



Operational Alignment in Complex Infrastructure Programs

The Hidden Systems Decisions
That Make-or-Break Integration
Post-Acquisition



Executive Summary

Roughly 70% of mergers fail to achieve their intended outcomes. In telecom, fiber, and infrastructure M&A, the gap between strategic intent and operational reality has a predictable cause: fragmentation.

The average telecom enterprise now manages hundreds of SaaS applications, with only a small percentage under IT oversight. Post-acquisition, that fragmentation multiplies. Acquired entities bring their own project management tools, financial systems, contractor portals, and local trackers—each creating isolated pockets of truth that resist consolidation.

This isn't just operational drag. It's value destruction.

Executives can't confidently answer "how are we performing?" without triggering multi-day research efforts. Finance can't trace bid-to-cost-to-margin across acquired entities. Field operations run on disconnected platforms that make resource leverage theoretical rather than tactical. Shadow IT proliferates as teams build workarounds when official systems don't deliver the visibility execution requires.

PwC's 2023 M&A Integration Survey found that only 14% of respondents reported significant success across strategic, operational, and financial measures. The most common outcome isn't catastrophic failure—it's partial success. Some synergies captured, but not enough, and not fast enough.

This paper examines why operational alignment—not deal structure—determines whether scale compounds value or compounds complexity in infrastructure M&A. It presents evidence from operators managing billions in infrastructure investment, identifies the specific mechanisms that cause synergy leakage, and provides a practical framework for post-merger alignment that preserves deal value.

Featuring insights from: Shawn Boyechko, Vice President of IT and Business Transformation at ADB Companies.

Sponsored by OneVizion



SECTION 1

The Real Problem: The Fragmentation Tax on M&A Value

When an executive asks “how are we performing?” the answer should take seconds, not days. But in most post-merger organizations, that simple question triggers a cascade of manual work: pulling data from project management tools, reconciling it with finance systems, checking contractor portals, validating against field reports, and stitching it all together in spreadsheets.

Shawn Boyechko, Vice President of IT and Business Transformation at ADB Companies, an industry leading infrastructure solutions provider serving utility and fiber optic infrastructure, engineering, electrical, wireless, data center, and technology environments, describes the reality: “To go to one of our regional presidents today and say ‘how are you performing across the board?’, the time that it takes to even determine that is pretty significant.”

This isn’t a technology problem. It’s a fragmentation problem—and it’s the primary mechanism through which M&A value leaks away in the first year post-close. In many organizations, integration focuses first on restoring visibility, traceability, and decision clarity across acquired entities, often using existing systems, before broader platform modernization decisions are made. In ADB’s case, integration and modernization progressed together due to the absence of a unified platform at scale.

The Fragmentation Tax

Organizations lose more than 20 hours per week to fragmentation—time spent searching for information, reconciling conflicting data sources, and repeating work that should have been captured once. Knowledge workers spend roughly 30% of their day searching for information.

That’s not just lost productivity. It’s lost decision velocity.

When fiber deployment data lives in one system, permitting status in another, contractor performance in a third, and financial actuals in a fourth, the question isn’t whether you have good data. The question is whether you can make decisions faster than problems compound—and whether your newly acquired entities can operate as a coherent business unit or remain operational islands.

M&A Multiplies the Problem Overnight

In a single-entity business, fragmentation creates operational drag. In a post-acquisition environment, fragmentation creates synergy failure.

Global M&A activity staged a significant rebound in 2025, with \$4.8 trillion in deal value marking the second-highest total on record. In telecom and utilities specifically, consolidation is accelerating. But each acquisition imports not just revenue and customers—it imports platforms, processes, data definitions, and contractor ecosystems.

The telecom industry invested over \$100 billion in fiber infrastructure in recent years. Yet operators

consistently report the same post-merger challenge: they can't see what's actually happening across their combined programs until it's too late to adjust course without disruption.

Data Isn't the Answer. Alignment Is.

The default response to post-merger fragmentation is more data. More dashboards. More reporting. But data without operational alignment just creates a different problem: information overload with no clear path to action.

Gartner estimates poor data quality costs organizations \$12.9 million annually. But the deeper cost isn't in the data itself—it's in the decisions delayed or distorted because no one knows which version of the truth to trust when legacy and acquired systems tell different stories.

Infrastructure programs don't fail because operators lack information. They fail because information is scattered across disconnected systems inherited from multiple acquisitions that are often providing conflicting information, making it impossible to see the whole picture until the moment for decisive action has passed.



