



CULTURESTRATEGYFIT®

KNOW YOUR CULTURE DIFFERENCES

Every organization has unique cultural DNA. Despite a shared focus on customer service or innovation or quality, **organization culture differences can significantly impact M&A or internal amalgamation success.** Recent research (The Impact of Corporate Cultural Distance on Mergers and Acquisitions, 2016) reconfirms the negative impact of cultural differences on **deal completion time and probability, synergy returns and multiple aspects of performance.**

To maximize deal success, and ultimately organization performance, culture similarities and differences between organizations need to be understood. Insights on important **culture differences** around the way people communicate, make decisions and get things done need to inform integration planning and can be gained by a M&A Culture Survey **before or after change-over.**

By providing meaningful and objective data to leaders early in the process in areas of **potential culture clash**, what is tacit knowledge about culture can become more explicit, preparing the way for conversations about where differences may impact success.

The **CULTURE-STRATEGY FIT® M&A Culture Survey** will:

- Compare what is experienced by each organization by **scanning 14 culture attributes known to create tensions**
- Indicate similarities that can be **leveraged** to help leaders integrate teams more smoothly
- Pinpoint differences that may **create barriers** to integration unless managed well
- Provide inputs for more effective integration plans

14 POTENTIAL SYNERGY OR TENSION AREAS

Over time each organization will have the opportunity to explore the unique organizational DNA of the other entity, but in the early days of integration, knowing whether there will be synergy or tension in 14 cultural attributes is vital information for communication and integration planning. The **CULTURE-STRATEGY FIT® M&A Culture Survey** compares the following culture attributes:

- Collaboration
- Competitiveness
- Customer Orientation
- Diversity & Inclusion
- Engagement
- Future Orientation
- Innovation
- People Orientation
- Power
- Process Orientation
- Results Orientation
- Risk Taking
- Teamwork
- Work Discipline

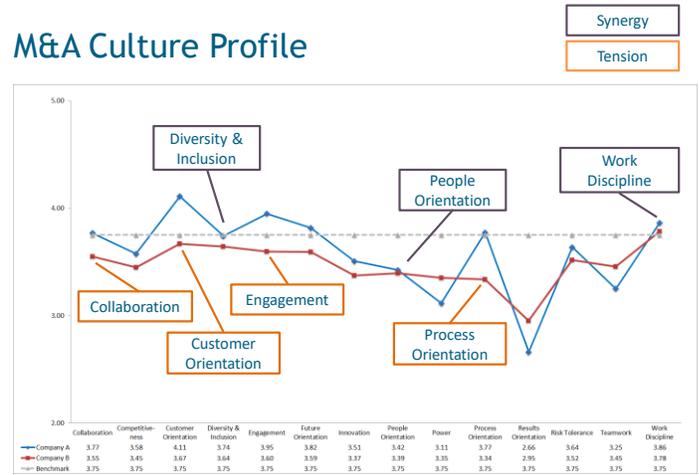
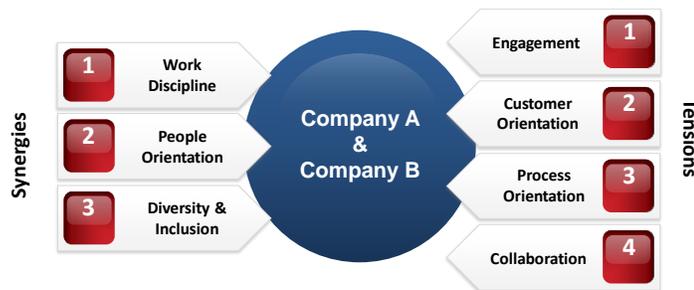
FEATURES

- Rapidly activated, on-line survey
- 62 statements
- 2-4 open-ended questions
- Simple, business language
- About 15 minutes to complete
- Scorecard comparison data displays
- 16 standard languages, option to add others
- Minor customization of survey screens, e-mail invitations and reminders
- Use desktop, phone or tablet
- Industry-leading data security
- Report walk through or analysis if desired

CULTURE-STRATEGY FIT® surveys are anchored in research conducted over 15 years into the most influential factors creating high performance cultures and supporting specific strategies. It is founded on constructs from both national and organizational culture research so it is well positioned for use in organizations from large to small.

