# Post-Acquisition Integration Checklist & Templates

For Indian SME Acquisitions

MergerDomo | mergerdomo.com/resources/post-acquisition-integration-india

This PDF contains three tools that work best in print:

- Day 1 Communication Templates — employees, customers, suppliers, lenders
- Document Handover Checklist — take physical possession at closing
- Seller Transition Tracker — track every SPA obligation to completion

The 90-day checklist is built into the online guide at the link above.

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# PART 1: DAY 1 COMMUNICATION TEMPLATES

*Adapt each template to reflect the specific business, your relationship with the audience, and the tone appropriate for that stakeholder. These are starting points, not final drafts.*

## TEMPLATE A — TO EMPLOYEES

*In-person address — read aloud or adapt as a written note. Deliver before anyone hears anything from outside.*

"My name is [name], and from today I am the new owner of [Company Name].

I want you to hear this from me directly, not through a rumour or a forwarded message. I acquired this business because of what this team has built — the relationships you hold with customers, the way this operation runs, and what I believe it can become. That foundation is the reason I am here.

My intention is to build on what works, not dismantle it. Nothing changes today in how we operate. [Founder name] will be working with me through a transition period to make sure this handover is done properly, and I will be here regularly.

I know you will have questions. What I can promise is that I will be straight with you. If something is going to change, I will tell you before it happens, not after. Please come to me directly if you have concerns."

## TEMPLATE B — TO KEY CUSTOMERS

*Delivered by the seller — ideally as a joint call or visit with the new owner present.*

"I wanted to call you personally before you heard anything from elsewhere.

[Company Name] has a new owner. His / her name is [name], and I have spent considerable time with them over the past few months. I would not be making this change if I did not believe the business — and the people in it — were in good hands.

The team you work with is staying. The service levels you expect are not changing.

I am going to hand you over to [name] now so they can introduce themselves. But I wanted you to hear from me first that this has been done carefully, and with you in mind."

## TEMPLATE C — TO KEY SUPPLIERS

*Email or call from the new owner — prompt, factual, reassuring.*

"I am writing to introduce myself as the new owner of [Company Name], following the completion of our acquisition on [date].

Our commercial relationship continues on the same terms. Nothing changes in how we work together, and I look forward to continuing what I understand has been a strong partnership.

[Existing contact name] remains your day-to-day point of contact. I will be in touch shortly to introduce myself properly — I would welcome the opportunity to meet in person when convenient."

## TEMPLATE D — TO LENDERS / BANK RELATIONSHIP MANAGER

*Formal note from the new owner — send within 48 hours of closing.*

"I am writing to introduce myself as the new owner of [Company Name], following the completion of our acquisition on [date].

I would like to arrange a meeting at your earliest convenience to introduce myself, review the company's banking arrangements, and discuss how we can continue to work together effectively. [Seller name] has agreed to join us for that initial conversation.

I look forward to building a strong working relationship with you and your team."

 

# PART 2: DOCUMENT HANDOVER CHECKLIST

*Complete within the first two weeks of closing. Tick each item once it is physically in your possession or your CS's possession — not simply "available on request."*

## Corporate and Statutory Records

- Register of Members (original)
- Register of Directors
- Minutes books — board and shareholder meetings
- MOA and AOA (original or certified copy)
- Share certificates (all issued)
- All ROC annual returns and filings (last 5 years)
- Charge register — all satisfied charges confirmed closed

## Contracts

- All material customer contracts (executed originals or certified copies)
- All material supplier and vendor agreements
- Distributor and dealer agreements
- Office and factory lease deeds
- Any joint venture or partnership agreements
- Franchise agreements (if applicable)

## Licences and Regulatory Approvals

- GST registration certificate(s) — all states
- Shops and Establishment Act registration
- Factory licence (if applicable)
- FSSAI registration (if applicable)
- Drug licence (if applicable)
- Environmental / pollution clearance (if applicable)
- Import Export Code (IEC) certificate
- Any sector-specific approvals or permits
- Renewal dates logged for each licence

## Employee Records

- Employment contracts — all key employees
- EPFO registration and contribution records
- ESIC registration and contribution records
- Payroll data and salary register
- ESOP documentation (if applicable)
- Bonus and incentive obligation records

## Intellectual Property

- Trademark registration certificates (verified in company's name)
- Patent filings and certificates
- Domain name registrations and login credentials
- Software licences and agreements
- IP transfer documents where previously held in promoter's name

## Insurance

- All active insurance policies (property, liability, D&O;, key person)
- Insurer contact details and policy numbers
- Renewal calendar

## Banking and Finance

- All loan agreements and sanction letters
- Security and hypothecation documents
- Bank account details — all accounts
- Bank NOC / personal guarantee release confirmation

## Tax and Legal

- ITR filings — last 5 years
- All pending income tax assessment files
- GST notices and correspondence
- TDS default notices (if any)
- All pending litigation files
- Legal opinions obtained during diligence

## System Access and Credentials

- Accounting software — admin credentials transferred
- GST portal login — updated to new authorised signatory
- TRACES login — updated
- MCA portal login — updated
- Email administration / domain control
- ERP / operations software credentials
- Customer portal or supplier portal logins
- Social media and website administration access

# PART 3: SELLER TRANSITION TRACKER

*Review in every weekly integration meeting. Add obligations directly from your SPA. The seller's cooperation tends to be highest in the first 60 days — use that window deliberately.*

| Obligation | Agreed Deadline | Status | Notes |
|---|---|---|---|
| Introduction to Customer 1 | Day ___ | ■ Pending ■ Done | |
| Introduction to Customer 2 | Day ___ | ■ Pending ■ Done | |
| Introduction to Customer 3 | Day ___ | ■ Pending ■ Done | |
| Introduction to Customer 4 | Day ___ | ■ Pending ■ Done | |
| Introduction to Customer 5 | Day ___ | ■ Pending ■ Done | |
| Bank relationship manager meeting | Day ___ | ■ Pending ■ Done | |
| Key supplier joint meeting 1 | Day ___ | ■ Pending ■ Done | |
| Key supplier joint meeting 2 | Day ___ | ■ Pending ■ Done | |
| Knowledge transfer — operations | Day ___ | ■ Pending ■ Done | |
| Knowledge transfer — customer history | Day ___ | ■ Pending ■ Done | |
| Knowledge transfer — supplier relationships | Day ___ | ■ Pending ■ Done | |
| Staff introductions completed | Day ___ | ■ Pending ■ Done | |
| IP transfer documents signed | Day ___ | ■ Pending ■ Done | |
| [Add from SPA] | Day ___ | ■ Pending ■ Done | |
| [Add from SPA] | Day ___ | ■ Pending ■ Done | |
| [Add from SPA] | Day ___ | ■ Pending ■ Done | |

### Deferred consideration / earn-out milestones tied to transition obligations:

| Milestone | Amount / % of deferred consideration | Deadline | Status |
|---|---|---|---|
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