

Laura Ingman

M&A Integration

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Profile

Strategic M&A Integration Leader with a background in HR Operations & Programs and a proven track record in successfully planning and executing complex post-acquisition strategies. Adept at aligning integration efforts with organizational objectives to drive product innovation and revenue growth. Significant experience driving cross-functional collaboration, managing a broad range of stakeholders, and delivering measurable results in dynamic, global environments. Strong capabilities in due diligence oversight, strategic planning and project & program management.

Experience

Xero - Director, Global M&A Integration

Feb 2020 - Apr 2023 San Francisco, CA

- **Leadership of M&A Integration Function:** Directed the M&A integration function globally, overseeing multiple integrations simultaneously and setting integration strategy for all acquisitions at Xero.
- **Cross-Functional Leadership:** Led cross-functional teams in due diligence, planning, and execution of post-acquisition plans, delivering successful integration of acquired companies within tight timelines.
- **Integration Playbook and Continuous Improvement:** Developed and implemented a comprehensive integration playbook for all acquisitions, ensuring consistency and efficiency throughout the integration process. Identified and implemented opportunities for improvement across Xero's M&A and Integration approach, both pre and post-deal.
- **Due Diligence Oversight:** Oversaw cross-functional due diligence processes including management of external advisors, conducted thorough analysis and risk assessments, and developed mitigation plans to ensure smooth post-merger integration.
- **Strategic Integration Planning and Delivery:** Ensured the alignment of potential acquisitions to Xero's global strategy, developed earnout goals and measurements, and developed and implemented comprehensive integration plans.
- **Stakeholder Alignment:** Collaborated with C-suite executives and key stakeholders to align integration efforts with overall business objectives, effectively communicating integration progress and milestones to ensure organizational alignment and stakeholder awareness and buy-in.
- **Completed deals:**
 - Locate (USD19m) - a cloud-powered inventory management provider headquartered in California*
(*Subsequently served as interim GM for Xero's inventory product division post-acquisition)
 - Tickstar (AUD\$22.9m) - a provider of e-invoicing infrastructure and expertise headquartered in Sweden
 - Waddle (AUD\$80m) - a cloud-based invoice lending platform headquartered in Australia
 - Planday (€180m) - a cloud-based workforce management solution headquartered in Denmark

Xero - Head of Global Inventory Product (Acting)

Dec 2021 - Jan 2023 San Francisco, CA

- **Leadership and Team Scaling:** Stepped in as interim head of the new Xero Inventory product team, overseeing rapid growth from 12 to 60+ cross-functional team members post-acquisition of Locate Inventory. Ensured employee satisfaction within the acquired team, strategically managing key personnel resources to maintain productivity and satisfaction while facilitating the dissemination of vital subject matter expertise across the wider team
- **Product Development and Design:** Led the development of a new end-to-end inventory product to beta stage, including designing a new UI, defining user journeys, and integrating features.
- **Feature Prioritization:** Identified and prioritized key features and enhancements for the Inventory product based on market research and customer feedback.
- **Market Research and Strategy:** Oversaw extensive external market research to formulate pricing, packaging, and commercialization strategy for the new product – ensuring positioning, messaging and pricing aligned with Xero's target market and competitive landscape
- **Strategic Partnerships:** Managed strategic partnerships and collaborations with technology companies in e-commerce, marketplace and shipping operations, to enable seamless end-to-end workflows within Xero's Inventory product.

Xero - Head of Business Operations, M&A Integration

Apr 2019 - Jan 2020 San Francisco, CA

- **Establishment of M&A function:** Founding member of new global M&A Integration function within Xero. Developed baseline plans and best practices for each workstream of business operations integration.
- **Business Services Integration:** Led the creation and execution of integration plans across all business services domains, including people, recruitment, payroll, finance, security, facilities, legal, IT and platform.
- **Primary delivery focus:** integration of Hubdoc (USD \$70 mil), a fintech data capture firm based in Toronto.
- **Key accomplishments:**
 - Successful delivery of technical integration to allow bundling Hubdoc into majority of Xero's pricing plans (including identity management, permissions and two-way data integration).
 - Delivered baseline ISO-27001 compliance for Hubdoc within 1 year deadline, to avoid putting Xero's certification status at risk.
 - Developed and delivered change management program for acquired team
 - Successfully integrated processes, procedures and teams across HR, finance, legal, IT, and security within planned timeframes

Xero - Product Manager, People & Finance Systems

Sep 2014 - Apr 2019 San Francisco, CA

- **Business Systems Vision and Execution:** Implemented key People systems and processes at a rapidly growing New Zealand-based global SAAS company, in order to accommodate growth and provide foundation for scalability. Responsible for vision and execution of business systems for HR and Finance domains (including recruitment, HRIS, payroll, ERP etc).
- **Global Systems Implementation:** Successfully led implementation of new ATS (Jobvite) and HRIS (Workday), as well as integrations with ERP, payroll systems, and other key tools – resulting in improved efficiency and accuracy in employee data management and payroll processing. Ensured precision and timeliness of HR-related metrics and reporting, enabling informed stakeholder decision-making.
- **Team Leadership:** Led team of four systems analysts (two in San Francisco and two in New Zealand), prioritizing and overseeing their work, including planning and running sprints.
- **Cross functional planning and delivery:** Collaborated with stakeholders in People, Finance, Recruiting, and Payroll teams, as well as technical resources in IT and Integration, to identify requirements, develop solutions, and deliver best-in-class systems landscape.

- **Continuous Improvement and Systems Integration Management:** Drove continuous improvement of HR & finance systems, as well as development/support of integrations between key systems - including ensuring delivery and maintenance of complex integrations from Workday to multiple payroll systems globally.
- **Scaled Agile and formalized Stakeholder Management:** Established “proof of concept” prototype of Scaled Agile Framework (SAFe) for managing prioritization and delivery of work across people/finance systems domain, which was later adopted globally across all other data & automation and business technology domains.

Coverity - Project Manager, Real Estate & Operations

Sep 2011 - Jun 2014 San Francisco, CA

- **Real Estate and Facilities Management:** led real estate and facilities for 300-person software company with a dozen offices worldwide, reporting directly to the VP of HR and Administration. Supervised Operations team, including reports in San Francisco and Canada.
- **Facilities Expansion:** Led extensive facilities growth, more than doubling total office space over 10 cities as part of our global expansion. Oversaw planning, design, estimating, contracting and construction.
- **Contract Negotiation and Service Management:** Negotiated contracts and managed services with many parties, including architects, brokers, contractors, electricians, HVAC specialists, security system vendors, and building management.
- **Technical Infrastructure Expertise:** Developed familiarity with data storage facilities, data cabling, HVAC and A/V systems; led build-out and upgrade process for five on-site server rooms.

Education

Columbia University - New York, NY

BA, Philosophy & English

Oxford University - Oxford, England

Visiting Scholar (year-long program), Philosophy

UC Berkeley Extension School - Project Management Program

In-depth classes in Project Management theory and practice