



# MANAGING A SUCCESSFUL MERGER



## **Situation**

A Cable TV provider bought a telecommunications distributor to diversify product offerings. Leadership was divided between a full merger or maintaining independent entities. Icarus Consulting was engaged in bringing clarity to joint growth and profitability opportunities as well as proactively address employee morale and retention through the transition.

## **Task**

Measure both organization cultures across business units using the Team Inclusion *Profile*<sup>™</sup>. Evaluate the commonalities and strengths of each culture and assess the benefits and risks of integration. Partnered with external consultants in developing an integration strategy based on Inventory results. Report results and prioritize critical actions for the client to take to improve communication of shared values and employee retention.

## **Action**

Deployed the Team Inclusion *Profile*<sup>™</sup> across both organizations. Analyzed results and provided leadership with a recommendation informed by the Team Inclusion *Profile*<sup>™</sup> that highlighted actions to take in Trust and Integrated Vision.

## Results

Company cultures shared commonalities, ensuring integration would require minimal work style adaptations from employees. A joint effort between marketing, communications, and organizational development led the integration work. Overall key results presented to the collective leadership team were:

- ▶ Respective cultural strengths complimented each group, offering opportunities in sharing and alignment of best practices to improve both companies.
- ▶ A lack of consistent vision drove down employee engagement. Leaders had clarity in plans and opportunities but had not aligned or communicated that effectively with employees. Icarus Consulting's results highlighted how the lack of vision was affecting employee engagement and retention.
- ▶ Icarus Consulting worked with leadership to align on integration by refocusing the company on value streams. A compelling vision unified value streams under one umbrella. A developed set of core values created a common agenda for how employees operated within the business. Results were a definite spike in employee morale, bolstered excitement, and full commitment to integration.

## Takeaways

- ▶ Team Inclusion Profile™ mitigated the risk of integration failure due to culture clash. Statistically, 83% of mergers fail in 2 years.
- ▶ The process and partners facilitated the alignment of general managers and mid-level leaders on the new mission, vision, and values of the company.

# WE LOOK FORWARD TO HEARING FROM YOU

MORE INFORMATION CAN BE FOUND ON OUR WEB SITE:  
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