

Maximizing M&A value creation through culture transformation

CLIENT NEED

A leading global energy infrastructure provider recently acquired a key competitor, a strategic move to boost its energy solutions portfolio, expand its footprint in vital regions, and tap into new avenues of growth in the energy transition sector. The acquisition not only broadened the company's product offerings but also positioned it to capitalize on recurring revenue streams from new innovations.

Recognizing the critical role of organizational culture in successful integration, the company partnered with BTS during the crucial "first 100 days" period. This approach would proactively address the culture challenges associated with integration, and leverage culture as a catalyst for integration rather than an inhibitor. Specifically, the initiative focused on identifying and addressing potential challenges in combining the two organization's ways of working. By proactively managing these cultural nuances, the company sought to ensure seamless integration.

THE SOLUTION

Advanced culture diagnostic to uncover data and insights and regional leadership alignment sessions

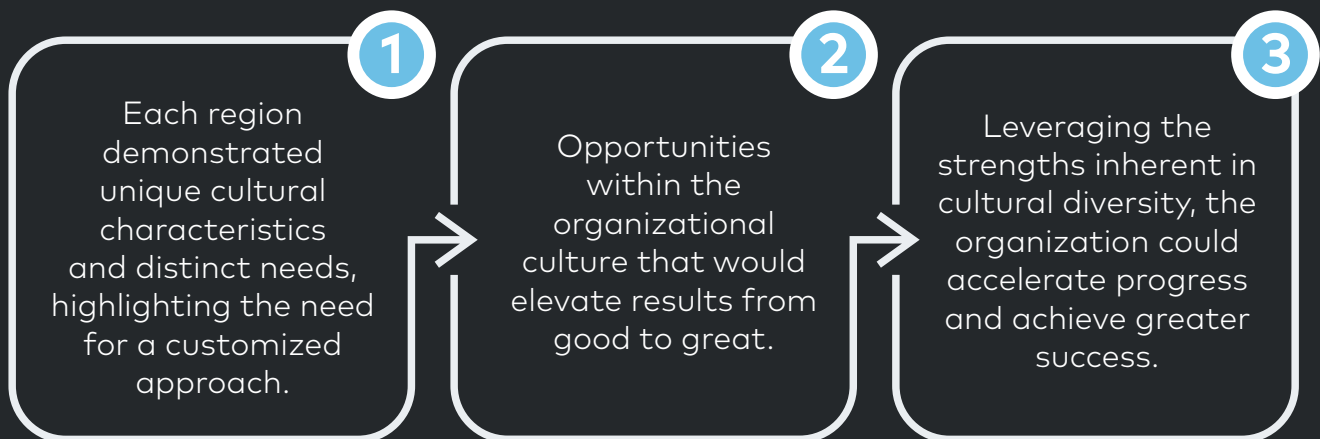
The first step in the integration process involved conducting a comprehensive assessment, a culture diagnostic, for both organizations. The assessment analyzed the cultural norms, values, and practices within each organization, providing a snapshot of the current cultural landscape. The results of the diagnostic provided insight into potential areas of misalignment and those that required immediate attention, which were critical for guiding the organizations' approach to integration. Following the culture diagnostic, regional leaders aligned on team strategic objectives to prioritize the shifts in ways of working necessary to accelerate results.

Cascading ways of working at the team level

At the team level, regional teams participated in dedicated sessions aimed to break down their current ways of working, such as running team meetings, and evaluate their efficacy. These sessions provided a platform for teams to identify potential obstacles and to explore solutions for accelerating results. By encouraging open dialogue and collaboration, these sessions empowered teams to reflect on their workflows, identify areas for improvement, and implement necessary changes to optimize performance. The collective insights generated during these sessions contributed to fostering a culture of continuous improvement and innovation within the organization.

RESULTS

Some of the key insights from these sessions included:



Throughout this process, teams witnessed the real-time impact on their business metrics, which established a direct connection between their actions and real-world outcomes. By aligning their actions with measurable outcomes, teams were able to see the critical need for change, adapting their strategies to address the business's shifting needs and improving overall efficiency.