

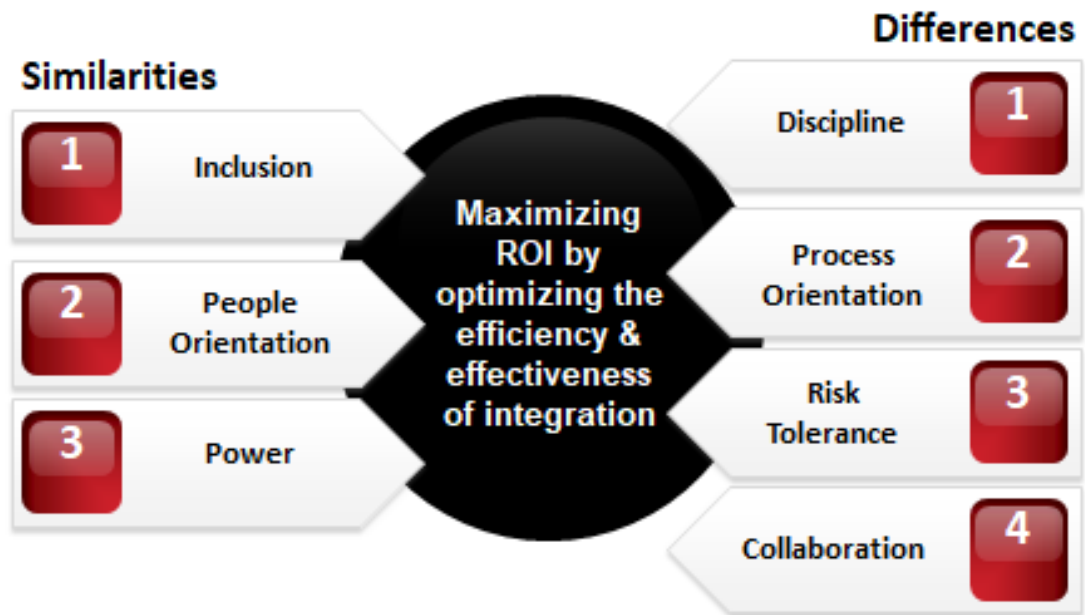


### OPTIMIZE INTEGRATION SUCCESS

Every organization has its own unique culture DNA resulting in **differences that can significantly impact the success of a M&A or internal restructuring**. Recent research (The Impact of Corporate Cultural Distance on Mergers and Acquisitions, 2016) reconfirms the negative impact of cultural differences on deal completion, performance and return on investment.

To maximize merger and restructuring success, and ultimately organization performance, similarities and differences in culture need to be understood in order to create effective integration and change plans. The **CULTURE-STRATEGY FIT® M&A Culture Survey** provides meaningful and objective data to help leaders, integration teams and HR/OD professionals:

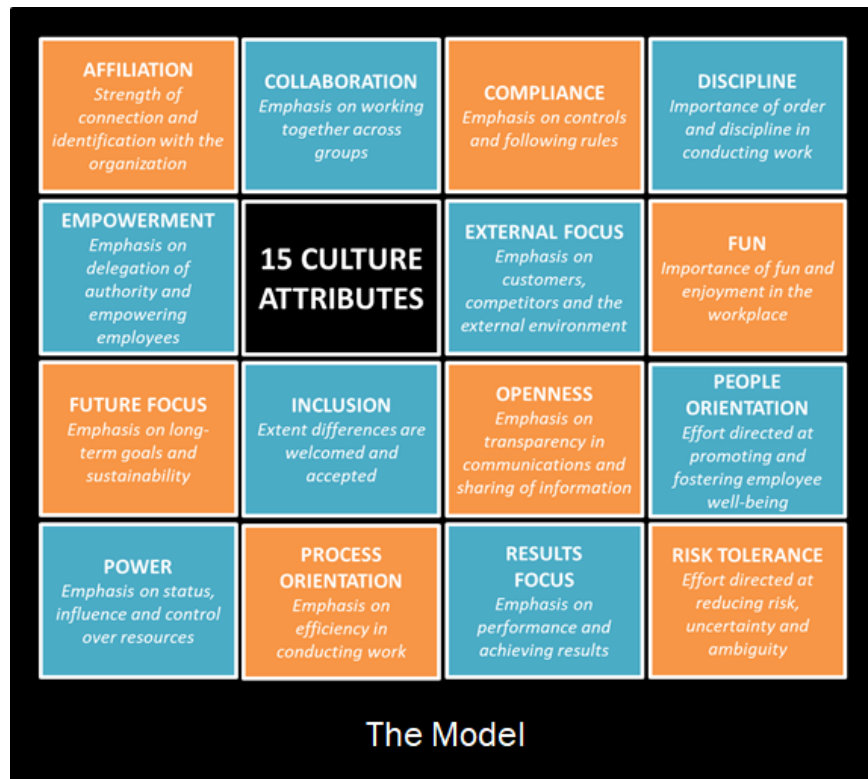
- Develop a **shared understanding** of the cultures of merging organizations or groups
- Identify **similarities in culture** that can be used to ease integration
- Identify the **potential for culture clash** so appropriate actions can be taken
- Gain insights required to **develop culturally appropriate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



