



## Practice Areas – Management

### Acquisitions, Mergers and Divestitures

Dominating and controlling market share while defending against competitors requires constant attention to new and innovative products and services. Often, the greatest ideas in the world are not able to be executed in the timeframe required for protecting and growing market share. Instead, most turn to the classic “buy vs. build” philosophy and look for opportunities to assimilate with complementary companies or combined operations with direct competitors.

Alternatively, many leverage the opportunity to divest a group or division in return for the cash and debt servicing that the market will bear. In both cases Avistas works closely with executive teams to ensure smooth and uninterrupted transitions from one state to the other while coordinating all aspects of the technical and technical support resources, strategies and discrete activities.

Critical cornerstones for such transitions include the following:

- ▶ [Risk Registers](#)
- ▶ [Asset Dispositions](#)
- ▶ [Talent Inventories and Organizational Development](#)
- ▶ [Process Optimization](#)
- ▶ [Product Assimilation or Hiving](#)

#### Risk Registers

Risk registers record the details of all the risks identified at the beginning and during the life of an endeavor; their rating in terms of the likelihood of occurrence and the seriousness of impact on the endeavor; and the initial plans for mitigating each high level risk and subsequent results. Avistas supports our clients by sharing “lessons learned” while compiling a registry of risk factors along with mitigating activities to ensure critical paths; timing and budgets are protected for each defined mission.

#### Asset Dispositions

Perhaps even more important than the risk registers is the development of a plan for asset disposition. In this case, assets include talent, process and technologies. All are intertwined to develop and deliver core products and services. During transition events, there is a massive untangling of assets, support processes, key skills, shared services, leveraged infrastructure and third-party dependencies that must be clearly understood prior to committing to the event. Avistas professionals have spent dozens of years assisting our clients with navigating through these issues in order to properly identify risk and commit to informed transition decisions with confidence.

### Acquisitions, Mergers and Divestitures



### Talent Inventories and Organizational Development

A critical part of asset management is clear visibility into the availability, location and utilization of key talent associated with a transition event. It is imperative to have current talent inventories and visibility into resource loading in order to understand how to best program transitions. Strike forces and project teams are easy to assign, but if not properly paired with the necessary talent required for the tasks ahead, the transition will not be smooth and may fail.

Additionally, transition events must include a clearly defined and articulated plan for key skills and supporting talent post-transition. Everyone in the organization must take ownership and support the transition, or critical path activities may not be executed well or at all. Avistas assists our clients with developing strategies and implementing plans for talent management, organizational development and operational readiness throughout the full lifecycle of transition endeavors. We also provide interim talent and critical path skills to augment gaps in client resources during those transitions.

### Process Optimization

Transition events are actually very good from a process optimization point of view. Often, existing processes are a manifestation of legacy conditions that have artificially compounded complexities with technology and support procedures. Avistas excels at simplifying core and support processes while ensuring full compliance and audit trails mandated by corporate policies and regulatory authorities.

Avistas also uses the transition opportunity to enhance “Line-of-Sight<sup>SM</sup>” into the performance of the process by incorporating improved reporting and delivery of service levels, key performance indicators, success criteria and many other management scorecard and dashboard attributes as required for near real-time decisions throughout the corporate networks and authorized mobile environments.

### Product Assimilation or Hiving

Many times, products and services are incrementally improved through the acquisition and assimilation of complementary products and components. Other times, decisions are made to hive off products and services because they are non-core, non-profitable or perhaps very profitable, but non-core. Regardless of the transition direction, there is a significant amount of effort that should be spent on details regarding the product, operations, support services and underlying technologies related to the product or service.

Avistas provides expertise in holistic planning, programming and implementing transition events such that all leveraged assets, services, talent and third-parties are considered while preserving business continuity and compliance.



**Business Vision**  
**Real-World Results**



## Avistas Practice Areas

### Management

- Business Intelligence
- Project Portfolio Optimization
- Change and Asset Management
- Human Capital
- Acquisition, Mergers and Divestitures
- Governance and Compliance
- Business Process Optimization
- Services Delivery Management

- Knowledge Performance Management
- Program, Project and Product Management

### Technical

- Application Integration
- Infrastructure and Technology
- Development Support

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