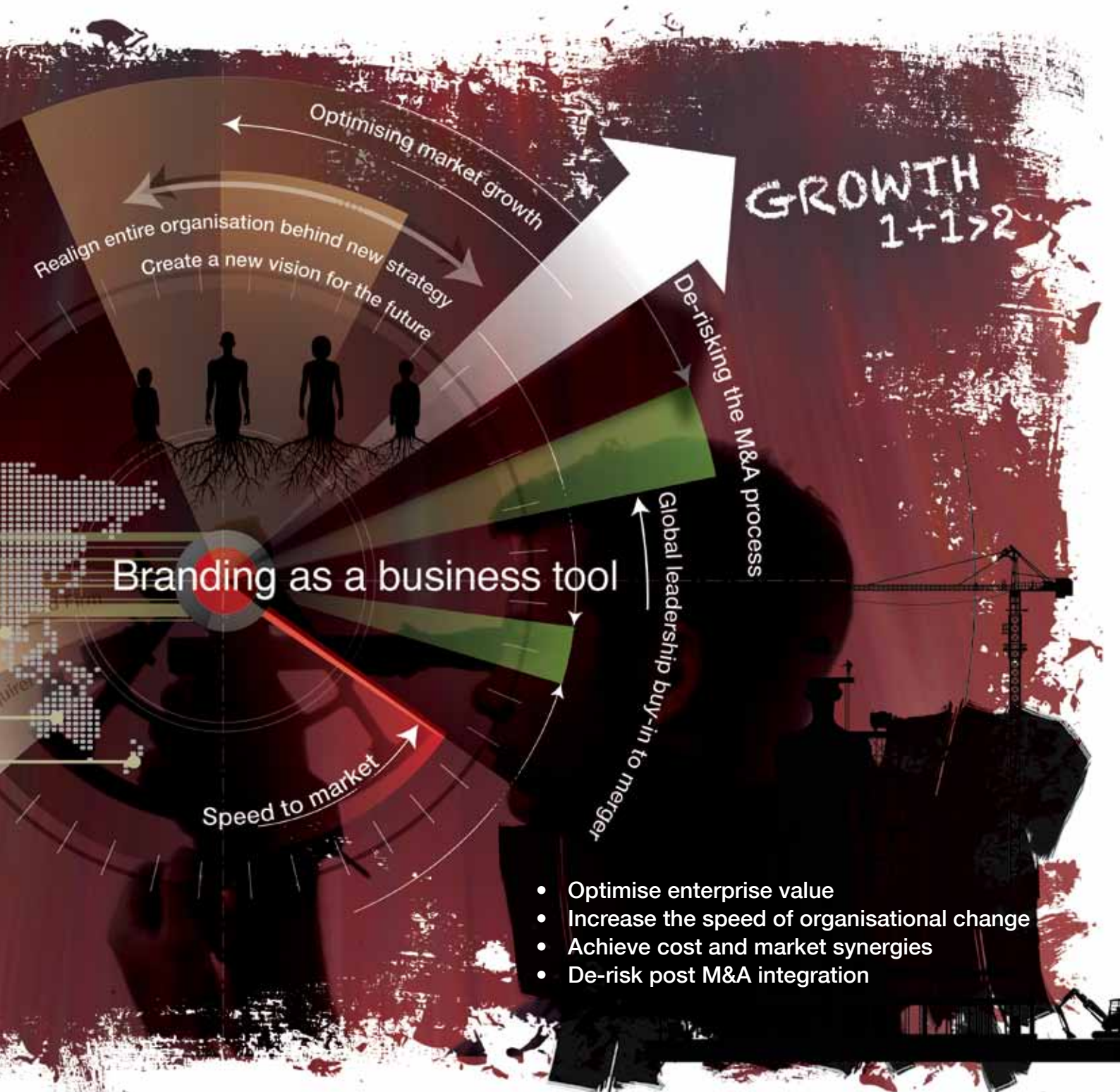


BrandArchitects

# Creating real shareholder value, **faster.**

Organisational Brand Alignment for value creation in mergers and acquisitions.



