The Hidden Integration Bill: Pricing Systems, People, Compliance and Customer Disruption

An Evidence-Led Framework for Full Cost, Cash Timing and Net Acquisition Value

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September 2026

Abstract

Headline synergies can turn into value destruction when the investment case omits the cost and disruption required to combine two businesses. This paper develops an evidence-led framework for pricing the full integration bill before value is approved. The cost perimeter includes transaction, separation, integration, transformation, restructuring, stranded and contingency costs. A target operating blueprint defines the processes, systems, people, locations, controls and service levels required after integration. The transition architecture sequences Day One, stabilisation, migration, consolidation and optimisation. Bottom-up work packages price programme governance, applications, infrastructure, licences, interfaces, data cleansing and migration, cybersecurity, finance, treasury, tax, controls, people transition, organisation redesign, culture, communications, compliance, customer continuity, suppliers, facilities, products and brands. Transaction service arrangements are modelled by scope, volume, pricing, duration, exit dependency and extension risk. Stranded costs identify people, systems, leases, vendors and shared services that do not disappear when an activity moves. Dis-synergies capture lost buying power, revenue conflict, tax leakage, duplicated controls and transition inefficiency. Cost responsibility is allocated among seller, buyer, target and shared obligations. Timing separates commitment, cash payment, accounting recognition, tax effect and benefit start. Quantities, rates, duration and dependencies replace unsupported percentage estimates. Visible contingency reflects scope maturity, quantified risk, correlation and decision gates. Accounting analysis distinguishes purchase consideration, transaction expense, restructuring, capitalisable investment and impairment. Tax analysis covers deductibility, indirect tax, payroll, withholding and transfer pricing. The cash curve feeds liquidity, minimum cash, facilities and covenant headroom. Every headline synergy requires a baseline, action, owner, timing, implementation cost, dependency and measurement rule. Net integration value deducts implementation cost, stranded cost, dis-synergy, customer and productivity disruption, tax and delay from gross benefit. Customer cohorts quantify churn, concessions, service failures, delayed sales and remediation. Working-capital effects capture billing, collection, inventory, supplier and cutover errors. Financing stress tests show how integration cash and disruption affect leverage, coverage, liquidity and refinancing. Day-One controls protect authority, cash, customers, employees, systems, data, compliance and incident response. The one-hundred-day roadmap links decisions, spending, benefits and risk gates. Change control preserves the baseline and forecasts cost at completion. Five figures, five tables, eight frequently asked questions and twenty-six primary or authoritative sources support implementation. Numerical scores are illustrative analytical examples. Every conclusion requires verified commercial, operational, technology, workforce, legal, regulatory, accounting, tax, treasury, valuation, financing and transaction facts and authorised professional advice.

JEL Classification: G32, G34, L22, M12, M15

Keywords: integration cost, M&A, synergies, systems integration, people, compliance, customer disruption, stranded costs

1. Define the integration-value question

Translate the acquisition thesis into gross benefits, full implementation cost, disruption and net value.

The integration economics team should reconcile investment case, diligence, operating models, forecasts and approvals. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is an integration-economics mandate.

Integration value must be proved through cash, operating and customer outcomes after full implementation cost and disruption. Reviewers test scope, quantities, rates, timing, dependencies, accounting, liquidity and benefit delivery against native records and observed performance. The investment case, target operating model, transaction documents and governing law control every conclusion.

Material gaps require an owner, corrective action, estimate update, funding response, advice and decision date. Consequences flow through customers, delivery, cash, financing, value, controls and transaction timing. Residual risk remains visible until the cost perimeter is complete, contingencies are funded, benefits are measurable and authorised governing bodies approve the next gate.

2. Set the cost perimeter

Include transaction, separation, integration, transformation, restructuring, stranded and contingency costs.

The integration economics team should reconcile purchase agreement, plans, ledgers, contracts, estimates and accounting policy. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is a complete integration cost taxonomy.

Integration value must be proved through cash, operating and customer outcomes after full implementation cost and disruption. Reviewers test scope, quantities, rates, timing, dependencies, accounting, liquidity and benefit delivery against native records and observed performance. The investment case, target operating model, transaction documents and governing law control every conclusion.