# 15 POTENTIAL AREAS OF CULTURE CLASH

The **CULTURE-STRATEGY FIT® M&A Culture Survey** compares the cultures of merging organizations using 15 attributes that have the greatest potential to be sources of culture clash. It also assesses the risk of attrition and resistance to change using 4 engagement drivers (Say, Stay, Strive, and Pride).

This is a deeper dive than our **M&A Culture Scan** allowing for an in-depth analysis that provides the information Leaders, Integration Teams and HR/OD Professionals need to focus their efforts on the areas most critical to integration success. This survey is recommended for situations where you need to understand cultural synergies and differences however it isn't possible to bring people together to work through the survey results. We analyze the results and prepare your report, so you can focus on the important stuff such as creating culturally appropriate and effective integration and change plans.



## BENEFITS

Gaining insight using the **CULTURE-STRATEGY FIT® M&A Culture Survey** supports decision-making and planning for a **smooth transition that protects the value of both assets**. It will help you **optimize the return on investment** of 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

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

Fons Trompenaars

## FAST FACTS

- 62 items assess 15 potential areas of culture clash including 4 engagement drivers
- 2-3 open-ended questions add context and color to your data
- 15 minute on-line confidential survey
- User-friendly, rapid activation
- Industry-leading data security
- Accessible by desk top, phone or tablet
- Email links 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.



## 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. Working together, we determine the best option for accessing the survey, complete a test and finalize details. 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, determine how employees are to access the survey and confirm the schedule including your report delivery date(s)
- We provide information on firewall whitelisting, testing, status reporting and requirements for the employee data upload file, if needed

### Set-up and Run Survey

- You provide an Excel file with relevant employee information or we provide you with a universal web-link
- You provide IT with our whitelist information (email invitation option only)
- You complete a test of the survey before launch
- You communicate the purpose of the survey with the start and end date to employees
- Our secure survey engine sends participants an email invitation containing their personal link; alternatively, you provide employees with their personal access code or the survey web-link
- We send you daily progress reports
- You engage leaders and managers to encourage people to participate

### Receive Reports

- You receive your reports within 15 business days, or as agreed (reports requiring translation of the answers to the open-ended questions typically require more time to produce)
- Reports are provided in English; answers to the open-ended questions are in the participants' language of choice or translated into English
- We review the survey results with you by webinar

# INFORMATION FOR ACTION

The **CULTURE-STRATEGY FIT® M&A Culture Survey** report is prepared by a culture expert who analyzes the data and identifies potential synergies and tensions and their risks and implications. Your report includes a thematic analysis of the answers to the open-ended questions. The insights gained from this analysis are woven into the report adding color and context. In addition, you receive our powerful **Culture Integration Planning Guide** that provides information on the risks and implications of cultural differences plus suggested actions to consider in your integration plans.

In addition to the main report, you also receive reports for each organization comparing the results by business units, functions, levels or other relevant factor. These reports include a PDF of the answers to the open-ended question.

## REPORTS

Due to the complexity of this survey, we do not recommend our 'You Do It' option however it is available upon request.

