



CULTURESTRATEGYFIT®

REDUCE THE RISK OF CULTURE CLASH

The **CULTURE-STRATEGY FIT®** M&A Culture Scan provides insights to help you create culturally appropriate integration plans by leveraging synergies and addressing tensions in the cultures of merging organizations and/or groups. This short, 15-item survey is intended to be used as input to meaningful conversations that build understanding leading to informed decisions. Use this survey to:

- Develop a shared understanding of the cultures of merging organizations or groups
- Identify similarities in culture that can be used to facilitate integration
- Identify the potential for culture clash so appropriate actions can be taken
- Gain insights required to develop culturally appropriate and effective change, communication and integration plans
- Avoid making decisions that have an unintended negative impact on the acquired organization



FAST FACTS

- 15 items assess potential areas of culture clash
- 2-3 open-ended questions add context and color to your data
- 5-10 minute on-line confidential survey
- User-friendly, rapid activation
- Industry-leading data security
- Accessible by desk top, phone or tablet
- Personal access codes provide survey access
- Daily progress reports of survey participation
- Available in English, Canadian French and Latin American Spanish. Other languages can be added if required.
- Optional analysis available by our culture experts

70 to 90% of M&As are abject failures in large part due to obstacles resulting from cultural differences (HBR 2016)

WHEN TO USE IT

This short, powerful 15-item survey can be used pre or post-close and anytime groups are considering amalgamation.

- **M&A Due Diligence** – hit the ground running with culturally appropriate change, communication and integration plans
- **M&A Integration Plans** – leverage cultural synergies, avoid cultural ‘land mines’ and address important cultural differences
- **Organization Restructuring** – lessen anxiety and reduce resistance to change caused by cultural differences in merging departments, business units and functions

HOW IT WORKS

Our **Culture Resource Center** partners with you to provide a quality survey experience for all parties. A simple Intake Form captures your requirements. Within 72 hours, your survey is setup and ready to go. The typical process is:

Identify Your Needs

- You complete our simple Culture Survey Intake Form
- We join you on a call to answer your questions, explain how employees are to access the survey and confirm the schedule including your report delivery date(s)

Set-up and Run Survey

- You provide an Excel file with employee email addresses and/or names plus other relevant information
- You communicate the purpose of the survey with participant personal access codes and survey start and end dates
- We send you daily progress reports
- You encourage people to participate

Receive Reports

- You receive your reports within 4 business days, or as agreed (reports requiring translation of the answers to the open-ended questions and/or analysis by our culture experts typically require 10 days to produce)
- Reports are provided in English; answers to the open-ended questions are in the participants’ language of choice or translated into English



REPORTS

Our reports provide easy to understand scorecards, profiles and data displays. They are robust and help you identify important similarities and differences in the culture of merging organizations. Your M&A Culture Scan report includes guidelines for interpreting your survey results. You can select either our **You Do It** or **We Help** approach.

You Do It: A clear, easy to understand report for you to work with

- PPT and PDF of the data displays
 - Culture profile (line graph)
 - Top and bottom 5 statements for both organizations
 - Scorecard data displays
- PDF with the answers to the open-ended questions

Culture Integration Workshop (optional)

- PPT presentation with detailed Leader's Guide to help you make sense of your survey results and develop effective integration plans

Culture Integration Planning Guide (optional)

- Identifies the risks and implications of cultural differences
- Suggests actions for change and integration plans

We Help: Partnering with you to deliver superior solutions

Analysis by our culture experts:

- PPT report in a workshop format (includes a Leader's Guide)
 - Cultural similarities and potential synergies
 - Cultural differences and the potential for culture clash
 - Workshop format includes:
 - What is organizational culture?
 - Why culture is important?
 - Leveraging cultural synergies
 - Understanding cultural differences
 - PDF of the survey results for workshop participants

Build your confidence and capability through knowledge transfer:

- A culture expert coaches you on delivery of the workshop
- A culture expert partners with you in facilitating your first workshop; this includes workshop preparation and a debrief

AFFILIATION
Strength of connection and identification with the organization.

Low	High
Employees would happily work elsewhere given the right opportunity	Employees feel a connection and sense of obligation to the organization, the team and its leaders

Acquisition Target Low/Acquirer High

Implications & Risks

- Employees of target firm appear to not be engaged, which negatively affects productivity and performance.
- Employees of target firm anticipate positive change to come from the acquisition. Opportunity to increase employee engagement.

Actions

- Focus employees on business-as-usual work requirements.
 - Identify activities and tasks to be completed in the coming week.
 - Hold team meetings each morning to review tasks and requirements.
 - Provide positive feedback on progress.
- Instruct managers to speak one-on-one with employees about planned changes and expectations.
 - Provide speaking notes and FAQ tool to help managers answer questions.
 - Pay special attention to potential areas of concern to employees (WIIFM).
- Create cross-organizational and functional teams to identify best practices from both organizations.
 - Instruct the teams to identify best practices from both organizations.
 - Implement a review process to expedite approval of recommendations.

