UWEAR and PALEDENIM Merger Scenario

**UWEAR and PALEDENIM**

*Will this work? What do we do next?*

Those were just two of the questions that weighed on Theresa Tramlin’s mind as she walked with Mike Miller to yet another meeting. The merger between UWEAR and PALEDENIM was underway, and things had become chaotic at the office during the past week as the management teams clashed over differing policies and procedures.

“I am glad that we decided to hire ALTAP Consulting for this project.” Theresa said as she joined Mike on the elevator, “Their experience will certainly be helpful as we try to move through this merger.”

Mike looked down, hesitated slightly, and then responded, “Yes…I think you’re right. I have some doubts about bringing in outsiders, but they might be able to offer a perspective that we lack. I just wonder what they can really offer since they don’t know our industry.”

“I can understand your hesitation, Mike, but I really think we’re making the best decision possible,” Theresa responded confidently as they exited the elevator and headed down the hall to the meeting. “The team has been under a lot of pressure the past couple of weeks trying to deal with this merger, and we need help. I don’t know if we can do it alone any longer.”

**ALTAP Consulting**

“Can you believe it?” asked Steve Maine as he barged into your office with a huge smile on his face. “We got the contract for the merger between UWEAR and PALEDENIM.” Excitedly smacking the contract on your desk, he said, “This is huge for our company and a big opportunity for you!”

You were just promoted to the strategic manager position after spending your first 2 years as a strategic analyst. You work at a management and leadership consulting firm that specializes in corporate management training and solutions.

*Maybe this will be your first real project to manage.*

“I want this project, Steve,” you stated emphatically. “I’m ready for it, and I won’t let you down.”

“What makes you think you’re ready for a challenge like this so soon?” Steve raised his left eyebrow, glancing uncertainly in your direction. “This is a pretty high-profile project, and all eyes will be on you. Do you really think you’re prepared for this?”

*Right now is your opportunity to win the job.*

“I’ve had experience with projects like this before with my previous company, Steve. Do you remember the merger project I mentioned that I was in charge of for the two petroleum companies?”

“All right,” he responds, “if you think you’re ready, then I’m willing to put it in your hands. Let’s go over the company briefs because you need to prepare for a meeting next week with the CEOs of UWEAR and PALEDENIM.”

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| **Company Name** | **UWEAR** |
| **Headquarters** | New York City, NY |
| **Ownership** | Publicly held |
| **CEO** | Theresa Tramlin |
| **Number of Facilities** | 4 in the US (1 manufacturing plant + 3 distribution centers) |
| **Number of Employees** | 100 |
| **Company Description** | UWEAR is an upscale uniform supply company that has been in business for over 40 years. They design, manufacture, and supply uniforms for hotels, restaurants, resorts, and cruise lines from around the world. UWEAR is recognized worldwide as the leading supplier of elegant durable uniforms. |

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| **Company Name** | **PALEDENIM** |
| **Headquarters** | Cincinnati, OH |
| **Ownership** | Privately held |
| **CEO** | Mike Miller |
| **Number of Facilities** | 1 in the United States (sales office and distribution center) |
| **Number of Employees** | 15 |
| **Company Description** | PALEDENIM supplies low cost denim and coveralls to the trades industry and their main customer base is located in the Midwestern United States. They have been in business for only 5 years but are gaining market share rapidly due to their entry-level pricing structure. They do not manufacture any of their products. |

**The Merger**

After reviewing the company briefs, Steve began to discuss the merger. “The two companies have decided to combine their marketing, sales, strategic analysis, human resources, and leadership teams.”

*This will be a challenging project.*

“So, my primary responsibility is going to be solving problems and resolving conflicts within and between the companies,” you mention nonchalantly, as though this will be an easy task. “I will work with them and propose solutions that will benefit the merger and allow the companies to more easily transition through this period.”

“You seem to have a handle on what needs to be done for this project,” Steve nods as he heads out of your office. “I’ll be here to consult if you run into any issues.”