Year 2 of a $1.1B Integration That Beat Its Plan

Global Integration Leader · $1.1B Dresser business · GE Oil & Gas · 33 sites, 16 countries

THE SITUATION

Year two of integrating a $1.1B Dresser business (valves, blowers, and natural gas products) after GE's $3B acquisition: 33 sites across 16 countries, eroding margins, strained channel-partner trust, and 50+ competing corporate metrics. The two-year pro forma was at risk, and the field had lost confidence in the integration.

WHAT WAS AT STAKE

The deal model. Continued margin erosion would have turned a flagship acquisition into a write-down, and the distributor channel that carried the business was questioning whether the combined company could deliver.

WHAT WAS DONE

A Master Black Belt reset run at the sites, not from a program office. 50+ competing metrics were cut to two delivery KPIs, lead time and first pass yield, and every site cadence, escalation path, and leadership review was rebuilt around them. Top channel-partner CEOs joined a monthly executive council. The full prospect-to-cash systems integration was completed across the acquired portfolio.

THE RESULT

Margin erosion reversed. Global lead times fell 24%, the two-year pro forma was beaten, and the integration delivered $18M in direct savings.

> *"More improvement in six weeks than we've seen in the past six years."*
>
> Dresser's #1 channel partner, on the first six weeks

BY THE NUMBERS

$1.1B
Business integrated: 33 sites in 16 countries

50+ → 2
Competing metrics cut to two delivery KPIs

24%
Shorter global lead times

$18M
Direct savings; two-year pro forma beaten

Results from Rebecca S. Lininger's corporate leadership roles.
Detailed references available to qualified sponsors, boards, and executives.

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