WHERE CULTURE MEETS A.I.
Today in the M&A space...

- **83**: The percentage of companies that failed to achieve the goals of the merger.
- **59**: The percentage of acquirers in India who destroyed value within a year.
- **944**: The number of deals in India for 2017.
- **$46.5bn**: The value of the deals that happened across the world.

**‘People’ (Cultural Disparity)** is the no. 1 cause for the failure, and yet no directed action to manage this risk.
CULTURE - ALL PERVERSIVE!

Returns for
Outbound deals  Domestic deals  Sector comparison

Returns by deal size (all deals)

Source: KPMG
E2E IS AT THE CORE OF CULTURE CHANGE....

**DRIVERS FOR LEADERSHIP**
- 9 years of Management Consulting across industries
- 163,970 professionals mentored, trained, and coached on nuances of leadership
- 32,000 behaviour patterns analyzed
- 643 culture alignment interventions facilitated (domestic & international)

**DRIVERS FOR CULTURE**
- Change Management
- Competency Assessments
- Organizational Restructuring
- Accelerated Start Up and Incubation

**MNA GENOME**
OUR PURPOSE

TO HELP INVESTOR COMMUNITY

PROTECT AND ENHANCE

VALUE

BY SOLVING COMPLEX CULTURE ISSUES

THROUGH HIGH QUALITY INSIGHTS ON

INNOVATIVE & INTELLIGENT

PLATFORMS DESIGNED ON

HUMAN BEHAVIOUR

Realtime and continual

Intuitive Artificial Intelligence

WHERE CULTURE MEETS A.I.
THE MNA GENOME OFFERING

Intuitive Platforms
Score Aided Decisions
Tested Models
Real Time Support

A single Culture Entropy Score during Due Diligence

CULTURE VALUE ASSESSMENT (CVA)
Key Decision support through trusted insights
Predictive reports that mitigate MnA disasters

VALUE PROTECTION AND ACCELERATION (VPA)
A single Impact Score ongoing during Integration
Intelligent platforms supported by change experts focused on accelerating value
Analyze multiple layers of behaviours in realtime
WHAT WILL DIFFERENTIATE YOU?

For the very first time...

Your very own CULTURE ENTROPY SCORE

A SINGLE SCORE = ACTIONABLE INSIGHTS = VALUE

(REAL TIME INSIGHTS PLATFORMS = DECODER AND INTEGRATOR)
**CULTURE VALUE ASSESSMENT**

1. **LEADERSHIP COMPETENCIES ASSESSMENT**

   ![Bar chart comparing Leadership Competencies between Company A and Company B]

2. **VALUE ASSESSMENTS**

   ![Diagram showing Level 1 to Level 7 with yellow and blue dots for Company A and Company B]

3. **EMPLOYEE NETWORK ANALYSIS**

   ![Network analysis diagram with nodes and connections]

**CVA = CULTURE ENTROPY SCORE**

**Single Score = Actionable Insights = Value**
# Your CULTURE ENTROPY SCORE

<table>
<thead>
<tr>
<th>Ranges</th>
<th>Impact</th>
<th>Decision on the deal</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 10%</td>
<td><strong>Prime:</strong> This is a low and healthy level of culture entropy.</td>
<td>Go</td>
</tr>
<tr>
<td>11-20%</td>
<td><strong>Minor Issues:</strong> Reflects issues requiring cultural or structural adjustment.</td>
<td>Go</td>
</tr>
<tr>
<td>21-30%</td>
<td><strong>Significant Issues:</strong> Reflects significant issues requiring cultural and structural transformation and leadership coaching.</td>
<td>Need to be cautious and be more prudent in negotiating the deal value</td>
</tr>
<tr>
<td>31-40%</td>
<td><strong>Serious Issues:</strong> Reflects serious problems requiring cultural and structural transformation, leadership vacuum and a high need for coaching.</td>
<td>No Go / Need to be cautious and be more prudent in negotiating the deal value (Dependent of risk appetite of the buy side)</td>
</tr>
<tr>
<td>41%+</td>
<td><strong>Critical Issues:</strong> Reflects critical problems requiring cultural and structural transformation, selective changes in leadership, a very high need for leadership development and senior lateral hiring</td>
<td>No Go</td>
</tr>
</tbody>
</table>
**CULTURE VALUE ASSESSMENT (CVA)**

--- ASSESSMENT OF THE ACQUIREE

**LEADERSHIP COMPETENCY ASSESSMENT (LCA):**

1. Analysis of leadership style
2. Forensic Individual Reports on key leaders

**CULTURE VALUE ASSESSMENT (CVA):**

3. Current Level of dysfunction
4. Aspirational Quotient of Desired state of acquiree
5. Expected road blocks from acquiree
6. Hierarchical dysfunction (Top/Middle/Entry)

