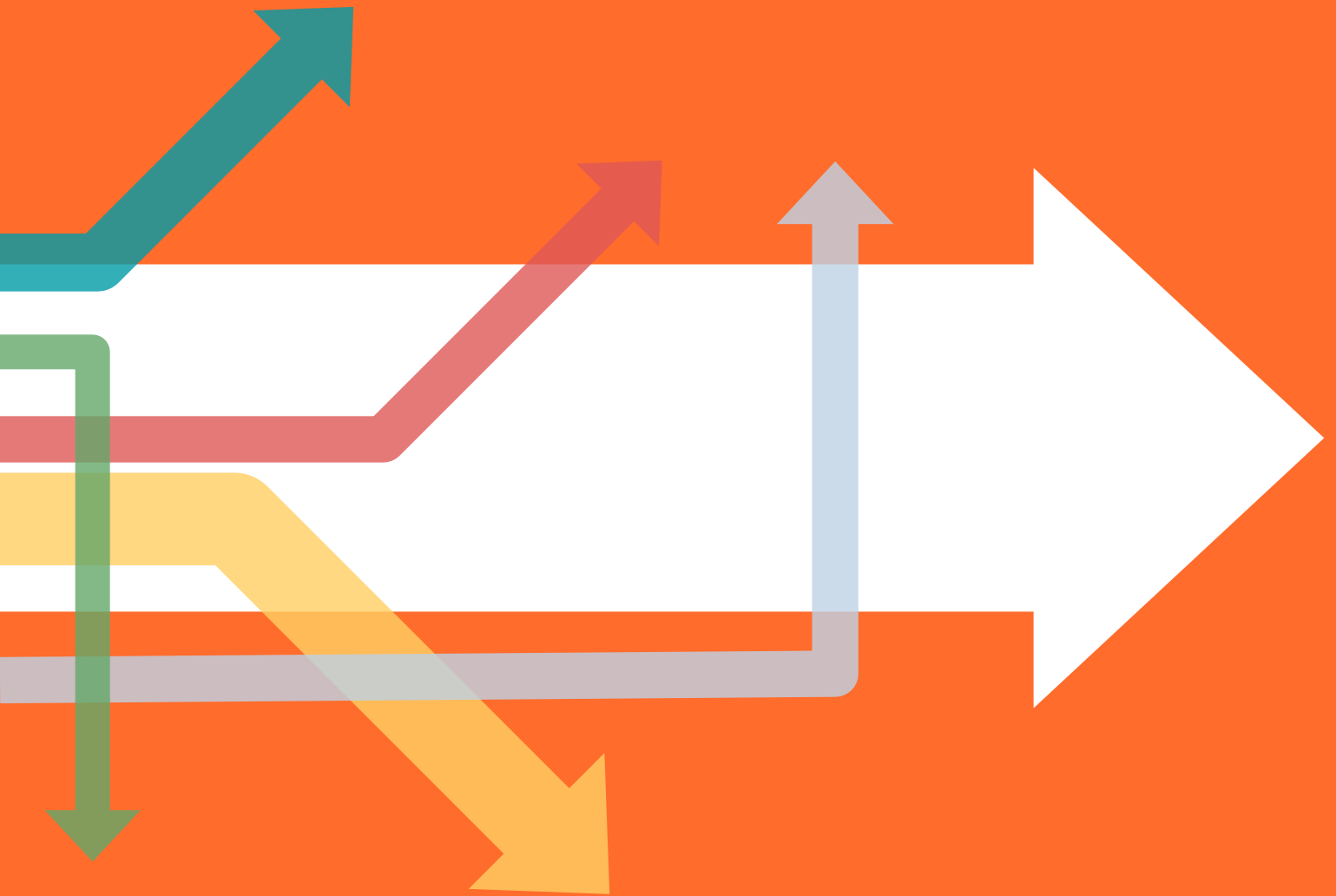


Integration Accelerator Participant Workbook



Avenue[™]



What is this?

We are conducting a diagnostic workshop for key leaders, to ensure optimal alignment in three critical areas concerning our merger integration: culture, brand and sales. This process will help ensure a smoother integration and put us on a faster track to reaching synergy targets. Your input is needed. Please complete the attached worksheets and bring them with you to the workshop.



Why do it?

To dramatically increase our odds of a successful merger integration. Research shows that well over half of mergers fail—but a recent study of successful mergers also demonstrated a direct correlation between those mergers that make it and those with an integration plan that effectively aligns and communicates around issues related to culture, brand and sales.

This workshop is key to helping us get aligned and get going.



Why these topics?

Merging companies tend to focus on financial, legal and operational concerns, often ignoring culture, brand and sales. We will not make that mistake.

After all, misalignment in these areas could easily cause confusion with employees and ultimately, our customers, slowing or even derailing our integration outcomes.



Why now?

Aligning as early as possible on key topics will promote smoother, faster integration and prevent “organizational swirl,” that state of confusion that sets in and just keeps building when merging organizations haven’t clearly established and communicated the objectives, priorities and benefits of a merger.