1+1>2

**Organisational Brand Alignment is the only business discipline that is able both to articulate a new business vision and to realign an organisation's structure, culture, brand assets and customer perceptions behind a new business focus or strategy.**

# How to build a merged organisation that is greater than the sum of its parts.

Brand Architects' Organisational Brand Alignment process is a business fundamental for increasing the speed of change and creating real competitive advantage. It is the only business discipline that is able both to articulate a new business vision and to realign an organisation's structure, culture, brand assets and customer perceptions behind a new business focus or strategy.

Externally, key shareholders, investors, analysts and advisors benefit from clear communication and articulation of the business vision, giving them a real sense of direction and confidence in change and its leadership. Customers and partners benefit from improved service delivery and the ease of dealing with an organisation that has a sound sense of its own identity and purpose.

Internally, business strategy-led branding has benefits for leaders and senior management and also for employees. For business leaders, Organisational Brand Alignment is a means to an end: delivering change faster and aligning the organisation behind shareholder objectives. For employees, an understanding of the business vision helps them to play a full role in its delivery, offering both fulfilment and a greater sense of security. This in turn contributes to greater productivity, innovation, customer service and the retention of key skills and talent.

## Value Creation Services

---

### Pre-M&A Analysis (Due Diligence)

- Mitigating investment risk
- Quantitative analysis of organisational culture and 'go-to' market opportunities
- Defining the cost of friction for post-M&A integration
- Pre-planning integration for rapid impact
- Identifying market synergies

### Post-M&A Integration

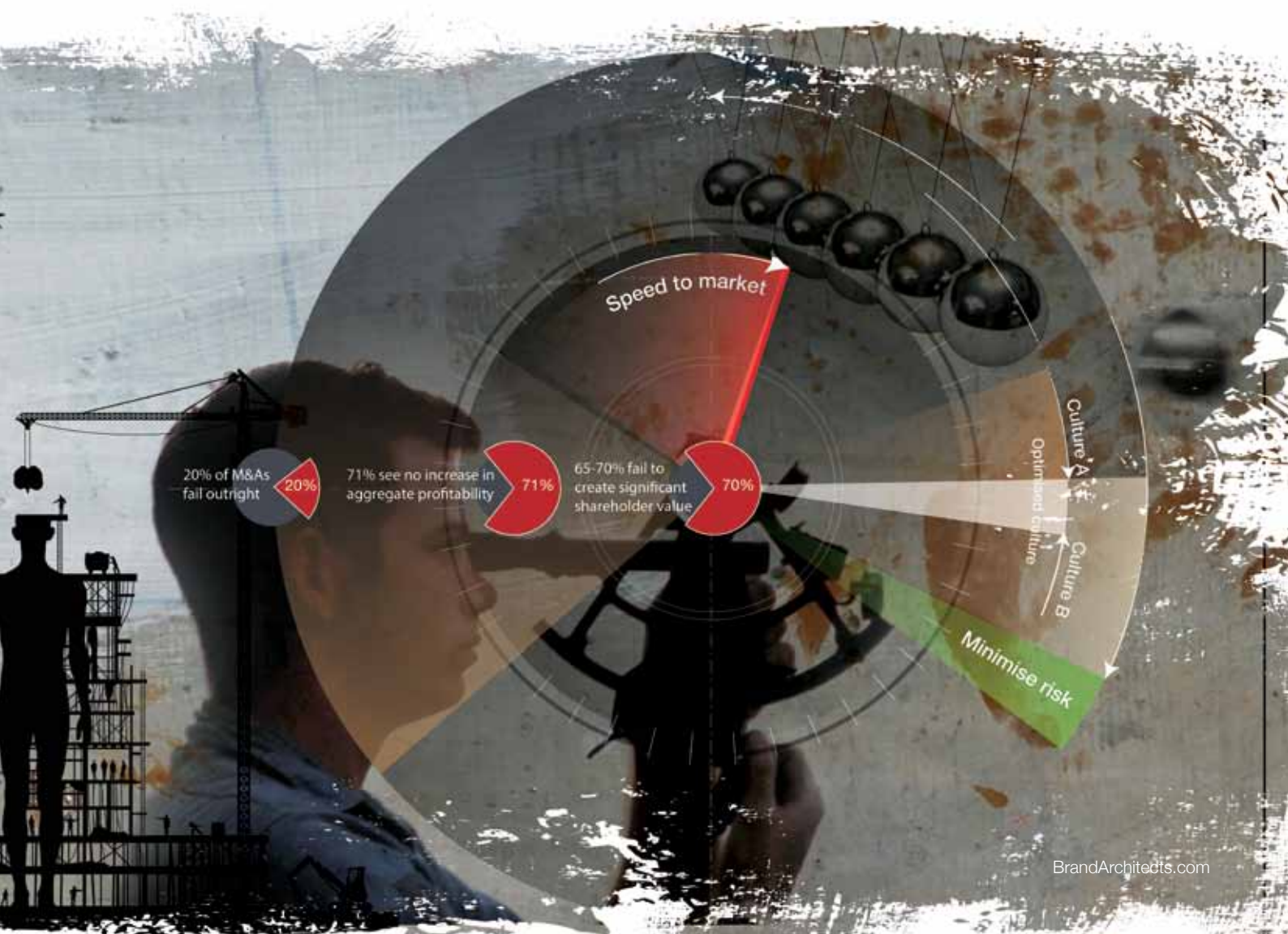
- Engineering fit-for-purpose brand architecture
- Developing Organisational Brand Definition to guide integration and value creation
- Articulating the business vision
- Aligning leadership behind the new strategy and business objectives
- Creating a transformational business culture
- Exploiting new fast-to-market synergies
- Market consolidation strategies
- Developing repositioning strategies to achieve higher multiple valuations
- Realising new competitive advantage for the merged organisation