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3. Establish evidence integrity

Preserve source, date, scope, version, owner and limitation for every cost and benefit.

The integration economics team should reconcile native records, contracts, workpapers, models, interviews and approvals. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is an integration-evidence register.

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4. Map the target operating model

Define processes, systems, people, locations, controls and service levels required after integration.

The integration economics team should reconcile strategy, operating models, architecture, organisation and customer commitments. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is a target operating blueprint.

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5. Map the transition architecture

Sequence Day One, stabilisation, migration, consolidation and optimisation across dependencies.

The integration economics team should reconcile workstream plans, milestones, critical paths, cutovers and governance. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is an integration transition map.

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6. Cost programme governance

Estimate integration leadership, workstream, PMO, assurance, communications and reporting resources.

The integration economics team should reconcile resourcing plan, rates, duration, governance and delivery model. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is a programme-governance budget.

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7. Cost systems integration

Price applications, infrastructure, licences, interfaces, testing, migration, decommissioning and support.

The integration economics team should reconcile inventories, contracts, architecture, vendor quotes and technical plans. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is a systems integration budget.

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8. Cost data migration

Estimate extraction, cleansing, mapping, consent, retention, reconciliation, testing and archive needs.

The integration economics team should reconcile data inventories, quality profiles, privacy records, volumes and designs. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is a data migration budget.

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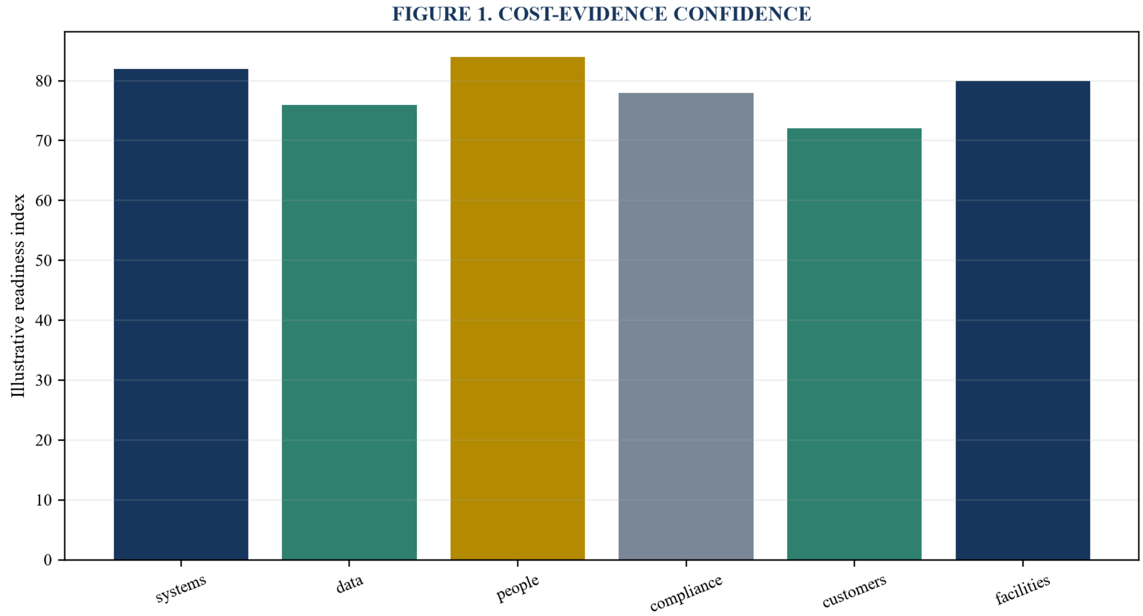
Table 1. Integration cost taxonomy

Cost layer	Primary evidence	Decision use
systems	architecture and quotes	migration budget
people	workforce and terms	transition budget
compliance	obligations and gaps	remediation budget
customers	cohorts and service data	protection budget

Illustrative programme design; company-specific facts and authorised advice govern.

Figure 1. Cost-evidence confidence



Values are illustrative readiness indices and require company-specific evidence.