What we need from you



Print out the following three worksheets (pages 7, 8 and 9)



Read them and carefully answer all questions (it will take 15–20 minutes)



Bring your completed worksheets to the workshop meeting



Come prepared for an inspired conversation

Worksheet 1: Culture

Aligning on a vision for our culture—and the mission, vision and values that shape it—is essential. In fact, according to a global survey of CEOs, the number one reason mergers fail is lack of cultural fit.

Please rate the following statements based on how you see them—your perspective, opinion or belief.

TOPICS	DISAGREE	AGREE
1. The mission of our newly combined organization is clear and compelling to both employees and customers.	<input type="radio"/>	<input type="radio"/>
2. Our vision is clear and meaningful to employees and customers.	<input type="radio"/>	<input type="radio"/>
3. We have well-defined values to guide how our newly combined entity should think and act.	<input type="radio"/>	<input type="radio"/>
4. Our purpose—why we matter in the marketplace and the world—is meaningful and credible to employees and customers.	<input type="radio"/>	<input type="radio"/>
5. The merger is an opportunity to transform our culture.	<input type="radio"/>	<input type="radio"/>
6. We have diagnosed the differences in the operating styles of our merging companies and have a plan to reconcile the differences in them (leadership, decision-making, financial style, etc.)	<input type="radio"/>	<input type="radio"/>
7. Both organizations have a similar customer-centric culture.	<input type="radio"/>	<input type="radio"/>
8. Both entities recognize, reinforce and reward employee behaviors in similar ways.	<input type="radio"/>	<input type="radio"/>
9. Both organizations have similar “energy” levels.	<input type="radio"/>	<input type="radio"/>
10. Our leadership and middle management team are experienced at leading and communicating through a merger.	<input type="radio"/>	<input type="radio"/>

Name: _____

Worksheet 2: Brand & Marketing

The effects of a merger or acquisition on brand and marketing strategy can be significant. Evaluating, envisioning and articulating our new brand purpose and promise is essential to guide all aspects of our culture and communicate with both customers and employees.

Please rate the following statements based on how you see them—your perspective, opinion or belief.

TOPICS	DISAGREE	AGREE
1. We understand employee and customer perceptions and equities of our newly combined portfolio of business and product brands.	<input type="radio"/>	<input type="radio"/>
2. It is easy to understand our new portfolio of products and brands, and the relationships between them are easy to explain (i.e., categories, tiers, grades, etc.)	<input type="radio"/>	<input type="radio"/>
3. Our newly combined entity gives us the opportunity to significantly enhance our positioning, value proposition and market message.	<input type="radio"/>	<input type="radio"/>
4. Customers and employees will clearly see us as significantly more differentiated from the competition as a result of the merger.	<input type="radio"/>	<input type="radio"/>
5. As a result of this merger, the products and services we will be able to offer customers are very different/new.	<input type="radio"/>	<input type="radio"/>
6. The customers we market and sell to will be very different/new as a result of this merger.	<input type="radio"/>	<input type="radio"/>
7. The industries and geographies we sell to will be very different/new as a result of this merger.	<input type="radio"/>	<input type="radio"/>
8. Customers will experience a significant difference in the value we deliver, our pricing, and levels of service and support.	<input type="radio"/>	<input type="radio"/>
9. The methods, processes and tools we've used to market ourself in the past will require significant changes to realize our future goals and synergy targets.	<input type="radio"/>	<input type="radio"/>
10. Our marketing leadership and team are experienced at leading and communicating through a merger.	<input type="radio"/>	<input type="radio"/>

Name: _____

Worksheet 3: Go-to-Market & Sales

Properly assessing the impact of the merger on our go-to-market and sales strategies is crucial for hitting our revenue and market synergy targets.

Please rate the following statements based on how you see them—your perspective, opinion or belief.

TOPICS	DISAGREE	AGREE
1. Our current and future customers will be significantly impacted by our changes in product offering, value proposition, messaging and pricing.	<input type="radio"/>	<input type="radio"/>
2. Our merging sales organizations have very similar and complimentary philosophies, management styles, skills, tools and methods.	<input type="radio"/>	<input type="radio"/>
3. It should <u>not</u> be difficult for the newly combined sales force to adjust to selling the newly combined portfolio of products.	<input type="radio"/>	<input type="radio"/>
4. It is unlikely that our competitors will directly or aggressively react to our merger/acquisition.	<input type="radio"/>	<input type="radio"/>
5. There is a high risk that customers and revenue could be lost during the integration period.	<input type="radio"/>	<input type="radio"/>
6. Our current sales tools will be sufficient for upselling and cross-selling our new product portfolio.	<input type="radio"/>	<input type="radio"/>
7. Our sales forces, incentives and org structures will require significant changes as a result of this merger/acquisition.	<input type="radio"/>	<input type="radio"/>
8. There are no other major priorities (e.g., new product launch) that will compete for the attention of our sales reps and customers during the integration.	<input type="radio"/>	<input type="radio"/>
9. Sales and customer-facing employees are experienced at customer communication during an integration.	<input type="radio"/>	<input type="radio"/>
10. Our sales executives are experienced at leading and communicating through a merger.	<input type="radio"/>	<input type="radio"/>

Name: _____

Thank you



Please bring your completed worksheets to our meeting.