Culture Integration Planning Guide Excerpt

SURVEY OPTIONS AND PRICING

You Do It: You receive the **CULTURE-STRATEGY FIT®** M&A Culture Scan report. You analyze the results, communicate your findings and define next steps. All fees are in USD.

Survey Participants	Fee
Per person minimum of 8 to ensure anonymity	\$49
 Additional Reports	 Fee
PPT of data plus PDF of sorted answers to open-ended questions	\$150/report
 Culture Integration Workshop	 Fee
PPT presentation, Leader's Guide and an Interview Guide	\$495
 Culture Integration Planning Guide	 Fee
Risks and implications of cultural differences with suggested actions	\$250
 Multi-language Options	
1. Multi-language Survey - Survey set up in requested languages. (Report in English; responses to verbatim questions untranslated)	NC
2. Multi-language Survey - Customized content and/or answers to the open-ended questions translated into other languages	
• Customized survey pages, email invitations, reminders and/or other content (admin fee)	\$100/language
• Answers to open-ended questions (admin fee)	\$100/language
• PLUS: Translation by third party translation firm	Charged at cost

We Help: If support is desired, we are here to help.

Culture Expert Analysis & Report Preparation	Fee
Analysis of your results and integration into the workshop template; includes a review of the results by webinar	\$3,500
 Thematic Analysis of Open-Ended Questions	 Fee
Pie charts showing theme percentages included in PPT report	\$0.25/word
 Knowledge Transfer	 Fee
A culture expert partners with you in delivery of a workshop	\$5,000
Coaching from a culture expert	\$425/hour

SELECTING THE RIGHT SURVEY

We realize that choosing the right survey isn't always easy. The comparison table below is provided to help you make the right choice. If after reviewing this table, you still have questions please contact us. We are here to help.

	M&A Culture Survey	M&A Culture Scan
Purpose	<ul style="list-style-type: none"> Identify potential culture synergies and tensions between organizations involved in a M&A or organization restructuring 	<ul style="list-style-type: none"> Provides data to help you identify similarities and differences in culture that have the potential to be synergies or tensions
Considerations	<ul style="list-style-type: none"> More in-depth insights than M&A Culture Scan Useful if combining organizations need an overview of cultural differences and time isn't available to bring people together for in-depth discussions A culture expert analyzes your results, so you can focus on integration planning 	<ul style="list-style-type: none"> Quick, high-level scan Recommended as input to facilitated discussions; requires people from one or both organizations meet to make sense of the survey results Culture expert analysis is available however, people should still meet to clarify the results and their implications for integration
Survey Design	<ul style="list-style-type: none"> 62 items assess 15 potential areas of culture clash 2 – 3 open-ended questions 	<ul style="list-style-type: none"> 15 items assess potential areas of culture clash 2 – 3 open-ended questions
Completion Time	<ul style="list-style-type: none"> Approx. 15 minutes 	<ul style="list-style-type: none"> Approx. 5 to 10 minutes
Survey Participants	<ul style="list-style-type: none"> Members of merging organizations/groups 	<ul style="list-style-type: none"> Due diligence teams (acquiring organization) Members of merging organizations/groups
Reports (You Do It)	<ul style="list-style-type: none"> Not recommended 	<ul style="list-style-type: none"> Organization comparison Culture Integration Planning Guide is available for purchase Culture Integration Workshop is available for purchase
Base Price (You Do It)	<ul style="list-style-type: none"> Not recommended 	<ul style="list-style-type: none"> \$49 USD per person (minimum 8) <i>Bulk pricing is available for more than 100 employees</i>

	M&A Culture Survey		M&A Culture Scan
Reports (We Help)	<ul style="list-style-type: none"> • Analysis by a culture expert • Organization comparison plus separate reports for each organization with comparisons by business unit, function, level or another factor • Thematic analysis of open-ended questions by organization • Culture Integration Planning Guide included 		<ul style="list-style-type: none"> • Analysis by a culture expert who integrates the survey results into our Culture Integration Workshop • You also receive a detailed Leader's Guide and an Interview Guide
Base Price (We Help)	<100 employees	\$12,500 USD	• \$3,500 (in addition to the per person survey fee)
	101-250	\$15,000 USD	
	251-500	\$17,500 USD	
	501-1000	\$25,000 USD	
	1001-2500	\$30,000 USD	
Additional Reports	• \$150 USD per report		• \$150 USD per report

To be successful in a merger, you must show respect for the acquired company's culture and ways ... Your goal should be to achieve something together that neither company could do alone. Unfortunately, once the deal is done, buyers often lose sight of that goal. They try to fold the new company into the existing one, squashing the acquirer's creativity, leadership and vision in the process.

Memo to AOL Time Warner: Why Mergers Fail
Workforce, Feb, 2003, by Sarah Fister Gale