9. Cost cybersecurity integration

Price identity, network, monitoring, remediation, resilience, incident readiness and secure cutover.

The integration economics team should reconcile security assessments, architecture, tool contracts, tests and risk register. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is a cyber integration budget.

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10. Cost finance integration

Estimate close, reporting, chart of accounts, consolidation, controls, treasury, tax and audit changes.

The integration economics team should reconcile finance processes, systems, controls, calendars and adviser estimates. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is a finance integration budget.

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11. Cost people transition

Price retention, severance, consultation, recruitment, mobility, benefits and payroll change.

The integration economics team should reconcile workforce data, plans, contracts, law, benchmarks and advice. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is a people transition budget.

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12. Cost organisation redesign

Estimate role design, selection, spans, layers, onboarding, training and productivity ramp.

The integration economics team should reconcile organisation data, target model, talent evidence and transition plan. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is an organisation change budget.

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13. Cost culture and communication

Fund leadership alignment, listening, communications, change networks and behaviour reinforcement.

The integration economics team should reconcile culture evidence, stakeholder map, plan, channels and measurement. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is a culture transition budget.

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14. Cost compliance integration

Price licences, filings, policies, remediation, testing, surveillance and regulatory engagement.

The integration economics team should reconcile obligations, licences, gaps, regulator correspondence and plans. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is a compliance integration budget.

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15. Cost customer continuity

Estimate account coverage, communications, contract changes, service protection and remediation.

The integration economics team should reconcile CRM, contracts, service metrics, complaints, research and account plans. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is a customer protection budget.

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16. Cost supplier transition

Price consent, novation, repricing, dual running, exit, onboarding and continuity protection.

The integration economics team should reconcile supplier contracts, dependencies, spend, risks and procurement plan. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is a supplier transition budget.

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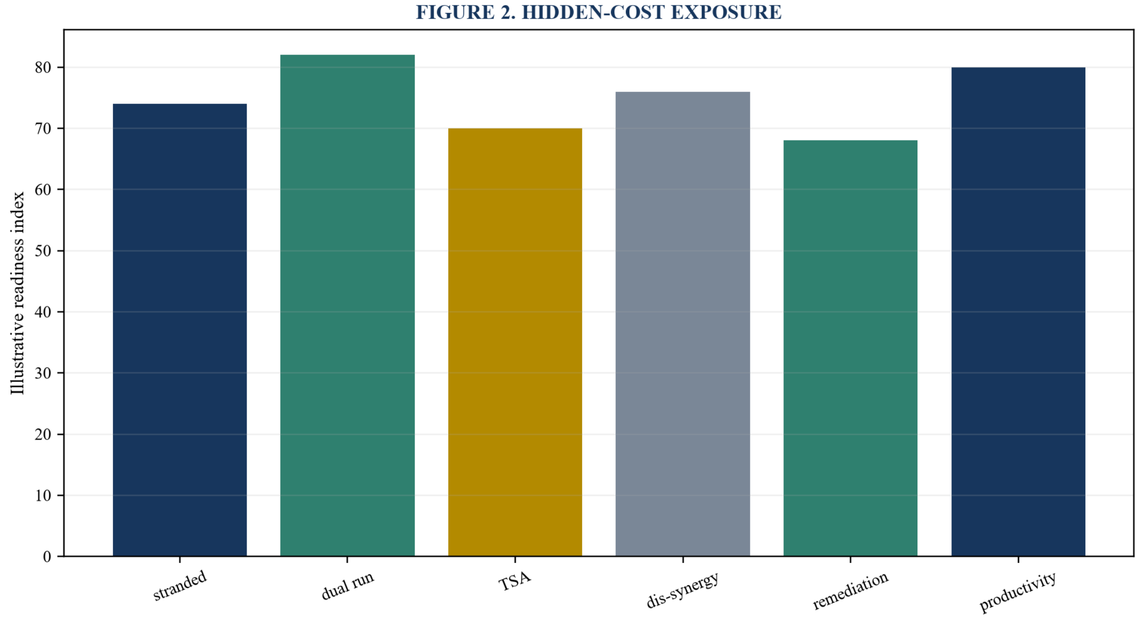
Table 2. Hidden-cost register

Hidden item	Failure signal	Economic effect
stranded cost	cost does not exit	lower synergy
dual running	cutover delay	cash overrun
dis-synergy	lost scale or revenue	value leakage
remediation	service or control failure	unplanned spend

Illustrative programme design; company-specific facts and authorised advice govern.

