



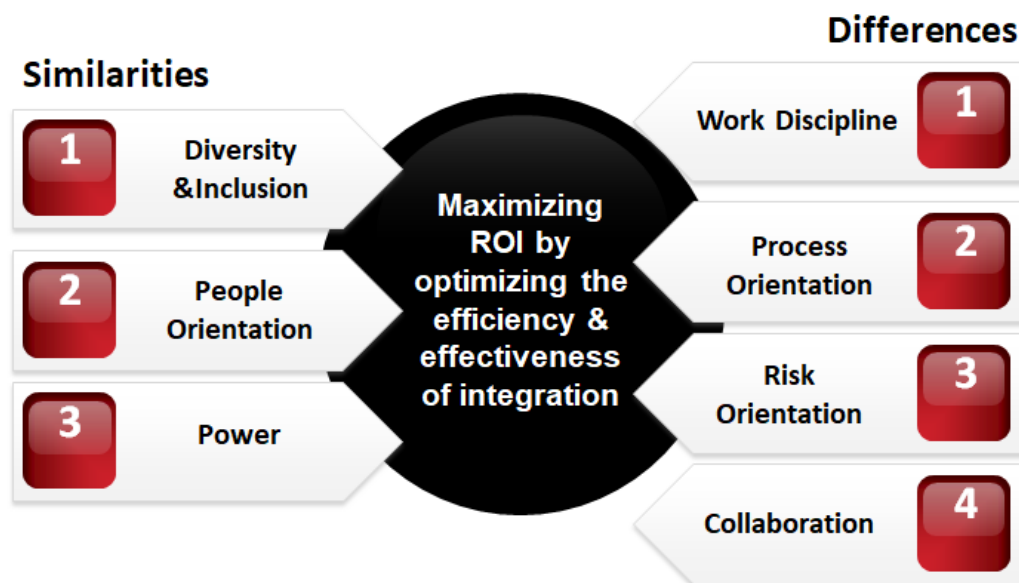
CULTURESTRATEGYFIT®

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.

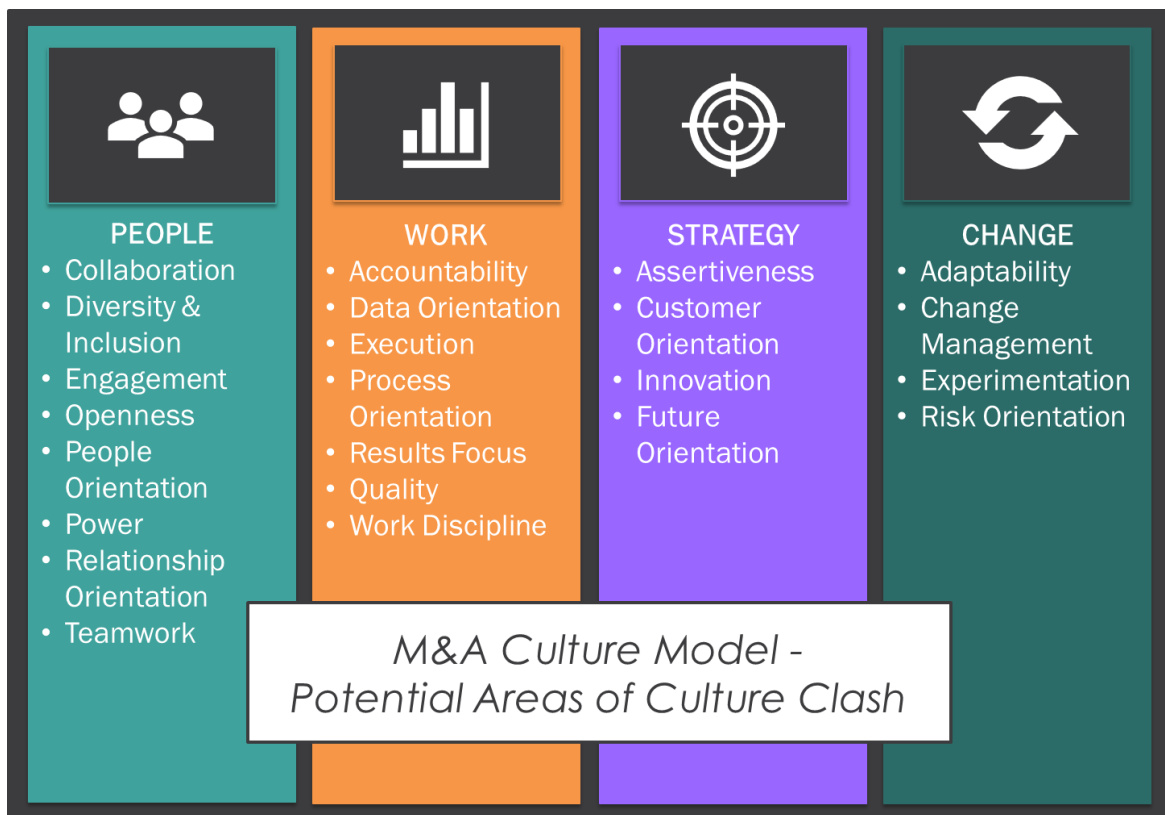
To maximize merger and restructuring success, and ultimately organization performance, similarities and differences in culture need to be understood in order to create effective integration and change plans. The **CULTURESTRATEGYFIT® M&A Culture Survey** provides meaningful and objective data to help 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