SECTION 2

What Practitioners Are Seeing: The Post-M&A Operational Reality

Operators managing complex infrastructure programs post-acquisition report a consistent pattern: the deal closed, integration timelines looked achievable, teams were capable—but execution velocity degrades as soon as anyone tries to operate the combined entity as a single business.

The “How Are We Performing?” Problem

This question should have a one-minute answer. Instead, it triggers a multi-day research project that involves reconciling data from legacy and acquired systems that were never designed to speak to each other.

Boyechko describes the operational breakdown: “The biggest challenge we have is traceability between what we bid and expect something to cost to what the margin is and what we delivered. We can’t do that with multiple systems easily.”

The challenge is a combination of missing data, inconsistent definitions, and data fragmentation. The problem is compounded when there is no single system—from either the acquirer or acquired entity—that has enough context to answer the question across the combined organization.

Common Post-M&A Operational Breakdowns

The patterns are remarkably consistent across telecom, utilities, and data center operators who’ve grown through acquisition:

The Reconciliation Spiral: Finance sees costs. Project managers see schedules. Field teams see physical progress. No system reconciles all three in real time across legacy and acquired operations, so monthly reviews become exercises in explaining variances that are already three weeks old—and arguing about whose numbers are “right.”

The Contractor Visibility Gap: Subcontractors from acquired entities submit progress reports through their legacy portals, general contractors aggregate them differently, and program managers see a third interpretation in status meetings. By the time discrepancies surface, schedules have already slipped and blame has been assigned.

The Exception Management Trap: When 95% of sites are on track and 5% are outliers, teams spend the majority of their time trying to identify which sites need attention—especially difficult when “on track” is defined differently across legacy and acquired platforms.

The Integration Hurdle: MuleSoft’s 2025 Connectivity Benchmark found that 95% of IT leaders report integration as a hurdle to implementing new capabilities effectively. This isn’t a technical limitation—it’s an organizational reality amplified by M&A. Systems don’t talk to each other because they were never designed to work together, and every acquisition adds more platforms to the integration backlog.

Shadow IT and the Illusion of Control

When official systems don't provide the visibility operators need post-acquisition, they build their own. Spreadsheets proliferate. Personal databases emerge. Teams create localized solutions that work for their specific needs but create new fragmentation downstream.

IBM's 2025 Cost of Data Breach Report found that breaches involving Shadow AI—systems implemented without IT oversight—cost organizations an additional \$670,000. The risk isn't just security. It's that Shadow IT is a symptom of failed operational alignment. When teams can't get what they need from sanctioned systems, they improvise. And improvisation at scale across a newly merged organization is how infrastructure programs lose coherence.

Enterprises manage an average of 275 SaaS applications, and IT oversees only 26% of SaaS spend. In acquisition-heavy environments, this decentralization accelerates because acquired teams bring their own tools and purchasing habits.

What's Actually Breaking

The core issue isn't tools. It's that integration plans assume perfect information and linear execution, while reality delivers constant adaptation across multiple inherited platforms with incomplete context.

Post-merger operators need three things simultaneously:

1. **Current state visibility** across all work streams without manual aggregation between legacy and acquired systems
2. **Variance detection** that identifies problems before they cascade across the combined entity
3. **Decision clarity** about which adjustments matter and which don't—using data both organizations can trust

Most systems deliver one of these. Almost none deliver all three across a merged operational environment.



SECTION 3

The Integration Paradox: Why Big-Bang Migrations Destroy Value

Infrastructure M&A integration operates in a state of continuous deviation from plan. Permits take longer than expected. Materials arrive late. Weather disrupts schedules. Contractors underperform. Regulatory requirements change mid-execution. And now you're managing all of this across platforms and processes from multiple legacy organizations.

None of this is preventable. All of it is manageable—if operators can adapt faster than problems compound.

The Fatal Flaw in Big-Bang Integration Planning

Most integration plans fail because they treat uncertainty as an execution error instead of a structural condition post-acquisition.

Boyechko frames the challenge directly by evoking a popular maxim: “Strategy is great until you get punched in the face... There’s a level of egoism that goes into thinking that you can plan and understand everything.”

Big-bang migrations assume you can:

- Understand all dependencies across legacy and acquired systems up front
- Predict how users from different organizational cultures will adopt new platforms
- Identify all data quality issues before go-live
- Execute a complete cutover without learning along the way

Traditional project management assumes variance is an exception. In complex infrastructure programs operating across multiple inherited platforms, variance is the baseline.