Figure 2. Hidden-cost exposure



Values are illustrative readiness indices and require company-specific evidence.

17. Cost facilities and operations

Estimate consolidation, fit-out, relocation, closure, impairment, logistics and productivity effects.

The integration economics team should reconcile leases, assets, capacity, location plans, quotes and operating data. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is a facilities integration budget.

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18. Cost product and brand migration

Price portfolio decisions, packaging, approvals, rebranding, channels and customer adoption.

The integration economics team should reconcile product economics, IP, inventory, regulation, research and launch plans. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is a product transition budget.

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19. Cost transaction-service arrangements

Model service scope, pricing, volumes, duration, exits, extensions and stranded dependencies.

The integration economics team should reconcile TSA schedules, service baselines, contracts and separation plans. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is a TSA cost-and-exit model.

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20. Identify stranded costs

Locate residual people, systems, leases, vendors and shared services after planned synergies.

The integration economics team should reconcile cost centres, allocations, contracts, capacity and separation evidence. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is a stranded-cost register.

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21. Identify dis-synergies

Estimate lost buying power, revenue conflict, tax leakage, duplicated controls and transition inefficiency.

The integration economics team should reconcile commercial data, contracts, tax, operations and scenarios. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is a dis-synergy schedule.

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22. Allocate cost ownership

Distinguish seller, buyer, target, shared, reimbursable and disputed obligations.

The integration economics team should reconcile purchase agreement, TSA, employment terms, contracts and legal advice. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is an integration cost responsibility matrix.

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23. Set cost timing

Map commitment, cash payment, accounting recognition, tax effect and benefit start by period.

The integration economics team should reconcile contracts, project plan, accounting policy, tax advice and cash forecast. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is an integration cash curve.

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24. Build bottom-up estimates

Use quantities, rates, duration, dependencies and named assumptions for every work package.

The integration economics team should reconcile work breakdown, vendor quotes, benchmarks, capacity and owner estimates. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is a bottom-up integration estimate.

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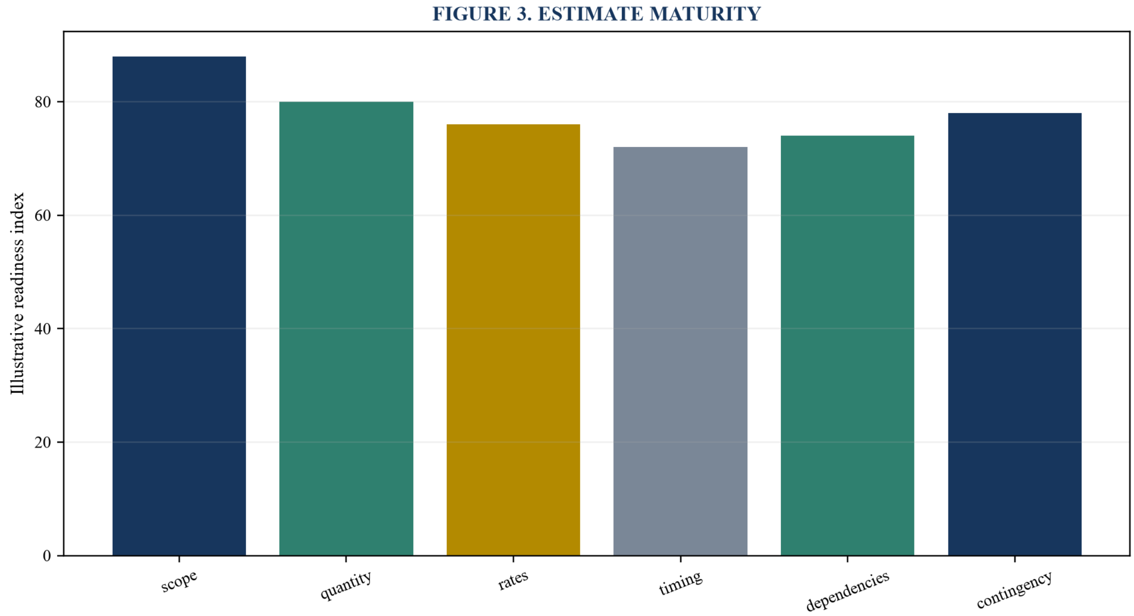
Table 3. Estimate-control architecture