23 POTENTIAL AREAS OF CULTURE CLASH

The **CULTURESTRATEGYFIT® M&A Culture Survey** compares the cultures of merging organizations using 23 attributes that have the greatest potential to be sources of culture clash. This 75-item survey 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 more deeply. 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 **CULTURESTRATEGYFIT® 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 **cultural 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**

FAST FACTS

- Survey is completed by members of the acquiring and acquired organizations
- Reports compare the results of similar demographics in the combining organizations
- 75 items assess 23 potential areas of culture clash
- 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 desktop, 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. Within 72 hours, your survey can be 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

- 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

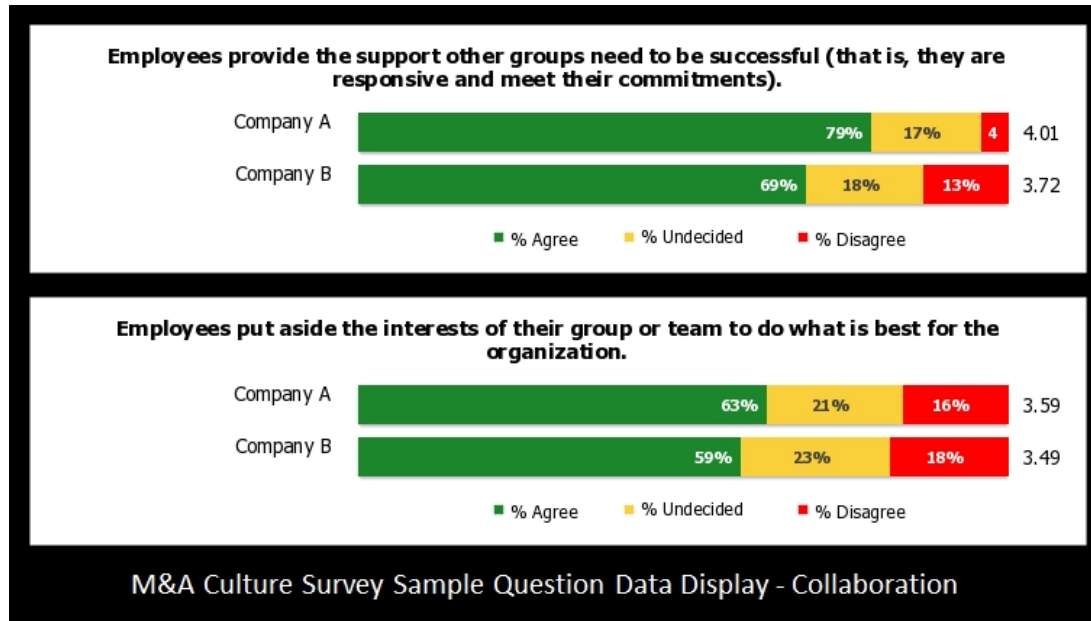
- You provide an Excel file with relevant employee information or drop-down menus, and we provide you with a universal web-link
- You customize the survey landing page and/or open-ended questions
- We set up your survey
- You provide IT with our whitelist information (email invitation option only)
- 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 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 14 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 **CULTURESTRATEGYFIT® 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.



REPORTS

Partnering with you to deliver superior solutions

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
- PPT report with detailed analysis of cultural similarities and differences and the implications for integration
 - Culture profile (line graph)
 - Top and bottom 5 statements for both organizations
 - Score carded data displays
- PDF report of the verbatim answers to the open-ended questions

You also receive:

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

SURVEY OPTIONS AND PRICING

You receive the **CULTURESTRATEGYFIT® M&A Culture Survey** 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	\$15,000
101-250	\$17,500
251-500	\$20,000
501-1000	\$25,000
1001-2500	\$30,000

Additional Reports	Fee
PPT of the survey results with PDF of the sorted answers to open-ended questions for departments, locations, or 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