Why Sequenced Integration Preserves Value

In some organizations, this sequencing includes introducing a new platform foundation. In others, it involves rationalizing and aligning existing systems before modernization decisions are made. For ADB, the alternative is iterative consolidation: establish a minimum viable platform foundation, migrate the first coherent business unit, learn from reality, adjust, and then move to the next group.

Boyechko describes the approach: “The MVP gets there, the base platform’s in, you’re ready to move your first group. Where agile comes in is who you move on after that so you can take the lessons learned in that first group that came in iteratively and then build on that MVP to drive that value, get those lessons learned.”

The tradeoff is real: you don't get complete visibility immediately. But the alternative—attempting a full lift-and-shift of all acquired entities simultaneously—creates a different risk: catastrophic failure with no recovery path.

The practical sequencing pattern that works:

1. **Select the first migration cohort strategically** - Often driven by renewal deadlines or business units with the cleanest data
2. **Establish the platform foundation** - Get core capabilities working for one group
3. **Learn from operational reality** - Identify what breaks, what's missing, what users actually need
4. **Iterate before expanding** - Fix issues while the problem space is contained
5. **Move subsequent cohorts based on lessons learned** - Not based on a prescriptive plan written before anyone touched the system

This is how you avoid pretending a prescriptive 12-month integration plan will survive contact with post-merger reality.

The Data Visibility Tradeoff

If you don't move everyone at once, you don't get complete visibility immediately. That's the honest tradeoff. Centralized visibility is required to fully realize deal value, but forcing it too early introduces execution risk that can delay or destroy that value.

Organizations that move through M&A cycles repeatedly have learned: partial visibility with operational stability beats complete visibility that arrives after the combined entity has already failed to deliver synergies.

Partial visibility is an acceptable transitional condition when it preserves operational stability and enables learning without disrupting execution. The goal isn't perfection on Day 90. The goal is coherence by Day 180—with the organization still intact and capable of executing. Most medium to larger merger consolidations don't happen until one to two years. Email migrations and top-level reports are about all that can be truly completed in the first 90 days.



SECTION 4

Shadow IT: The Silent Synergy Killer in Post-Merger Environments

Shadow IT is not a moral failure. It's a predictable response to operational misfit—and it accelerates dramatically post-acquisition.

The Fiscal Trap: Redundant Spend at Scale

Zylo's 2025 SaaS Management Index found that the average enterprise wastes \$21 million annually on redundant or underutilized software. In acquisition-heavy environments, this waste compounds as:

- Legacy systems are maintained “just in case”
- Acquired entities continue using their preferred tools during integration delays
- Teams subscribe to point solutions when enterprise platforms don't deliver needed capabilities
- Renewals happen by default because no one has time to evaluate consolidation during integration

Why Shadow IT Kills Synergies (Not Just Security)

The business case for most infrastructure M&A includes operational leverage: the ability to shift resources across regions, share contractor relationships, consolidate purchasing, and optimize labor deployment.

Boyechko identifies how fragmentation undermines this directly: When work exists across multiple platforms, it becomes difficult to “leverage resources across different business lines... understanding based off of requirements at any given time where laborers in different classifications can potentially be used for other lines of business, other groups. Very, very difficult for us to see that when we have multiple platforms.”

That's synergy loss in operational language. Not hypothetical efficiency—actual inability to execute the business case.

The Governance Gap That Compounds Risk

Shadow IT creates uncontrolled integration points, duplicate data definitions, and competing sources of truth. In a stable organization, this is manageable risk. In a post-merger environment trying to establish data governance across legacy and acquired entities, it's governance failure.

Boyechko framed the AI readiness problem bluntly: "AI is not going to work until you get your data in place. And data is not going to work until you get the right governance, the right structure around how data is managed in an organization. And you can't do that when you've got 17 different systems running around inside your organization."

This matters even if AI deployment isn't immediate. Governance gaps show up in audit findings, compliance failures, and customer-facing reporting errors—all of which damage the combined entity's credibility.



SECTION 5

What Resilient Post-Merger Operators Do Differently

Infrastructure programs that execute successfully post-acquisition aren't necessarily the ones with the best tools or the biggest integration budgets. They're the ones that can absorb variance—from both operations and inherited systems—without losing coherence.

