



APPROACH
SERVICES 

CASE STUDY

Successful Merger in 10 Months

Achieving Seamless Integration on a Tight Timeline





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SOLUTION

We implemented a cost-effective and agile Change Management approach, prioritising stakeholder engagement to build trust and secure buy-in throughout the process.

Pause & Assess

- Conducted a thorough change impact analysis and developed a comprehensive, strategic program roadmap.
- Engaged 34+ key stakeholders via interviews, workshops, and surveys during the initial phase to gather insights and align expectations.

Stakeholder Engagement

- Delivered 70+ focused interactions with change champions and critical stakeholders to ensure alignment, foster collaboration, and secure ongoing support.
- Created 15+ ready-to-use templates for town halls, toolbox talks, and engagement sessions, ensuring a consistent, clear message across the organisation.

Clear Communication

- Established 9 communication channels and defined 3 core messages to ensure clarity, consistency, and effective information flow.
- Provided tailored talking points, slide decks, and coaching for the CEO and COO, empowering them to deliver confident and consistent messaging.

Empowering Integration Success

OBJECTIVE

Successfully merge Valmec and AusGroup businesses with Altrad, approximately 12 months after the legal M&A, by seamlessly integrating their processes, systems, brands, properties, people, and structures within a stringent 10-month timeframe. This will be achieved while ensuring operational efficiency, minimising disruption, and fostering alignment across all stakeholder groups.

CHALLENGES

Sunk Costs

The project had already absorbed eight months of unsuccessful efforts before our involvement, and required a highly cost- and time-efficient approach moving forward.

Simultaneous Acquisitions

Additional acquisitions occurred during the integration process, added further complexity.

Diverse Cultures

Balancing Altrad's industrial heritage with Australian can-do spirit required sensitive change management to avoid unreasonably high turnover.

POSITIVE OUTCOMES

ATTITUDE SHIFT

84%

We have seen a remarkable shift in attitudes from frustration as people tried to understand and embrace the change, to demonstrated commitment for a better, bigger and more sustainable Altrad.

HIGH ENGAGEMENT

2 p.w.

With over 70 Stakeholder touchpoints we were able to have 2 touchpoints a week which build trust and momentum from the intervention past go-live.

GROWTH & ROI

7x

The estimated ROI of 7x reflects significant cost savings compared to typical market rates, highly effective change execution, and long-term change readiness benefits.

CHANGE READINESS SCORE

75%

The client's readiness to manage change likely increased by 40-60% due to reusable and scalable tools, templates, skills and frameworks.



WHAT OUR CLIENTS SAID

“Thank you to the entire Approach Services team for the support and guidance on the communication of the integration activities. I believe the Altrad business will be in a strong position to leverage the approach, and content produced, for all future integrations. Until the next project, thanks again and take care!”

FROM APPROACH SERVICES

“This was a challenging yet highly rewarding experience. By pressing pause and employing a structured, co-creative approach, we successfully navigated the complexities of integrating three businesses while building the foundation for long-term growth and success. Altrad is now equipped with strong internal change management capabilities, ensuring a bright and sustainable future.”