INFORMATION FOR ACTION

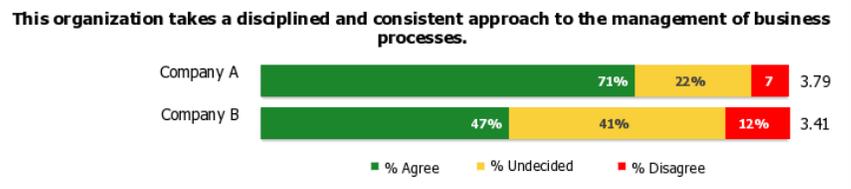
The **CULTURE-STRATEGY FIT® M&A Culture Survey** Report provides the kind of information that organizations, their leaders and teams need in concise summaries, such as on the right and below.



preserve and protect, what will be a foundation for shared culture and what needs to be paid attention to, or needs development.

Data displays reveal the way these similarities and differences play out in day-to-day experience to hasten understanding and ability to plan in the early days of the merger or acquisition.

Amalgamating groups can explore what this looks like in everyday experience, so they can agree what to



When you start a merger and acquisition ... you have to try to reconcile the differences, take corporate values as a development process, and finally work on the corporate identity of your new organization. Fons Trompenaars

HOW IT WORKS

Our **Culture Resource Center** provides a quality survey experience for all parties. By pre-loading e-mail addresses and demographic data, the organization can be assured that all participants will be allocated to the right group. For users, the quick launch of the survey from a third-party mitigates concerns about **confidentiality** and provides **convenient, mobile access**. For data security, we employ **industry-leading privacy and security** measures. This approach results in **better participation rates, increased candor and data accuracy, plus greater satisfaction** with the survey process. Several tools help with organizing for the survey. The typical process is:

Identify Your Needs

- You identify the desired survey languages, reports and schedule
- You summarize this on the Culture Survey Intake Tool and send it to the Culture Resource Center. If group or departments are to be compared across the new entity, a hierarchy of reports with matching departments must be provided
- We confirm the schedule for your survey and commit to your report delivery date(s)
- We provide the Getting Organized Tool and a Data Upload Tool for survey set-up. This provides information on firewall whitelisting, testing, status reporting and requirements for the employee Data Upload file.



Set-up and Run Survey

- You provide an employee data Upload File for each organization
- You provide IT with whitelisting information, so the survey will not be blocked
- You complete a technology (firewall) and content test of the survey before launch
- You send employees a communication about the purpose of the survey with start and end date
- Our secure survey engine sends participants an email invitation containing their personal link
- Participation status reports are most often sent twice a week

Receive Reports

- You receive your reports within 4 business days, or as agreed (reports requiring translation of open-ended question answers can take up to an additional 10 business days).

SURVEY OPTIONS & PRICING

We have two approaches for making your experience with the **CULTURE-STRATEGY FIT® M&A Culture Survey** a success.

You Do It: You receive the **CULTURE-STRATEGY FIT® M&A Culture Scan report**. You work through the report to understand areas of culture similarity, differences and tension. Contact us for more information for larger populations.

Total Survey Population	Fee
Less than 50	\$1895
51-250	\$2395

250-500	\$2895
501-1000	\$3895
1001-2500	\$4895

Deeper Dive Options	Fee
Sub-report	\$375
Sub-report with PPTs	\$425

Multi-language Options	Fee
1. Multi-language Survey - Survey set up in requested languages. (Report in English; responses to verbatim questions untranslated)	NC
2. Multi-language Survey - With Translated Verbatim Responses to Questions	
• Survey set up in requested languages; translated responses re-inserted	\$500
• Plus translation handling fees based on number of languages	\$500-1500
o 1-5 \$500	
o 6-10 \$1000	
o 10+ \$1500	
• Plus translation by third party translation firm	Charged at cost

We Help: If support is desired, we are here to help. We provide survey report walk throughs, advisory services and most importantly methodologies for working with this survey as part of Integration Planning. We value transferring knowledge through the **CULTURE-STRATEGY FIT® M&A Culture Integration** methodology and would be pleased to discuss how to build this survey into your Integration Planning. This is provided through a one-time license fee.

Report Walkthrough	Fee
1 hour walk through of report with a culture expert.	\$1000

BENEFITS

Gaining insight using the **CULTURE-STRATEGY FIT® M&A Culture Survey** will support decision making and planning for a smooth transition that protects the value of both assets. It will support optimizing the return on investment in your M&A by:

- Identifying and managing **culture risks early**
- Planning how best to operate given **distinctive differences**
- Engaging and retaining **top talent**
- Protecting customers and suppliers from **culture tensions or confusion**
- Orienting leaders and employees so differences are addressed, **minimizing culture drag on productivity**
- Providing a **measurement system** for tracking culture change over time