**ORGANIZATIONAL NETWORK ANALYSIS (ONA):**

7. Hierarchical influence and grape vine indicators
8. Behavioral analysis
9. Organizational Character Index
VALUE PROTECTION AND ACCELERATION

Cultural Entropy Score (through DECODER)

Culture MRI
REAL TIME INSIGHTS

N!COURAGE (Employee 360 Degree Survey)

N!GAGE (Organizational Feedback)

N!HANCE (Performance Appraisal)

REAL TIME INSIGHTS

FACILITATED BY CHANGE EXPERTS

ORGANIZATION WIDE INITIAL INTERVENTIONS

ACCELERATED ROI

WHERE CULTURE MEETS A.I.
**VALUE PROTECTION AND ACCELERATION**  
*ONGOING FOR THE COMBINED ENTITY*

**LEADERSHIP VALUE ASSESSMENT (LVA):**
1. Variance analysis of acquirer vs acquiree
2. 360 degree variance on competencies across top 2 levels of leadership

**CULTURE VALUE ASSESSMENT (CVA):**
3. Variance analysis of acquirer vs acquiree
4. Business need scorecard of the combined new entity
5. Culture Evolution Score

**ORGANIZATIONAL NETWORK ANALYSIS (ONA):**
6. Predictive Reports tuned for restructuring
7. ONA variance analysis of acquirer vs acquiree
8. Insights into retention strategy

**N!GAGE:**
9. Real time pulse of the organization (sentiment analysis)

**N!COURAGE:**
10. Real time manager feedback
**MnA Genome: Key Differentiators**

- Entropy and Impact scores (Culture and HR both having a single score)
- Algorithm Embedded
- Multilayers of behaviour analysis
- Absorption of unstructured data into the platform
- Productized offering to scale Culture (SaaS)
Gives insights on female employees specifically and understand the entropy’s faced by them so as to eliminate those limiting factors in order to provide them a growth oriented environment.

Gives insights into the average age of the organisation to identify the dominant values and motivations of individuals at each age bracket.

Gives insights into which grade of employees are facing problems - First line managers, Mid level or the Top Management in order to design tailor made programs/interventions for them.

Gives insights into key workforce segments within the organisation which have max impact on the business. E.g., PhD’s in Research & Development centre.

Gives insights into the value system of high performers so as to align them with the vision/mandate of the business more effectively.

Gives insights into lateral hire behaviour to understand impact of the work environment.

Gives insights into the physical locations / branches of an organisation that can be mapped with the overall business mandate.

Gives cross cultural insights into what values a person from the US holds important compared to that of China. Therefore, it helps understand their behaviours / motivators and align them to the goals of the organisation.

Gives insights into the behaviour of the respective department to facilitate the need to realign individuals within the department.
EXAMPLE OF A DASHBOARD
Our Cultural Transformation Tools have been used to map the values of

6000 Organizations AND 3000 Leaders across 56 Countries

The top to drivers for deal failures across the world

41% Integration taking longer than expected
33% Culture Integration Issues
25% of all integrations undergo value erosion

MNA Genome takes care of it with a guaranteed promise of X times ROI
EXPERTS

MS. YESHAHSVINI RAMASWAMY
CULTURE INTEGRATION

MR. ASHOK AYENGAR
PRODUCT ARCHITECT

MR. RAJIV KUCHHAL
INVESTMENTS

MR. VARUN GUPTA
VALUATION AND ANALYTICS

MS. SMITA THAROOOR
PSYCHOLOGY

MR. RAJIV RAGHUNANDAN
INNOVATION

AWARDS GALORE
THOUGHT LEADERS
HARVARD, ISB, ICAI, IIM, KPMG, PwC, NHS,
MONSANTO, INFOSYS
INTERNATIONAL RECOGNITION
VC, COACH, IB, TECH, AI,
PROFS, CHANGE EXPERTS,
MENTORS

COMMITTED TO MAKE YOU WIN
ABOUT US

WE ARE A CULTURE ASSESSMENT FIRM FOCUSING ON MERGER AND ACQUISITIONS. WE ARE EXPERTS IN PEOPLE BEHAVIOR ANALYTICS AND HAVE BEEN CONSULTING ACROSS INDUSTRIES FOR THE LAST 8 YEARS.

WE HAVE ALSO SUCCESSFULLY DELIVERED PROGRAMS / INTERVENTIONS PERTAINING TO LEadership DEVELOPMENT (TRAINING WORKSHOPS, COACHING, PERFORMANCE MANAGEMENT SYSTEMS, ETC.)

OUR CLIENTELE HAS BEEN A COMBINATION OF FORTUNE 100 COMPANIES, EDUCATIONAL INSTITUTIONS, MID-SIZED FIRMS AND HIGH GROWTH START-UP
WE ARE READY TO CO-INVEST WITH YOU

www.e2epeoplepractices.com