



DELIVERING ON YOUR M&A PROMISES

M&A SOLUTIONS





Make your corporate deal a lasting success by getting your leaders, organization and talent in sync.

Reach new markets. Design more innovative products. Create better customer experiences. Cut costs and work more efficiently.

Corporate transactions like mergers, demergers, acquisitions and IPOs can help your organization grow significantly. Which is why each year there are corporate transactions totaling trillions of dollars.

But over 70% of them fail. It's been this way for decades. So why the same story over and over?

Often it's because they focus on the wrong things.

Financial structuring, market share, products, tech, revenue forecasts and EBITDA are important parts of your deals strategy. But afterwards, 90% of your transaction success depends on your intangible assets: your organization structure, culture, leadership and talent.

Thinking about them from the outset will bring returns that go well beyond your initial investments. We're here to help you do just that.

THE BUSINESS CASE

Companies that...

- appointed a new leadership team as early as the due diligence stage of a corporate transaction were **twice as likely to be fully integrated within a year.**
- invested in leader alignment and developing skills were **four times more likely to hit transaction objectives.**
- created a good talent value proposition motivated their people to put in **more discretionary effort**, which led to a **5% increase in EBITDA margin.**
- improved their people programs were **able to spend 2.5% less on rewards for the same outcome.**
- sorted out their organization design and fully embedded their culture **made decisions faster.**

So how do you join them?

Sources: *Touching the intangibles*, Korn Ferry and *Getting more milage from your people*, Korn Ferry Institute.



MERGING MINDS, NOT JUST ASSETS

We'll support you on three levels.

We'll translate your strategy into a story that captures hearts and minds.

We'll design an organization in detail that sets you up for success.

And we'll help you and your people navigate the emotional journey.



THE FOUR SIDES OF TRANSACTION SATISFACTION

We use a framework that helps organizations look beyond balance sheets and focus on people. To grow, you need to inspire them and harness their talent.

There are four parts to it.

Transaction strategy

Leadership

Assess and select leaders for the go-forward strategy.

Align top team and leaders around a common purpose.

Establish leader rewards to realize performance and desired behaviors.

Manage ongoing leadership risk through development and placement.

Organization

Design the organization and culture to optimize value creation.

Plan for and capture organizational synergies.

Create a high-performance agile culture to support the go-forward strategy.

Create governance frameworks to plan for sound decision-making.

Talent

Map talent to roles to ensure the right talent in the right positions.

Create clarity and commitment to purpose.

Create a meaningful purpose and employee value proposition that furthers discretionary effort and key talent retention.

Acquire and manage desired capabilities.

Outplacement services.

Execution

Manage the change to enable clarity, engagement, and achievement to transaction goals



HOW WE'LL HELP YOU SUCCEED

1. LEADERSHIP: WE GET YOUR LEADERS IN SYNC

When your leaders share the same purpose they'll champion your strategy, communicate it clearly and make faster and better decisions. They'll also be much more likely to stick by you during changes, and encourage other top performers to stay, too.

We'll help you:

- **assess, select and recruit the best leaders** to carry out your strategy.
- **reward and retain your best leaders** with competitive executive pay and rewards.
- **get everyone from the top team down in sync** with your new purpose and strategy.

2. ORGANIZATION: WE SET YOUR NEW ORGANIZATION UP FOR SUCCESS

To hit your goals faster, you need a new organization structure and working culture.

We'll help you:

- **work together better**, by designing a new structure including roles and governance processes.
- **design and build one strong culture that supports your strategy**, where everyone works to one vision, purpose and strategy.
- **map the size and skills of the workforce you need** now and in future.
- **line up your HR policies and processes.**

3. TALENT: WE BRING YOUR PEOPLE WITH YOU ON THE JOURNEY

Big transaction deals always raise questions: is my job safe? Do I want to stay? Does this business have a purpose I can get behind? Answer these questions and you'll create engaged teams that help you grow.

We'll help you:

- **make sure the right people are in the right jobs** by assessing them against success profiles customized to your industry, strategy and roles.
- **give them careers to aspire to**, building career frameworks and performance management plans.
- **bring meaning to their work** by developing your, employee engagement, vision, purpose and strategy, and by measuring how engaged people are.
- **make everyone feel rewarded** by aligning your rewards and benchmarking them against data on 25 million professionals, across 25,000 organizations.
- **onboarding talent into their new role**, and helping you provide outplacement services for those who leave due to cost reduction.

4. ACTION: WE GET THINGS DONE

As well as giving you blueprints, we'll also work with you to put them into practice and get the broader organization to buy into them.

We'll help you:

- **overcome people's resistance to the change** by creating a change management plan that motivates and enables them to own the new strategy.
 - **set up an HR Project Management Office** to integrate new talent, create management reports and make sure you hit your deal milestones.
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MAKE A LASTING INVESTMENT

It takes top lawyers, bankers and accountants to make your corporate transaction financially successful at first. It takes people and organization experts to get lasting value from that deal in the future.

We're the preeminent organizational consultancy

We have data you won't find anywhere else: including one of the world's largest leadership assessment databases and the world's most comprehensive pay and job evaluation database. So we know what good looks like inside organizations: here and all over the world.

But we also know data doesn't tell the whole story. So we have behavioural psychologists who'll look at what drives people's decisions and beliefs, and find out how engaged they are about the changes ahead.

Since going through our own merger we have even more minds who can give your business the specialist, practical support it needs. We're thinkers and doers: we don't just leave you with the theory, we're by your side from the moment you think about merging until the deal's done.

You'll find us in over 50 countries, working as part of the team with 96% of the Fortune 100. Thanks to our size, skills and data we can scale our teams up or down until we're the perfect fit for you.





Ready for more?

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Korn Ferry is a global organizational consulting firm. We help clients synchronize strategy and talent to drive superior performance. We work with organizations to design their structures, roles, and responsibilities. We help them hire the right people to bring their strategy to life. And we advise them on how to reward, develop, and motivate their people.