Characteristics of Resilient Post-Merger Operations

Organizations that consistently deliver on M&A synergy commitments share several operational characteristics:

Variance Detection Without Manual Aggregation: They know when sites are off-track before weekly status meetings, and they know it across both legacy and acquired operations. Automated alerts surface exceptions based on actual performance thresholds, not arbitrary reporting calendars or platform boundaries.

Decision Clarity Over Data Volume: They prioritize decision-relevant information over comprehensive dashboards. Executives can answer “how are we performing?” in minutes because the system synthesizes program health automatically across all entities, highlighting what requires attention and filtering what doesn't.

As Boyechko emphasizes when it comes to priorities: “It's never about the technology. It's never about the process. It's all about how we will enable the business outcome that they need.”

Contractor Accountability With Visibility: Subcontractors—from both legacy and newly acquired operations—report progress through standardized interfaces that feed directly into program-level tracking. There's no reconciliation gap between what contractors report and what program managers see, regardless of which entity they originally worked with.

Financial and Physical Progress Reconciliation: Budget status and site completion metrics update from the same operational data. Finance doesn't get one version of progress and project managers another. This is non-negotiable post-acquisition when investor scrutiny intensifies.

Adaptation Without Disruption: When plans change—and they always do—adjustments flow through the system without requiring manual updates across disconnected tools inherited from multiple organizations. A permit delay automatically cascades to schedule, budget, and resource allocation without requiring someone to update three legacy systems and two acquired platforms.

The Role of Standardization

Resilient post-merger operators don't achieve alignment through uniformity. They achieve it through standardized interfaces between diverse systems.

A fiber deployment might involve dozens of contractors from multiple acquired entities, each with their own tools and processes. Operational alignment doesn't require everyone to use the same project management software. It requires contractor data to flow into program-level visibility through consistent, automated interfaces—regardless of which legacy organization they came from.

This is modular alignment: individual teams work in whatever environment suits their needs, but data moves between systems without requiring translation or manual reconciliation.

When ADB Companies defined their design philosophy for post-acquisition operational alignment, they distilled it into two principles: "Simplified user experience, consistency and trust in the data. Keep it simple. Trust the data. All architecture decisions are driven by that."

This clarity—outcomes over features, trust over volume—is what separates resilient operators from those still drowning in fragmented systems they inherited through M&A.

System-of-Record Logic by Role

High-performing post-merger operators don't force everyone onto a single platform. They define clear system-of-record logic by role and ensure synchronization:

Boyechko outlines the approach: "Project controls and finance teams will live in our ERP. Our project managers and operations leaders will live in our PM platform. And then our field folks will live in field service management. We need all three of those key components in sync, so people understand what's going on at any given time."

This avoids "one system to rule them all" fantasies while still enforcing coherence across the combined organization.



SECTION 6

Change Management: The Unfunded Constraint That Determines Integration Success

Most M&A integration budgets fund technology migration, data cleansing, and process redesign. Very few adequately fund change management—despite overwhelming evidence that adoption determines value realization.

The Research is Unambiguous

Prosci's research on change management effectiveness found that **initiatives with excellent change management are seven times more likely to meet objectives than those with poor change management.**

That's not a marginal difference. That's the difference between synergy capture and synergy failure.

Adoption in Infrastructure is UX and Role Fit, Not Tech Resistance

A common post-merger narrative is “field teams resist technology.” Boyechko challenges this directly with a practical example: “We've got field people who will say technology is too hard. I'm a ditch digger. I don't want to put apps on my phones, but ... at the end of the day of a site visit, they're sitting there on their phones looking at TikTok, using apps, and doing all kinds of other things.”

The friction isn't technology itself. It's user experience under real working conditions. Consumer apps set expectations for simplicity that enterprise platforms rarely meet—especially platforms that were never designed to work together and are now being force-integrated post-acquisition.

The Adoption Design Pattern That Works in M&A

Boyechko's team uses two specific tactics that are directly applicable to any infrastructure M&A integration:

Build advisory groups that include both champions and skeptics: “We wanted to get membership for some of those folks who will not be champions because we have to get their voice in and make sure we don't forget them in the design as we're rolling it out.”

This prevents over-fitting to power users and ensures the platform works for the full adoption curve—critical when you're integrating users from multiple organizational cultures.

Rotate representation across legacy and acquired entities: “We don't stay stagnant, and we don't keep just legacy folks. We're very much—we need the insights of new companies as we acquire them as well because they will always know better than us how they operate, what's going on, what the pitfalls are.”