Control	Required evidence	Output
scope	work breakdown	complete perimeter
quantity	volume and duration	cost driver
rate	quote or benchmark	unit cost
contingency	risk and maturity	approved reserve

Illustrative programme design; company-specific facts and authorised advice govern.

Figure 3. Estimate maturity



Values are illustrative readiness indices and require company-specific evidence.

25. Set contingency

Apply evidence-based uncertainty, correlation, maturity and decision-gate allowances without hiding scope.

The integration economics team should reconcile risk register, estimate class, scenario data and governance. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is an integration contingency model.

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26. Test accounting treatment

Separate acquisition consideration, transaction expense, restructuring, capitalisable spend and impairment.

The integration economics team should reconcile IFRS or GAAP policy, contracts, plans, advice and audit evidence. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is an integration accounting bridge.

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27. Test tax treatment

Assess deductibility, VAT or sales tax, payroll, withholding, transfer pricing and deferred tax.

The integration economics team should reconcile cost taxonomy, jurisdictions, invoices, structures and tax advice. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is an integration tax bridge.

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28. Test liquidity impact

Connect payment timing, working capital, minimum cash, facilities and covenant definitions.

The integration economics team should reconcile cash curve, financing model, facilities, covenants and treasury policy. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is an integration liquidity bridge.

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29. Validate headline synergies

Require baseline, action, owner, timing, cost, dependency and measurement for every benefit.

The integration economics team should reconcile value thesis, ledgers, operating data, plans and benchmarks. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is a synergy evidence schedule.

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30. Calculate net integration value

Bridge gross synergy to implementation cost, stranded cost, dis-synergy, disruption, tax and timing.

The integration economics team should reconcile cost model, benefit schedule, valuation and discount rate. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is a net integration value bridge.

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31. Stress the integration case

Vary scope, delay, inflation, adoption, customer loss, productivity and financing conditions.

The integration economics team should reconcile risk register, history, market evidence and integrated model. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is an integration scenario library.

Integration value must be proved through cash, operating and customer outcomes after full implementation cost and disruption. Reviewers test scope, quantities, rates, timing, dependencies, accounting, liquidity and benefit delivery against native records and observed performance. The investment case, target operating model, transaction documents and governing law control every conclusion.

Material gaps require an owner, corrective action, estimate update, funding response, advice and decision date. Consequences flow through customers, delivery, cash, financing, value, controls and transaction timing. Residual risk remains visible until the cost perimeter is complete, contingencies are funded, benefits are measurable and authorised governing bodies approve the next gate.

32. Quantify customer disruption

Model churn, price leakage, service failures, delayed sales and remediation by cohort.

The integration economics team should reconcile CRM, service data, contracts, complaints, pipeline and scenarios. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is a customer revenue-at-risk model.

Integration value must be proved through cash, operating and customer outcomes after full implementation cost and disruption. Reviewers test scope, quantities, rates, timing, dependencies, accounting, liquidity and benefit delivery against native records and observed performance. The investment case, target operating model, transaction documents and governing law control every conclusion.