# Inadequate management of cultural integration is the biggest contributing factor to M&A failure.

20% of mergers and acquisitions fail outright, and, according to McKinsey, between 65 and 70% fail to create any significant value for shareholders. What's more, Datastream's Global Post-Merger Integration Survey revealed that only 29% of mergers and acquisitions see any increase in aggregate profitability.

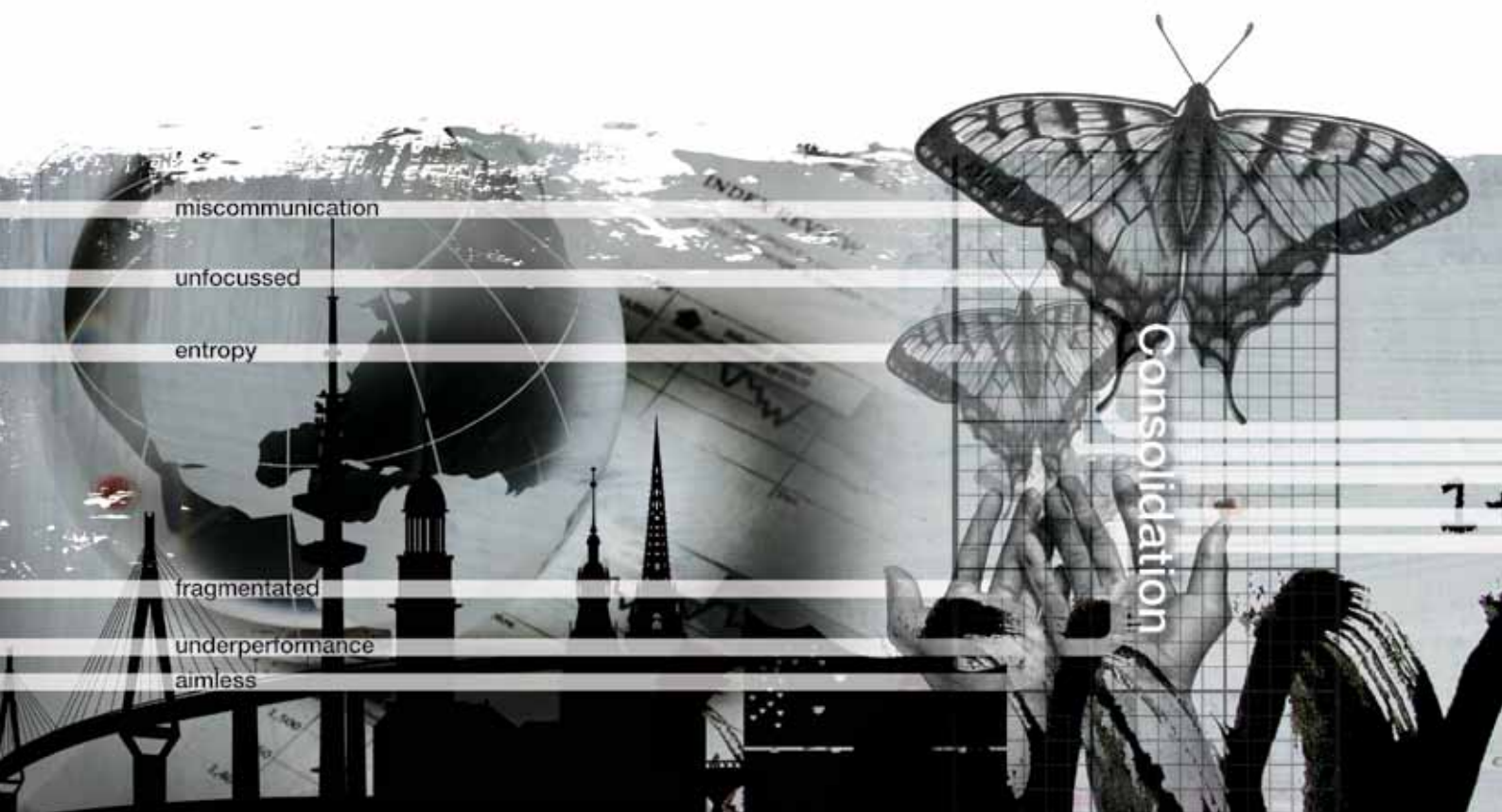
The risks are significant. Yet brands are one of the few assets that can provide long-term competitive advantage. Brand Architects takes the shareholder view in mergers and acquisitions, using Organisational Brand Alignment to increase the speed of change and realise business objectives, faster. Taking an objective view of the whole organisation, we consider not only how to retain the best of the businesses' legacies but also how to build a future for the merged organisation that is greater than the sum of its parts.