**We Help:** Partnering with you to deliver superior solutions

### Analysis by our culture experts:

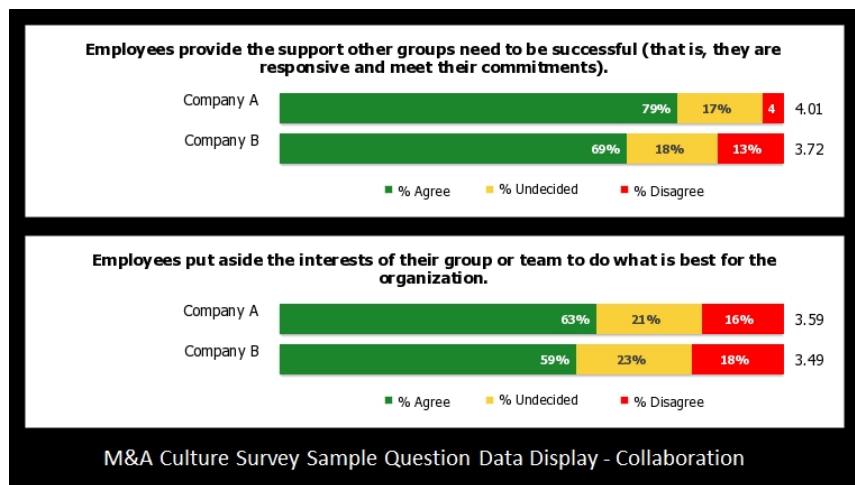
- PPT report that includes:
  - Cultural similarities and potential synergies
  - Cultural differences and the potential for culture clash
  - Thematic analysis of the answers to the open-ended questions

### You also receive:

- PPT reports comparing the results by organization and within each organization by group
  - Culture profile (line graph)
  - Top and bottom 5 statements for both organizations
  - Score carded data displays
- PDF with the answers to the open-ended questions
- Culture Integration Planning Guide (Risk, Implications and Actions)
- Webinar review of your report and survey results (1 hour)

### Options (additional cost)

- Executive Summary of results by organization, business unit, function or another factor
- In-person review of the survey results
- Culture integration and change coaching



# SURVEY OPTIONS AND PRICING

You receive the **CULTURE-STRATEGY FIT® M&A Culture Survey** PPT report plus a PDF containing the answers to the open-ended questions. A culture expert meets with you by webinar to review your report. In addition, you receive a copy of our leading-edge **Culture Integration Planning Guide**. All fees are in USD.

Survey Population	Fee
Less than 100 employees	\$12,500
101-250	\$15,000
251-500	\$17,500
501-1000	\$25,000
1001-2500	\$30,000

Additional Reports	Fee
PPT of the survey results with a PDF of sorted answers to open-ended questions	\$150/report

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 - 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

**Options:** If additional support is desired, we are here to help.

Executive Summary of Survey Results (additional for Organization/Business Unit/Function)	Fee
Includes a 1-hour webinar review of the survey results	\$3,500/report

Report Walkthrough	Fee
Additional webinar reviews of report with a culture expert	\$750/hour
In-person review of report with a culture expert	\$2,000/half day

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

M&A Culture Survey		M&A Culture Scan											
Reports (We Help)	<ul style="list-style-type: none"> <li>• Analysis by a culture expert</li> <li>• Organization comparison plus separate reports for each organization with comparisons by business unit, function, level or another factor</li> <li>• Thematic analysis of open-ended questions by organization</li> <li>• Culture Integration Planning Guide included</li> </ul>		<ul style="list-style-type: none"> <li>• Analysis by a culture expert who integrates the survey results into our Culture Integration Workshop</li> <li>• You also receive a detailed Leader's Guide and an Interview Guide</li> </ul>										
Base Price (We Help)	<table border="0"> <tr> <td>&lt;100 employees</td> <td>\$12,500 USD</td> </tr> <tr> <td>101-250</td> <td>\$15,000 USD</td> </tr> <tr> <td>251-500</td> <td>\$17,500 USD</td> </tr> <tr> <td>501-1000</td> <td>\$25,000 USD</td> </tr> <tr> <td>1001-2500</td> <td>\$30,000 USD</td> </tr> </table>	<100 employees	\$12,500 USD	101-250	\$15,000 USD	251-500	\$17,500 USD	501-1000	\$25,000 USD	1001-2500	\$30,000 USD		<ul style="list-style-type: none"> <li>• \$3,500 (in addition to the per person survey fee)</li> </ul>
<100 employees	\$12,500 USD												
101-250	\$15,000 USD												
251-500	\$17,500 USD												
501-1000	\$25,000 USD												
1001-2500	\$30,000 USD												
Additional Reports	<ul style="list-style-type: none"> <li>• \$150 USD per report</li> </ul>		<ul style="list-style-type: none"> <li>• \$150 USD per report</li> </ul>										

*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 acquiree's creativity, leadership and vision in the process.*

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