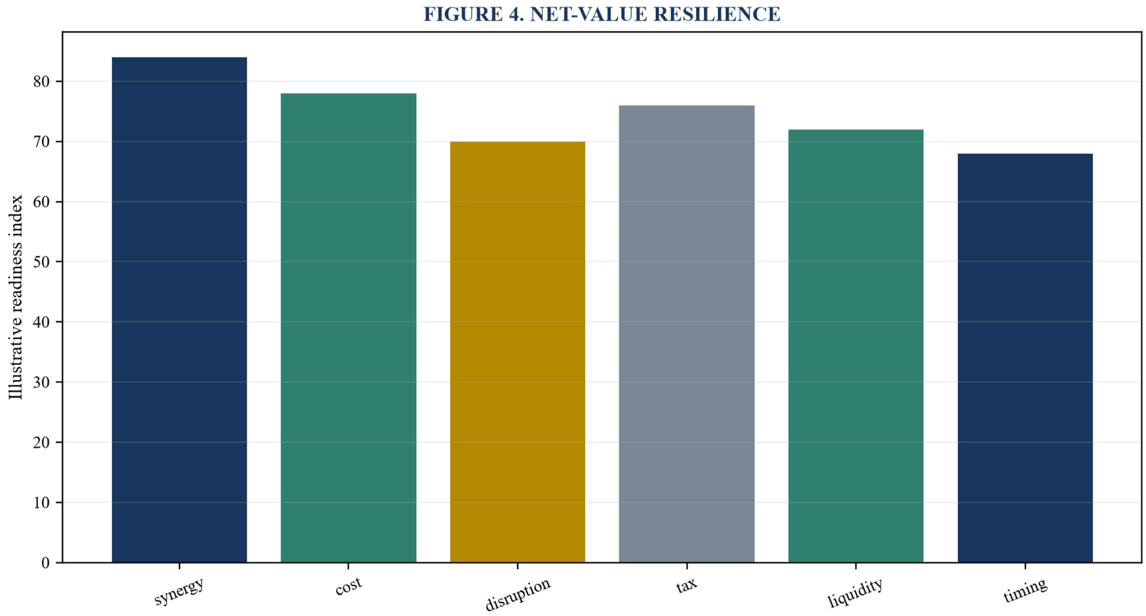
Material gaps require an owner, corrective action, estimate update, funding response, advice and decision date. Consequences flow through customers, delivery, cash, financing, value, controls and transaction timing. Residual risk remains visible until the cost perimeter is complete, contingencies are funded, benefits are measurable and authorised governing bodies approve the next gate.

Table 4. Net-value bridge

Layer	Treatment	Control
gross synergy	benefit cash flow	baseline and owner
implementation	cash cost	work package
disruption	lost contribution	cohort model
timing	discount and delay	milestone gate

Illustrative programme design; company-specific facts and authorised advice govern.

Figure 4. Net-value resilience



Values are illustrative readiness indices and require company-specific evidence.

33. Quantify productivity disruption

Estimate management distraction, vacancy, training, dual running, cutover and learning curves.

The integration economics team should reconcile capacity, time records, transition plan, workforce data and benchmarks. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is a productivity loss model.

Integration value must be proved through cash, operating and customer outcomes after full implementation cost and disruption. Reviewers test scope, quantities, rates, timing, dependencies, accounting, liquidity and benefit delivery against native records and observed performance. The investment case, target operating model, transaction documents and governing law control every conclusion.

Material gaps require an owner, corrective action, estimate update, funding response, advice and decision date. Consequences flow through customers, delivery, cash, financing, value, controls and transaction timing. Residual risk remains visible until the cost perimeter is complete, contingencies are funded, benefits are measurable and authorised governing bodies approve the next gate.

34. Quantify working-capital effects

Model billing, collections, inventory, supplier terms, cutover errors and cash controls.

The integration economics team should reconcile ageing, inventory, terms, systems, forecasts and scenarios. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is an integration working-capital bridge.

Integration value must be proved through cash, operating and customer outcomes after full implementation cost and disruption. Reviewers test scope, quantities, rates, timing, dependencies, accounting, liquidity and benefit delivery against native records and observed performance. The investment case, target operating model, transaction documents and governing law control every conclusion.

Material gaps require an owner, corrective action, estimate update, funding response, advice and decision date. Consequences flow through customers, delivery, cash, financing, value, controls and transaction timing. Residual risk remains visible until the cost perimeter is complete, contingencies are funded, benefits are measurable and authorised governing bodies approve the next gate.

35. Translate cost into financing

Test liquidity, leverage, coverage, covenant headroom and refinancing after integration cash.

