



CULTURESTRATEGYFIT®

REDUCE THE RISK OF CULTURE CLASH

The CULTURESTRATEGYFIT® 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, 25-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



WHEN TO USE IT

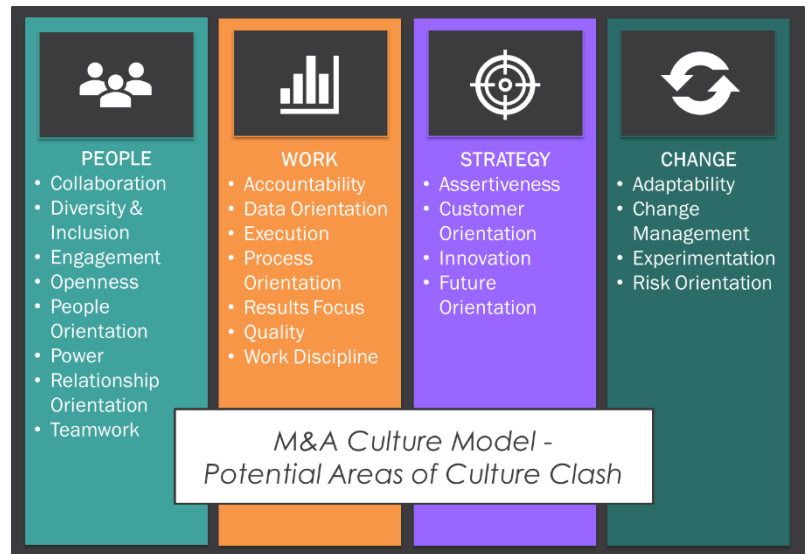
This short, powerful 25-item survey can be used pre- or post-close and anytime groups are considering integration.

- **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

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

FAST FACTS

- 25 items assess potential areas of culture clash
- 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 desktop, 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



HOW IT WORKS

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

Identify Your Needs

- 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

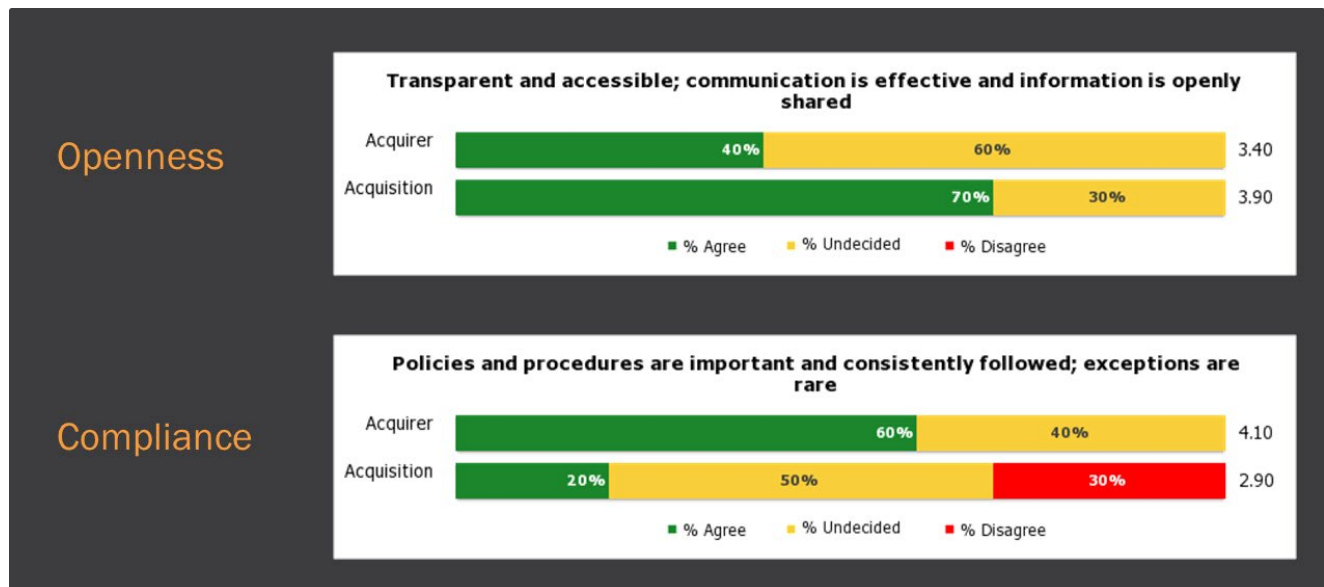
- You provide an Excel file with employee email addresses and/or names plus other relevant information OR a list of drop-down menus that employees use to identify their work groups and other specifics
- We setup your survey which you review and approve
- You communicate the purpose of the survey with the survey link and survey start and end dates
- We send you daily progress reports
- You encourage people to participate

