



EXPERT HR LEADERSHIP FOR SEAMLESS M&A

Integrating people and maximizing value

Problem

Most M&A deals fail to reach their stated objectives.

One of the main reasons is ineffective people integration.

75%

of deals fail

A 2024 study of 40,000 M&A deals over several decades found that 70-75% of them fail.

2

cultures

Different company cultures often leads to misunderstandings, conflicts, low engagement, and missed financial targets.

1

integration

Successful M&A is driven by effectively combining people, cultures, and ways of working.

our SOLUTION

Our proven 3-step
approach to M&A
success

1 Prepare

HR compliance M&A readiness, HR due diligence, and cultural assessments

2 Execute

Tailored integration plans and alignment from both leadership teams

3 Sustain

Continuous engagement monitoring, problem-solving, and course correction

Buy-Side or Sell-Side?

We do both, you decide!

Either way, our 3-step approach applies.

1 Prepare

2 Execute

3 Sustain

Engage us early in the process to get ahead of issues before they become problems.

our EXPERIENCE

World-class HR M&A
experts trusted by Fortune
50 and fast-growing
companies alike



*Key existing clients or former employers for
whom we have been HR M&A leaders*

Together, we have done 100+ deals!

our RESULTS

Industry	Deal Size	Engagement Scope	Results
Fire & Security	\$1.8B purchase price 4,000 employees	HR due diligence & HR integration leader	Part of the deal team who won the Board of Directors trophy awarded by the buyer's Fortune 50 parent company for completing the <i>most impactful strategic project of the year.</i>
Health Care	\$8.7B purchase price 14,000 employees	HR integration leaders (for both buyer and target)	Completed effective <i>cultural integration</i> while generating <i>tens of millions of dollars in synergies.</i>
Cannabis	\$380M in combined purchase price 1,500 employees	Enterprise-wide due diligence & integration leaders	Led the Project Management Office which was fully responsible for enterprise-wide integration; <i>completed cultural integration and far exceeded synergy targets.</i>

HR M&A Readiness Assessment

Is Your HR an
M&A Dealbreaker?

*We offer a professional HR M&A
Readiness Assessment for only \$899*

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Bryan L. Olson

Founder & Managing Partner

Bryan has over 30 years of professional experience, more than 15 of which is as senior executive in Human Resources at several leading global companies. He has supported more than 50 corporate M&A transactions as either an HR leader or HR M&A attorney. These deals ranged in transaction size from under 5 million to over 10 billion dollars.

In addition, Bryan has significant experience leading executive teams through corporate turnarounds, leadership changes, and other company transitions. He is currently serving as the fractional Chief Human Resources Officer of publicly-traded The Cannabist Company, where he is helping its senior leadership team reshape the business. He is also serving as the fractional Chief Administrative Officer of Ceres, the first multi-patented SEC registered hybrid stablecoin. Bryan is the former CHRO of global law firm K&L Gates, where he was awarded an HR Hero Award by a national HR organization for bringing the best of HR from the corporate world to a major law firm.

Bryan previously held senior HR executive positions at Aetna and United Technologies Corporation (both in the top 50 of the Fortune list at the time). Bryan is a former practicing employee benefits and executive compensation attorney at one of the top global law firms, Skadden Arps. He started his career at Fidelity Investments. He holds a Bachelor's degree in Business from Westminster College and a Juris Doctorate from Boston College Law School.



Patty Mularkey

Principal

Patty has over 25 years of Human Resources experience, including 18 years in strategic leadership roles. She has been an integral member of multiple M&A leadership teams, specializing in small to mid-sized company transactions of 100-250 employees.

Patty is currently offering fractional expertise to a Florida non-profit in a turnaround scenario where she is leveraging her experience in creating and optimizing HR infrastructure and change management.

In her previous role as VP, HR Business Partner with Davies Group, she restructured and led a team to integrate 600+ US employees within four entities across 20 states into Davies' global UK-based organization. As the HR leader for TriPlus Services, Inc. (acquired By Davies Group), she partnered with the executive team building out and overseeing all of Human Resources. Prior HR leadership roles include ShapeUp, Inc., acquired by Virgin Pulse (Richard Branson), and angel-backed Fitness EM, LLC. She is a graduate of San Francisco State University where she earned her bachelor's degree in business.



Cindy Lindauer

Principal

Cindy has over 25 years of professional experience, including 20+ years in strategic HR leadership roles. She is a cross-functional partner supporting businesses through merger and acquisition activities such as due diligence, organizational design, culture adaptation and change management in a variety of organizations. These organizations include start-ups to mature organizations; 50 to 10,000 people. She is a change creator and leader, with emphasis on executing large-scale initiatives that improve operational productivity and increase customer satisfaction while facilitating smooth transitions to new programs and processes.

Cindy's relevant HR leadership experience includes internal and external HR consulting positions at The Cannabist Company, PWC, QVC, and Booz Allen. In those roles she supported both domestic and international employees. She led initiatives with cross functional and operations leaders, focused on helping companies innovate and grow. Leaders recognized Cindy for setting business strategy and action plans to create successful integrations. Cindy holds a Bachelor's degree in Finance from Shippensburg University, and a Master's in Business Administration with a concentration in Human Resources from Seton Hall University.

A portrait of Sherry Gingerich, a woman with short, wavy blonde hair, wearing a white V-neck top and a necklace. She is smiling and has her arms crossed. The background behind her consists of two overlapping squares, one bright blue and one dark blue.

Sherry Gingerich

Senior HR Executive Consultant

Sherry has over 30 years of experience in Human Resources and Information Technology leadership, with 20+ years in HR across a variety of industries and company sizes. As an HR executive with an IT foundation, Sherry brings a unique combination of talent leadership, logic, structure, and project management to her business partners.

Prior to joining ourCHRO, she facilitated a range of M&A activities including integration, organizational design, and change management initiatives. Sherry is one of the best Project Managers we've run across in our experience – she has a way of accomplishing the task at hand while holding people accountable with grace. She's held HR leadership roles at The Cannabist Company, Booz Allen Hamilton, Aetna, a global law firm, Home Depot, and a national bank. And before her HR career, she was an IT leader with Walt Disney Imagineering. She is a proud Virginia Tech alumnus where she earned a bachelor's degree in computer science.

Sherry's M&A work has included leading displacement logistics resulting from the merger of two large institutions, leadership turnaround initiatives at several retail locations, and numerous acquisition, integration and organizational design efforts of varying size and complexities.