Organisational Brand Alignment helps growth-orientated companies exploit cost and operational synergies; form a firm foundation for future growth; build credibility amongst investors, analysts and customers; and manage the integration of their biggest asset: their employees.



# Brand Architects' Organisational Brand Alignment process is uniquely business-focussed: reducing risk, increasing the chance of success and accelerating the speed of change following acquisition.

Brand Architects' holistic, vision-led approach communicates the benefits of change and aligns an entire organisation behind a new vision, a vision which is its self designed to reflect and support the business' strategic journey and future. Quantitative and qualitative cultural assessments help to identify both common ground and the most appropriate strategies for integration. Values definition can also be a key tool to preserve the best of the past and contribute to future growth. Clearly communicated, the vision and values also aid employees to build productive new relationships in the merged organisation. This reduces the risk of culture clash, one of the biggest contributors to M&A failure.



# Organisational Brand Alignment is a business fundamental that can trigger, accelerate and express change.

Although the importance of branding processes to M&A success is well recognised and backed by research, it is often overlooked: Ettenson & Knowles report that branding receives low or middling priority in nearly two thirds of merger and acquisition negotiations.

Experts regret that while merging organisations always do their financial due diligence, few ever consider the decisive role of culture. They fail to realise that if the cultures cannot be integrated, the chances of financial success are minimal. As a result, shareholders are often sceptical that merging organisations can retain their original values and create the new synergies required; to which Nicholas Ind attributes the fall in stock prices which affects two thirds of acquirers whenever a deal is announced. For best results, Brand Architects recommends the use of business branding from the due diligence stage onwards for rapid implementation and maximum value creation with the minimum of risk.

Organisational Brand Alignment is a low-risk business tool offering high returns for merging organisations, but it is not yet common practice. Branding possesses well established methods for increasing business performance, but many industries have been slow to adopt it as a business tool. This can only enhance the competitive advantages that branding processes bring to mergers and acquisitions.



## Need to know more?

To speak to a brand strategist

call +44 (0) 207 557 9950

or, for rapid response for market sensitive  
mergers or acquisition,

call +44 (0)7710 385 534

[BrandArchitects.com](http://BrandArchitects.com)

# BrandArchitects

Brand Architects: 11-13 Broad Court, London WC2B 5PY, United Kingdom. +44 (0) 20 7557 9950. [BrandArchitects.com](http://BrandArchitects.com)