The integration economics team should reconcile financing model, cost curve, downside cases and debt documents. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is an integration debt-capacity stress.

Integration value must be proved through cash, operating and customer outcomes after full implementation cost and disruption. Reviewers test scope, quantities, rates, timing, dependencies, accounting, liquidity and benefit delivery against native records and observed performance. The investment case, target operating model, transaction documents and governing law control every conclusion.

Material gaps require an owner, corrective action, estimate update, funding response, advice and decision date. Consequences flow through customers, delivery, cash, financing, value, controls and transaction timing. Residual risk remains visible until the cost perimeter is complete, contingencies are funded, benefits are measurable and authorised governing bodies approve the next gate.

36. Design Day-One controls

Protect authority, cash, customers, people, systems, data, compliance and incident response.

The integration economics team should reconcile Day-One plan, delegations, access, testing and escalation. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is a Day-One value-protection plan.

Integration value must be proved through cash, operating and customer outcomes after full implementation cost and disruption. Reviewers test scope, quantities, rates, timing, dependencies, accounting, liquidity and benefit delivery against native records and observed performance. The investment case, target operating model, transaction documents and governing law control every conclusion.

Material gaps require an owner, corrective action, estimate update, funding response, advice and decision date. Consequences flow through customers, delivery, cash, financing, value, controls and transaction timing. Residual risk remains visible until the cost perimeter is complete, contingencies are funded, benefits are measurable and authorised governing bodies approve the next gate.

37. Build the one-hundred-day plan

Sequence critical integration actions, decisions, spending and benefit gates with owners.

The integration economics team should reconcile transition map, budgets, milestones, dependencies and reporting. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is an integration execution roadmap.

Integration value must be proved through cash, operating and customer outcomes after full implementation cost and disruption. Reviewers test scope, quantities, rates, timing, dependencies, accounting, liquidity and benefit delivery against native records and observed performance. The investment case, target operating model, transaction documents and governing law control every conclusion.

Material gaps require an owner, corrective action, estimate update, funding response, advice and decision date. Consequences flow through customers, delivery, cash, financing, value, controls and transaction timing. Residual risk remains visible until the cost perimeter is complete, contingencies are funded, benefits are measurable and authorised governing bodies approve the next gate.

38. Govern change and scope

Control baselines, change requests, approvals, forecasts, contingencies and benefit trade-offs.

The integration economics team should reconcile PMO records, model, risk register, authority and audit trail. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is an integration change-control system.

Integration value must be proved through cash, operating and customer outcomes after full implementation cost and disruption. Reviewers test scope, quantities, rates, timing, dependencies, accounting, liquidity and benefit delivery against native records and observed performance. The investment case, target operating model, transaction documents and governing law control every conclusion.

Material gaps require an owner, corrective action, estimate update, funding response, advice and decision date. Consequences flow through customers, delivery, cash, financing, value, controls and transaction timing. Residual risk remains visible until the cost perimeter is complete, contingencies are funded, benefits are measurable and authorised governing bodies approve the next gate.

39. Monitor cost and value

Track commitments, cash, forecast at completion, synergies, disruption and net present value.

The integration economics team should reconcile ledgers, contracts, PMO, operating data and dashboards. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is an integration value-control dashboard.

Integration value must be proved through cash, operating and customer outcomes after full implementation cost and disruption. Reviewers test scope, quantities, rates, timing, dependencies, accounting, liquidity and benefit delivery against native records and observed performance. The investment case, target operating model, transaction documents and governing law control every conclusion.

Material gaps require an owner, corrective action, estimate update, funding response, advice and decision date. Consequences flow through customers, delivery, cash, financing, value, controls and transaction timing. Residual risk remains visible until the cost perimeter is complete, contingencies are funded, benefits are measurable and authorised governing bodies approve the next gate.

40. Issue the transaction conclusion

State full cost, cash timing, net value, downside, funding, conditions and operating controls.

The integration economics team should reconcile reconciled evidence, models, plans, advice and approvals. Each conclusion records the accountable owner, source, assessment date, model version, evidence, cash consequence, value effect, dependency, control and unresolved exception. The immediate output is an integration-economics certificate.