This ensures governance doesn't become a legacy-only echo chamber and that integration *actually*

incorporates operational reality from acquired entities rather than forcing conformity to legacy processes.

Why Most Integrations Underfund This

PwC reported that 59% of companies now spend 6% or more of deal value on integration, up from 3.8% previously. That signals something important: integration is expensive when it's real.

But even organizations increasing integration investment frequently under-allocate to change management because:

- Technology migration has clear deliverables; adoption is harder to measure
- Executive sponsors prioritize “getting the system live” over “getting the system used”
- Change management feels like HR work, not integration work

The result: platforms go live, users continue working around them, and synergies remain theoretical.



SECTION 7

A Practical Alignment Model for Infrastructure M&A

Alignment Principle 1: Trust the Data Before You Automate Decisions

If leadership doesn't trust performance data from the combined organization, automation increases risk rather than reducing effort.

ADB's CEO, Stacey Thompson, captured the operational priority when the Business Transformation team was building her user persona: "I can move faster if I can trust the data." Speed without confidence creates chaos. Confidence without currency creates complacency. Post-merger operators need both: data they can trust that's current enough to act on, synthesized from systems that previously operated independently.

Alignment Principle 2: Define System-of-Record Logic by Role, Then Enforce Sync

Avoid "one system to rule them all" fantasies. Instead:

- Finance and controls live in ERP
- Project managers operate in PM platforms
- Field users operate in field service systems
- All three stay synchronized in near real-time

This approach respects that different roles need different tools while still enforcing coherence across the merged entity.

Alignment Principle 3: Sequence Migrations by Coherence and Strategic Timing, Not Politics

Migrate business units that can move cleanly first—often triggered by renewal deadlines or regulatory requirements. Then integrate more complex acquired entities later, learning as you go.

Boyechko describes the sequencing logic: "For us, again, going back to the agile approach of picking the right group or the right line of business to pull in at the right time that's repaired, that's really defining it."

This is how you avoid pretending a prescriptive 12-month plan will survive contact with reality when integrating multiple acquired platforms.

Alignment Principle 4: Measure Time-to-Truth as a First-Class KPI

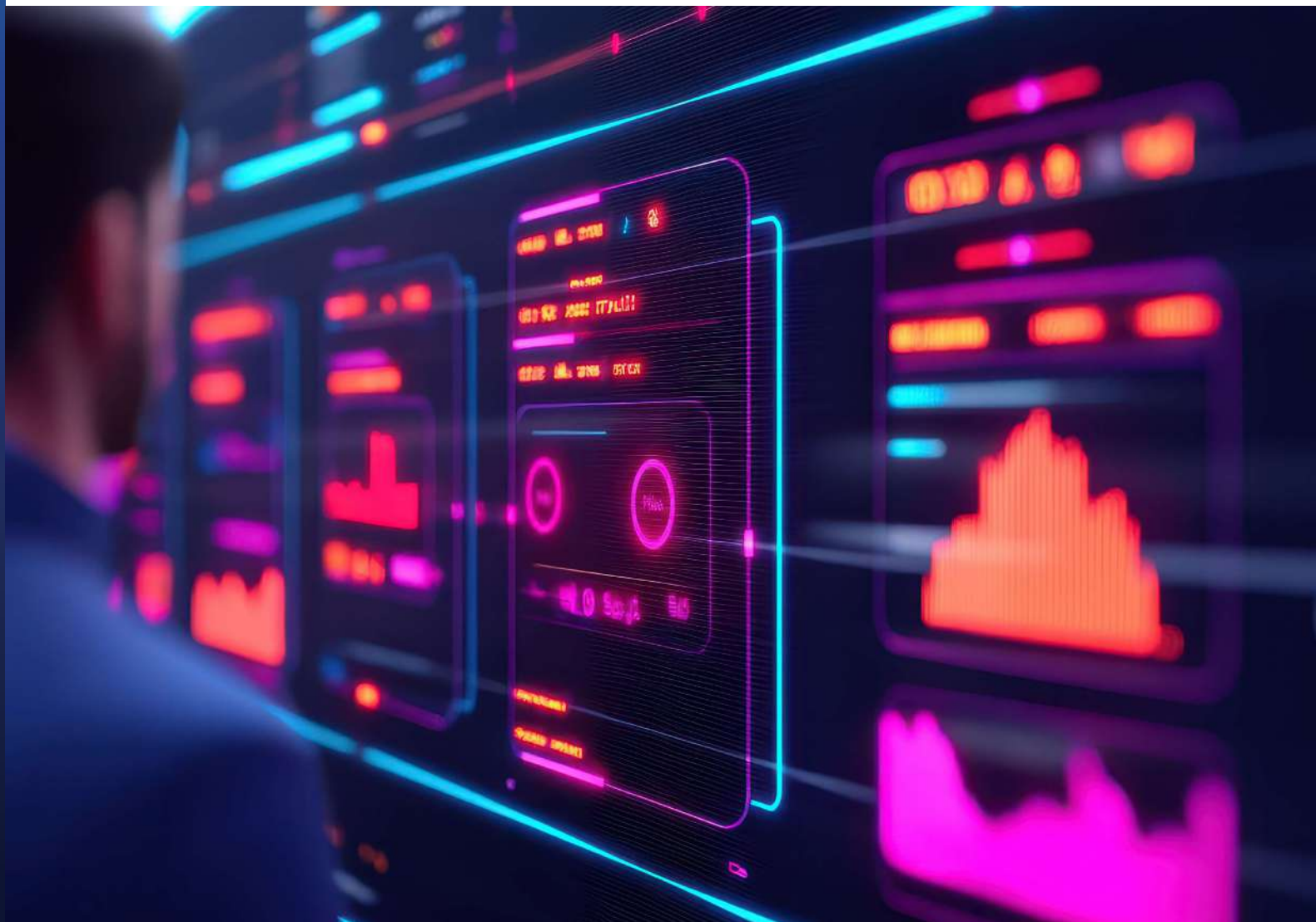
Most integrations track:

