Mergers in Animal Welfare: Friend or Foe

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Agenda

- The Collaborative Map: The Universe of Strategic Relationships

- Case Studies: How Mergers Have Contributed to Financial Sustainability

- Is the Light Red or Green? Keys to Success
“If you want to go fast, go alone. If you want to go far, go together.”

- African Proverb
Strategic Restructuring is . . .

A collaborative strategy that uses partnerships to enhance mission attainment
The Collaborative Map

- Collaboration
- Alliance
- Strategic Restructuring
Peninsula Humane Society & Wildlife Rescue
Race Forward & Center for Social Inclusion
What are your three most significant concerns when you consider the potential of a partnership or merger?
Is the Light Red or Green? Keys to Success
What led to success?

- Mission focus and alignment
- Flexibility in pursuing mission
- Not in an immediate crisis
- A lack of divisiveness
- Clarity regarding desired outcomes
- Positive relations with potential partners
- An internal champion/board support
- Risk-taking, growth orientation
**Roadblocks**

- Autonomy concerns
- Lack of trust
- Self-interest
- Organizational culture
Self-assessment

- Motivators
- Desired outcomes
- Critical issues
- Organizational factors or “red flags”
- Financial assessment
Partner Assessment

- Level of trust
- Past experiences
- “Usable” skills and assets
- Cautions and challenges
- Mission and program compatibility
- Financial condition
Issues to be Negotiated in a Merger

- Governance
- Financial – Business Models and Financial Due Diligence
- Human Resources
- Capital
- Programmatic
- Communications
Areas to be Integrated

- Board
- Management
- Staff
- Program
- Marketing & Communications
- Systems
Integration Pitfalls

Mergers do not fail because organizational leaders can’t integrate their financial systems or IT...

Mergers can fail because people tend to hold onto their individual cultures and identity rather than create a new organization.
Be Prepared

- The process will take time
- People may leave
- There are both costs and benefits (intermediate and long-term)
- Reach out to donors, supporters, and membership early on
Build Change Management into Culture

- Change is hard
- Change creates both excitement and anxiety
- Talk openly about the needed changes
Questions? Comments?
Thank you

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