Integration value must be proved through cash, operating and customer outcomes after full implementation cost and disruption. Reviewers test scope, quantities, rates, timing, dependencies, accounting, liquidity and benefit delivery against native records and observed performance. The investment case, target operating model, transaction documents and governing law control every conclusion.

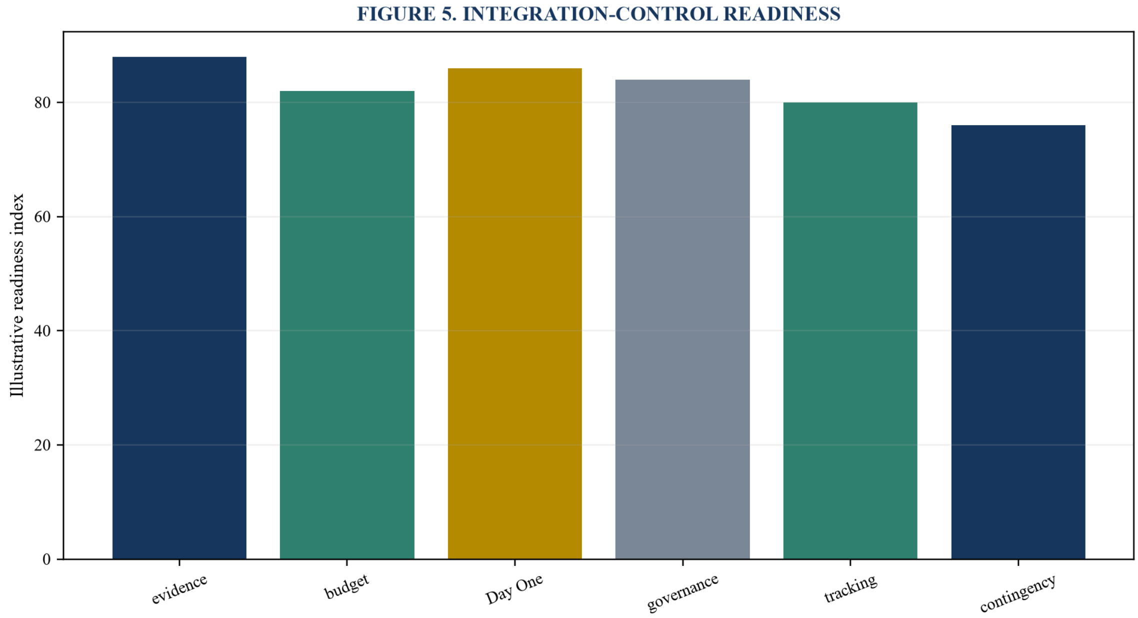
Material gaps require an owner, corrective action, estimate update, funding response, advice and decision date. Consequences flow through customers, delivery, cash, financing, value, controls and transaction timing. Residual risk remains visible until the cost perimeter is complete, contingencies are funded, benefits are measurable and authorised governing bodies approve the next gate.

Table 5. Integration-economics certificate

Dimension	Required conclusion	Evidence
scope	full cost perimeter	taxonomy
cash	funded timing	cash curve
value	net downside value	value bridge
control	owners and gates	execution roadmap

Illustrative programme design; company-specific facts and authorised advice govern.

Figure 5. Integration-control readiness



Values are illustrative readiness indices and require company-specific evidence.

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Chennakeshav (CK) is a corporate finance and investment banking executive with 25+ years of global experience in deal origination, structuring and execution across M&A, growth capital and corporate strategy. He has led value-creation mandates for founders, corporates and funds — bridging the boardroom view to hands-on execution and close.

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At Matchpoint Partners he is Managing Partner, leading the firm's corporate finance, M&A and capital-raising practice. He holds an MBA from London Business School, an engineering degree from VTU and a Master of Laws (LLM, in progress) from UCL London.

An active start-up mentor, CK mentors at Techstars, DIFC FinTech Hive, Startup Grind, Founder Institute and IN5, serves as Entrepreneur Mentor in Residence (EMiR) at London Business School, and judges the Entrepreneurship World Cup.