Receive Reports

- You receive your reports within 7 days, or as agreed (reports requiring translation of the answers to the open-ended questions and/or analysis by our culture experts typically require 2 weeks 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 identifying important similarities and differences in the culture of merging organizations.



Analysis by our culture experts:

- PPT report in workshop format with leader's notes that includes:
 - Cultural similarities and potential synergies
 - Cultural differences and the potential for culture clash
 - Thematic analysis of the open-ended questions
 - Workshop content includes:
 - What is organizational culture?
 - Why culture is important?
 - Leveraging cultural synergies
 - Understanding cultural differences

You also receive:

- A culture expert partners with you in facilitating your first workshop; this includes workshop preparation and a debrief
- PPT reports comparing the results by organization
 - 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
- Webinar review of your report and survey results (1 hour)

SURVEY OPTIONS AND PRICING

You receive the **CULTURESTRATEGYFIT® M&A Culture Scan** PPT report plus a PDF containing the answers to the open-ended questions. You also receive your results in a workshop format accompanied by a detailed leader's guide. Best of all, a culture expert meets with you on a video call to review your results AND co-facilitates your first workshop with you. **All fees are in USD.**

Survey Population	Fee
Less than 100 employees	\$10,000
101-250	\$12,500
251-500	\$15,000
501-1000	\$20,000
1001-2500	\$25,000

Additional Reports	Fee
PPT of the survey results with PDF of the sorted answers to open-ended questions for departments, locations, and other groups	\$150/report

Multi-language Options	Fee
Multi-language Survey - Survey set up in requested languages with reports in English.	NC
<ul style="list-style-type: none">Customized survey pages, email invitations, reminders and/or other content (admin fee).	\$100/language
<ul style="list-style-type: none">Answers to open-ended questions (admin fee).	\$100/language
<ul style="list-style-type: none">Translation by third party translation firm.	Charged at cost

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

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 integration and change	Call for pricing

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"> Identifies potential culture synergies and tensions between organizations involved in a M&A or organization restructuring 	<ul style="list-style-type: none"> Identifies potential similarities and differences in culture that may indicate synergies or tensions
Considerations	<ul style="list-style-type: none"> More in-depth insights than M&A Culture Scan Useful if combining organizations need to understand cultural differences and/or 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 A culture expert analyzes the results which provides a starting point for discussion by members of both organizations
Survey Design	<ul style="list-style-type: none"> 75 items assess 15 potential areas of culture clash 3 customizable open-ended questions 	<ul style="list-style-type: none"> 25 items assess potential areas of culture clash 3 customizable 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 or integration teams Members of merging organizations/groups
Reports	<ul style="list-style-type: none"> Analysis by a culture expert who prepares a detailed report plus integrates the results into a workshop format Detailed leader's guide for facilitating the workshop 	<ul style="list-style-type: none"> Analysis by a culture expert who integrates the survey results into our Culture Integration Workshop Detailed leader's guide for facilitating the workshop
Support	<ul style="list-style-type: none"> One-hour webinar review of your report Co-facilitation of your workshop 	<ul style="list-style-type: none"> One-hour webinar review of your report Co-facilitation of your workshop
Pricing	<ul style="list-style-type: none"> Starts at \$15,000 for less than 100 survey participants 	<ul style="list-style-type: none"> Starts at \$10,000 for less than 100 survey participants