- Number of systems migrated
- Number of users onboarded
- Milestones completed

High-performing integrations also track:

- Time to determine performance across regions/service lines/acquired entities
- Time to reconcile financial and operational reporting
- Number of “shadow” trackers required to run the business post-close

If time-to-truth improves, alignment is improving. If it doesn't, you're simply moving platforms around while synergy leakage continues.



SECTION 8

Industry Implications: What Infrastructure Leaders Must Rethink Now

The infrastructure industry is at an inflection point. Data center demand is projected to require \$6.7 trillion in investment by 2030, with global occupancy rates at 97% as of early 2026. Fiber deployments continue accelerating. Utilities are modernizing grid infrastructure at unprecedented scale.

And all of it is happening through M&A-driven consolidation.

The M&A Complexity Multiplier

Global M&A activity rebounded to \$4.8 trillion in 2025, marking the second-highest total on record. In telecom and utilities, consolidation is accelerating.

But M&A creates a specific operational challenge: it multiplies system fragmentation overnight. Acquired companies bring their own project management tools, financial systems, contractor relationships, and data structures. Integration timelines stretch across years while operational programs need to execute now.

Organizations that rely on manual reconciliation to bridge these gaps find themselves paralyzed—unable to execute the operational leverage that justified the acquisition in the first place.

Data Centers: When Speed Defines Competitive Advantage

The data center sector illustrates what happens when execution velocity becomes a competitive differentiator post-acquisition. With 97% global occupancy, the ability to bring new capacity online faster than competitors directly translates to market share and revenue.

In this environment, operational fragmentation inherited through acquisition isn't just an efficiency problem—it's a strategic vulnerability. Operators who can execute construction programs 15-20% faster across their combined entity capture opportunities that slower competitors miss entirely.

Fiber and Utilities: Regulated Complexity at M&A Scale

Telecom and utility infrastructure programs operate under regulatory constraints that don't apply to other sectors. Permitting timelines, environmental reviews, municipal approval processes, and compliance reporting create dependencies that can't be accelerated through brute force—and that multiply in complexity when managing across multiple acquired entities.

What can be accelerated is organizational responsiveness post-merger: how quickly operators detect variance, assess impact across the combined organization, and execute corrections within regulatory constraints.

What This Means for Leadership

Infrastructure executives managing M&A portfolios face a choice: continue investing in tools that create isolated pockets of visibility across legacy and acquired entities or invest in operational alignment that enables decision clarity across the entire merged organization.

The tools aren't the constraint. The constraint is fragmentation multiplied by acquisition velocity.

Organizations that solve for alignment—not just data collection—will execute faster, adjust more effectively, and deliver more predictably on synergy commitments than competitors still reconciling disconnected systems manually.

