure that all tools and data handling processes comply with industry regulations, such as GDPR or sector-specific rules.

Our Tried-and-Tested M&A Integration Strategies

At LTIMindtree, we believe technology integration should be simple, accessible, and effective for every organization. Here's how we deliver successful M&A integrations:

- **Proven experience:** Our team has successfully guided numerous companies across various industries, including BFSI, manufacturing, communications, media, and retail, through complex M&A technology integrations.
- **Tailored integration solutions:** Recognizing that each company is unique, we customize our integration strategies to align with your organization's distinct culture, goals, and requirements.
- **Comprehensive support from start to finish:** We provide holistic support throughout the integration journey, from initial planning to post-migration assistance. Our real-time Hypercare support team, enhanced by AI-guided resources, ensures ongoing success.
- **User-centric tools:** Our migration and integration platforms are designed for everyone, not just IT professionals. With intuitive, AI-powered dashboards, analytics, and accessible help resources, your team always has support at their fingertips.
- **People-first change management:** We understand that successful integration goes beyond technology. Our change management and training programs are designed to prioritize people, making transitions seamless for your entire organization.
- **Expert governance:** Our robust project management and governance frameworks coordinate every activity, keeping integration efforts on schedule, within budget, and in line with your business objectives.

With LTIMindtree's end-to-end technology integration services, you can trust that your systems will work together effortlessly with minimal disruption. By combining industry-leading best practices with pragmatic, real-world solutions, we help clients overcome challenges related to cultural integration, IT compliance, risk management, and technology migration, guiding you confidently through every stage of your M&A journey.

Conclusion

Integrating technology during mergers and acquisitions doesn't have to be overwhelming. A methodical approach that prioritizes planning, cultural alignment, and technology integration with the right tools and a trusted partner is key. By addressing risks and gaps upfront, organisations improve their chances of realising the benefits of their deal.

For M&A to succeed, strategic planning and financial knowledge are important, along with careful attention to people and technology issues. Tackling IT migration early on can boost efficiency, lower expenses, and deliver a better customer experience, all of which help build lasting value.

LTIMindtree is here to guide you at every stage from initial planning and due diligence to technology migration and ongoing support. We help you bridge gaps, reduce risks, and unlock the full potential of your newly combined organization. We can help you achieve a smooth, secure, and future-proof technology integration.

To explore our solutions and learn more, visit

<https://www.ltimindtree.com/cloud-services/cognitive-infrastructure-services/>.

References

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About the Author



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With over 20 years of extensive experience in the IT industry, Nyzil specializes in messaging and collaboration platforms, as well as digital workplace (DWP) solutions and architecture. He brings a strong blend of technical expertise, strategic insight, and a collaborative approach to driving innovation and transformation.

LTIMindtree is a global technology consulting and digital solutions company that partners with enterprises across industries to reimagine business models, accelerate innovation, and drive AI-centric growth. Trusted by more than 700 clients worldwide, we use advanced technologies to enable operational excellence, elevated customer experiences, and long-term value creation. With a workforce of more than 86,000 talented and entrepreneurial professionals across over 40 countries, LTIMindtree — a Larsen & Toubro Group company — is dedicated to solving complex business challenges and delivering transformation at scale. For more information, please visit ltimindtree.com.