



M&A Culture Integration

The value add for advisors' clients both pre and post completion

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What is culture?

Culture can be described as the “corporate personality” or the way an organisation’s people collectively think and behave. It is intangible and a by-product of each organisation’s value system, its leadership, its business environment, day-to-day routines, informal networks, formal communications and so on. Put simply, it’s “the way we do things around here.”

Culture, like personality, is hard to change so when companies merge culture conflict can be the biggest barrier to successful integration. Traditionally culture issues are shied away from by M&A advisors as too hard, or the area they least understand. It’s a topic that “numbers people” can be uncomfortable with. Yet their clients’ boards always ask with respect to the targets “What’s the management like?” and “Is the culture fit right?”

Culture integration services speed up the transition

One key success factor for M&A is the length and nature of the transition period. By education, planning and proactive actions transition can be improved and shortened, increasing the chance of achieving the M&A goals committed to by boards, promoters and advisors.

Knowledge is power. Advances in objective, non intrusive and scientific assessment tools improve M&A outcomes by providing useful comparisons of the buying and selling companies, highlighting differences in culture that may be the very reason to do the deal (or not), and identifying issues that need to be dealt with urgently. These tools provide priceless insight and are not overly complex, expensive or time consuming.

What M&A culture integration services are available?

Services specifically tailored for each client and M&A transaction may include:

- Culture Assessment to gain a snapshot of an organisation’s current culture and potential issues to be addressed, as well as the desired future culture.

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- Culture comparisons to identify similarities and differences across organisations, geographies, levels, teams and other useful demographics.
- Precision Profiling of executives and team members to quickly determine the best fit for key roles and how to retain and motivate those you want to stay.
- Training management in M&A culture integration - what to expect and how to maximise the chances of objective, measurable success.
- Training team members about what to expect and how to harness the emotional stress and challenges of M&A to maximise both their personal and organisation's success.
- Communication plans and programs that candidly tell team members what is and will be happening through the M&A to reduce uncertainty and speed up the transition period.
- Customer centric initiatives to strengthen relationships, focus staff and retain customers.
- Focus the entire team on the goals of the business and not the problems of the M&A.

"If I'm going to refer someone to a client I want to be sure they have the skills, experience and professionalism to do a great job and really add value. It means I can concentrate on what I do well and not worry about who I have referred. That way the client will come back to or recommend me for more transactions."

Senior partner in a law firm specialising in M&A.

The earlier in the transaction an advisor recommends culture integration services the greater the chance of M&A success. Successful outcomes mean clients will use or recommend their advisor for other transactions. Forming alliances with organisations that add value beyond the traditional M&A advisory services not only benefits the client, it is a source of competitive advantage for the firm.

Since 1999, Peak Performance International has partnered with business leaders in blue-chip organisations across Australia and New Zealand to develop peak performing people and customer-driven cultures. Backed by proven, best-practice tools that provide insight and highlight potential people and culture issues, our objective, practical advice helps guide the M&A integration process.

Contact us to discuss how our culture integration services can help you or your clients reduce the risks, speed up access to synergies and achieve greater M&A success.

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