This isn't a technology transformation. It's an operational discipline shift. And it's becoming non-negotiable as M&A frequency and program complexity outpace manual coordination capacity.



CONCLUSION

Operational Alignment is the Deal

In telecom, fiber, and infrastructure M&A, operational alignment determines whether scale compounds value or compounds complexity.

Roughly 70% of mergers fail to achieve their intended outcomes. Only 14% of organizations report significant success across strategic, operational, and financial measures post-acquisition. And organizations operating under high capex environments cannot afford slow visibility and disputed metrics when investor scrutiny intensifies post-close.

The practical takeaway is simple:

- Consolidation is not complete when the transaction closes
- Synergies are not real when they are only forecast
- Value is preserved when the combined organization can see itself clearly enough to act

Fragmentation is the hidden mechanism through which M&A value leaks away. It shows up as delayed decisions, missed opportunities, budget overruns, and strategic underperformance—not because teams lack capability or tools lack features, but because information that should be coherent across the merged entity isn't.

The infrastructure industry is executing programs of unprecedented scale through M&A-driven consolidation. Data centers, fiber deployments, and utility modernization efforts require coordination across hundreds of contractors, thousands of sites, dozens of regulatory jurisdictions—and now, multiple legacy platforms from acquired organizations.

In this environment, operational alignment isn't a nice-to-have. It's the operational foundation that determines whether programs execute as planned or struggle to explain variance after the fact.

Organizations that solve for alignment—across teams, systems, timelines, and organizational boundaries—will execute faster and more predictably than those still reconciling disconnected data manually across legacy and acquired entities. This advantage compounds over time as M&A activity continues and operational complexity increases.

The operator view is even simpler. In Shawn Boyechko's words, the design philosophy for post-merger success is to keep the user experience simple and ensure trust in the data—and to drive all architecture decisions from those principles.

The question for infrastructure leaders managing M&A portfolios is straightforward: Are your systems enabling decision clarity across the combined organization, or requiring manual work to achieve it?

The answer determines whether you're building operational alignment or just managing fragmentation at increasing scale.

About OneVizion

OneVizion is an AI-powered enterprise platform and professional services team built to manage complex infrastructure data for asset-heavy industries such as fiber, telecom, utilities, energy, and construction. It replaces disconnected systems and unwanted legacy tools with a configurable, modular foundation for full-lifecycle program and asset management. OneVizion helps teams by reducing manual effort and providing data the way they need to see and organize it for better decision-making. With OneVizion we'll build what you need and connect what you have with our blocks—but your blueprint.

For more information: info@onevizion.com

SOURCES:

McKinsey & Company. (2010). Merger Management Compendium.

<https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/merger-management-compendium>

Zylo. (2025). 2025 SaaS Management Index.

<https://zylo.com/reports/2025-saas-management-index/>

PwC. (2023). PwC's 2023 M&A Integration Survey.

<https://www.pwc.com/us/en/services/consulting/deals/library/ma-integration-survey.html>

Bain & Company. (2025). Global M&A stages great rebound in 2025 with \$4.8 trillion deal value.

[https://www.bain.com/about/media-center/press-releases/20252/global-ma-stages-great-rebound-in-2025-with-\\$4.8-trillion-deal-value-to-mark-second-highest-total-on-record](https://www.bain.com/about/media-center/press-releases/20252/global-ma-stages-great-rebound-in-2025-with-$4.8-trillion-deal-value-to-mark-second-highest-total-on-record)

Gartner. (2021). How to Improve Your Data Quality.

<https://www.gartner.com/smarterwithgartner/how-to-improve-your-data-quality>

Prosci. (2021). Why Change Management Is Important.

<https://www.prosci.com/blog/why-change-management>

McKinsey & Company. (2025). The cost of compute: A \$7 trillion race to scale data centers.

<https://www.mckinsey.com/industries/technology-media-and-telecommunications/our-insights/the-cost-of-compute-a-7-trillion-dollar-race-to-scale-data-centers>

IBM. (2025). Cost of a Data Breach Report 2025.

<https://www.ibm.com/reports/data-breach>

BITA (2025).

<https://bita.ghost.io/geographic-concentration-of-data-centers-and-their-future-resilience-of-current-options-and-new-possibilities/>

Fiber Broadband

<https://fiberbroadband.org/search/Economic%20Impact%20of%20Fiber>