

Mergers & Acquisitions: Leveraging Mobility for Seamless Integration



The Issue

Mergers and acquisitions (M&A) fuel growth by combining resources to rapidly expand markets, reach new customers, and diversify offerings – all while reducing costs and acquiring advanced technologies, assets or critical talent.

Involving mobility early in the M&A process ensures that the right people are in the right place at the right time, enabling smoother transitions and effective talent management. But how do you get mobility a seat at the table?



The Mobility Impact

Employee relocation plays a critical role in organizational growth, particularly during mergers and acquisitions. Implementing relocation strategies at key milestones helps employees transition smoothly, enhancing both productivity and satisfaction.

In fact, EY-Parthenon Macroeconomic Outlook forecasts a **10% increase in M&A activity in 2025**, following a 13% rise in 2024.

Managing a diverse mobile population across two merging entities requires a strong tolerance for change and ambiguity! Employees who can adapt are essential to achieving business goals.

The first step is communicating the mobility value proposition. This builds stakeholder relationships, surfaces their needs, and highlights the benefits of a centrally managed program. Clear, targeted communication is key to overcoming resistance and demonstrating the value of change.

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By the Numbers

56% of companies report having experienced a merger or acquisition in the last five years.

Global Mobility is involved in the workforce planning for the vast majority of significant company events, such as Mergers and Acquisitions:

29%

Always

24%

Often

37%

Sometimes

10%

Never



Best Practices

By following these best practices, organizations can effectively manage mobility during mergers and acquisitions, ensuring smooth transitions and fostering employee satisfaction.

Early Involvement of Global Mobility

- Involve the global mobility function early in the M&A process. This ensures that mobility considerations are integrated from the beginning, driving smoother transitions and effective talent management.

Sell the Value Proposition

- Clearly communicate the benefits of a centrally managed, integrated mobility program. A centralized mobility team is crucial for facilitating mergers and acquisitions. Demonstrating the value and benefits of such a program helps stakeholders understand its importance and fosters buy-in.



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Build Strong Relationships

- Establish strong relationships with stakeholders. Listen to their needs and concerns, and work collaboratively to address them. Building trust and rapport is essential for successful integration.

Embrace Change

- Encourage employees to embrace change and ambiguity. This mindset is crucial for adapting to new environments and roles, especially during the upheaval of mergers and acquisitions.

Retain Critical Talent

- Prioritize retaining critical talent during the M&A process. Mobility plays a key role in ensuring that essential employees are in the right place at the right time, contributing to the success of the merger.

Focus on Communication

- Maintain transparent communication about successes, failures, and changes. Open communication helps manage expectations and reduces resistance to change.

Support from Leadership

- Gaining strong support from management, HR, and business leaders is critical to mobility program success, especially when navigating the complexities of mergers and acquisitions.

Continuous Improvement

- Learn from each M&A experience and continuously improve the mobility processes. Each merger provides valuable lessons that can be applied to future integrations.



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Client Impact

Weichert's client, a global leader in the packaging industry, employs a diverse workforce of over 50,000 individuals worldwide, from skilled hourly employees to executives. When the company merged with a significantly larger organization, an evaluation of HR processes included an audit of both mobility programs.

Typically, in such scenarios, the larger company's program prevails due to established infrastructure and economies of scale. However, in this case, the smaller client's mobility framework was adopted. Why? Its well-defined structure, streamlined processes, and documented best practices — all developed under the leadership of an experienced Global Mobility director — proved more effective. Using this framework as a foundation, the merged organization integrated additional elements from both programs, creating a unified, globally managed mobility solution.

This story highlights a key lesson: when it comes to mobility, strategic design and collaboration can outweigh size, delivering a program aligned with the talent needs of both legacy organizations.



There's a Studio for that!

Seeing the big picture isn't always easy for the professionals managing your program. In our **Program Harmonization Studio**, our Director takes an objective approach, helping to align and integrate different mobility policies and practices.

The goal? Consistency, efficiency, and compliance across your program.

Talk to a [Studio Director](#) to learn more.



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The Bottom Line

Successful relocations—and successful mergers—hinge on embracing change, retaining critical talent, and building strong support systems. By focusing on delivering value and maintaining open communication, organizations can navigate transitions smoothly and foster lasting employee satisfaction.

“[Our organization completed a] large merger. We took policies from both entities and made new policies with a core/flex model.”

- *Global Retailer*



Further Reading

[Let's Make Work Happen featuring Jim Carroll: Jim Carroll of WestRock](#)

[Case Story - Global Policy Harmonization \(02-2023\)](#)

[In Perfect \(Program\) Harmony: Weichert Workforce Mobility](#)



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