

# Cultural Integration in Mergers and Acquisitions

© Bath Consultancy Group 2011

Bath Consultancy Group  
11 Kelso Place, Upper Bristol Road,  
Bath BA1 3AU  
Main Office: +44 (0)1225 520866  
Email: [office@bathconsultancygroup.com](mailto:office@bathconsultancygroup.com)

# Cultural Integration in Mergers and Acquisitions

In good times mergers and acquisitions can happen at a more leisurely pace with every aspect of the operation carefully scrutinised. Today, private sector organisations are often forced to restructure and integrate operations fast, whether a major financial services organisation is merged or a hi-tech start-up is acquired. In the public sector, there are often intense political pressures to show efficiencies from the merger/reorganisation whilst at the same time improving the customer experience and lifting staff morale.

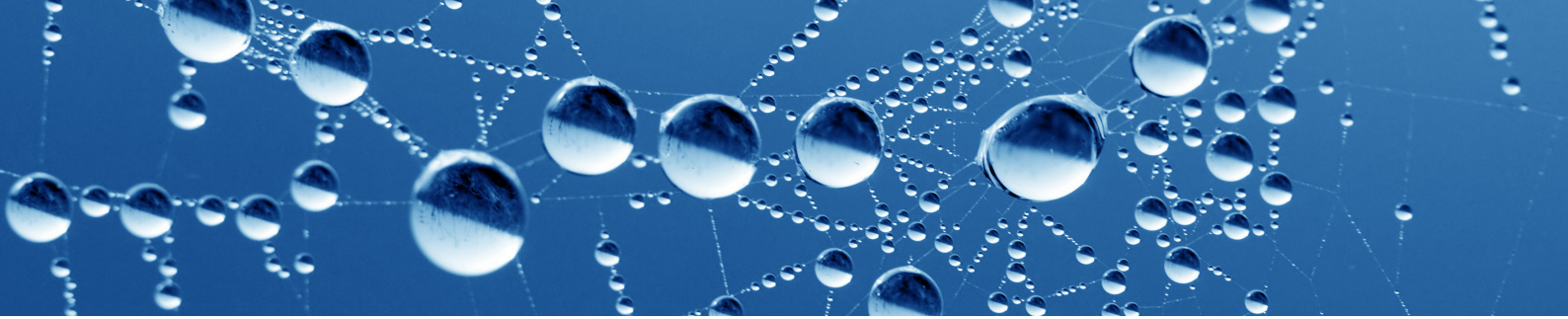
At Bath Consultancy Group we believe that successful integration is due to how the cultural and human side are addressed. So even in the midst of economic turmoil, organisations must focus on the human and cultural elements during M&A activity.

## What we offer:

Through our extensive experience and research we know that the culture and human side is fundamental to merger success. It needs to be an integral part of the merger plan and is essential to preventing derailment. However, this is not just about minimising risk; it is about creating the essential conditions essential for achieving the strategic goals of the merger/acquisition. Looking after the people elements is a positive point of differentiation for the business leader and shows key accountability of the top team.

## 1. Human Due Diligence

In our experience, the focus on structures and processes often means that the human side is often overlooked during Due Diligence. We have developed a Human Due Diligence Organisational Health Check so that executives and HR can assess whether they are doing enough. The health check is based on several years of documented research and links directly with a model for ensuring success.



## 2. Integrating Organisational Cultures

The effects of not fully integrating organisational cultures can last many years...holding back performance. We have worked with organisations to assess the legacy cultures and develop the kind of unified culture the new organisation needs. We work with executive teams so they are crystal clear on the business impact of the desired culture and what they need to change in their own behavior and team culture. This can include working with the top team /top 200 over a period of 6-12 months to ensure they can visibly and effectively lead and engage all stakeholder groups. Often this means designing and facilitating workshops with the top teams, 1-1 coaching of selected executives, large group events to jointly shape and implement strategy etc

## 3. Engagement

Engagement of people as they go through change is crucial and we can help you design ways to engage, retain talent and communicate well during the process. Post merger, we can help with raising performance in diverse teams and reinforcing the norms and values that will guide the new integrated organisation

## 4. Supporting internal HR and OD

Supporting internal HR and OD through this merger integration journey pays dividends so they are fully equipped to advise on the culture change as well as the organisational structural change.

## 5. Experiential workshops on Integrating Cultures

As part of helping people recognize the cultural shifts required we run experiential workshops on integrating cultures that combine powerful insight with practical tools that managers can use in integrating working cultures within their teams.