



THE CULTURE INTELLIGENCE INSTITUTE™

Driving EBITDA Growth
& Deal Success Through
Culture Intelligence



EXECUTIVE OVERVIEW

Maximising Deal Value: Turning Culture from a Soft Risk into a Hard Asset

INTRODUCTION

Most M&A deals look flawless on a spreadsheet but stumble in the hallway. While financial due diligence is rigorous, the 'human element' is often left to chance, until it impacts the P&L.

The Culture Intelligence Institute (CII) provides CEOs, M&A and private equity leaders with the same data-driven rigor they apply to financials. Built on the globally established, multi award-winning TMS framework, we transform culture from a vague concept into a quantifiable metric, ensuring the human capital you acquire drives value, rather than eroding it.

THE RISK VS. THE OPPORTUNITY

- **The Risk:** Hidden cultural liabilities, such as toxic silos, low engagement, and leadership friction act as invisible drag on integration speed and synergy realisation.
- **The Top-Quartile Advantage:** Deals with active culture management are **40%+** more likely to meet or exceed their synergy targets. We help you join that top tier.

ABOUT THE FOUNDER

Professor Vlatka Ariaana Hlupic
*Director of The Culture Intelligence Institute
and Management Shift Solutions.*



A renowned thought leader, Dame (non UK) and award-winning CEO of 30+ international awards, Professor Hlupic's work bridges the gap between academic authority and investment-grade commerciality. Professor Hlupic's frameworks are leveraged by global leaders to protect capital and accelerate growth.

THE METHODOLOGY (TMS & OHS)

The Organisational Health Scan (OHS):
A Quantifiable Risk Diagnostic

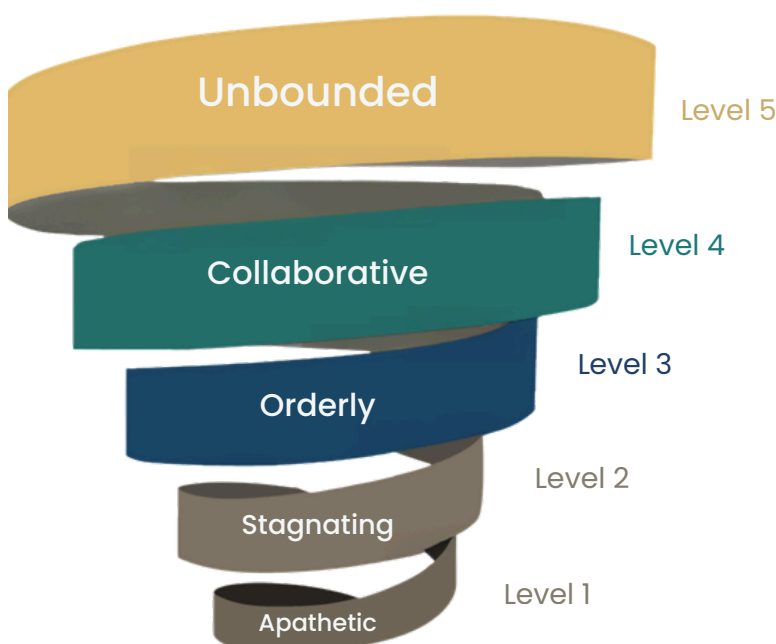


Traditional surveys measure "sentiment." The OHS measures capacity for value creation. based on 30 years of interdisciplinary research. In just 20 minutes, our confidential diagnostic scans the 6 Core Drivers of organisational performance to pinpoint friction points before they become deal-breakers.



6 PREDICTIVE INDICATORS FOR POST DEAL M&A SUCCESS

6 core drivers of M&A success that are missed in a standard CIM: Culture, Relationships, Individuals, Strategy, Systems, Resources



THE FIVE LEVELS OF CULTURE

Levels 1-3 (The Liability Zone): Apathetic, Stagnating, or Orderly but rigid. These cultures resist integration and destroy value.

Levels 4-5 (The Asset Zone): Collaborative and Unbounded. These cultures adapt quickly, drive innovation, and accelerate post-deal ROI.

THE ORGANISATIONAL HEALTH SCAN

How Does It Work?



**Fast, Confidential
and Actionable Insights**

In just **20 minutes**, you
can uncover the hidden
risks or value drivers in
your next deal

OHS REPORTS



Organisational Health Scan



CARE PLAN REPORT
for
Assentire



13/05/2025



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Relationships

Key Strengths		Key Blockages	
Relationship based conflict is rare	68%	Interactions cross organisational boundaries	46%
Employees actively develop trust-based relationships that enhance teamwork and collaboration	68%	Coaching is well established	42%
Personal friction exists between employees *	68%	Mentoring is well established	49%
Work is hampered by individuals who dominate *	68%	My interactions cross organisational boundaries	46%
There is interaction between different teams	68%	I am involved in mentoring (either as a mentor or mentee)	49%

Statements marked with an asterisk (*) are reverse-coded. These statements are phrased negatively in the original questionnaire but have been mathematically adjusted during scoring to align with the overall positive scoring direction. The asterisk is used here solely to indicate that adjustment.

Aspects	People-related	Min	Avg	Max
Culture	<div style="width: 46.17%; background-color: #92D050; border: 1px solid #ccc;"></div>	45.00	46.17	59.00
Relationships	<div style="width: 51.75%; background-color: #92D050; border: 1px solid #ccc;"></div>	50.00	51.75	51.75
Individuals	<div style="width: 57.00%; background-color: #92D050; border: 1px solid #ccc;"></div>	55.00	57.00	79.00
			51.64	

People-related aspects are central to organisational success. Culture refers to shared values and practices that foster trust, transparency, and a sense of purpose. Relationships highlight the importance of collaboration, communication, and mutual support among employees. Individuals focus on each person's mindset, motivation, and opportunities for growth. Together, these elements create an environment where people thrive, and positive change is possible.

Aspects	Process-related	Min	Avg	Max
Strategy	<div style="width: 50.00%; background-color: #2E8B57; border: 1px solid #ccc;"></div>	50.00	50.00	50.00
Systems	<div style="width: 40.00%; background-color: #2E8B57; border: 1px solid #ccc;"></div>	40.00	40.00	40.00
Resources	<div style="width: 60.00%; background-color: #2E8B57; border: 1px solid #ccc;"></div>	60.00	60.00	60.00
			50.00	

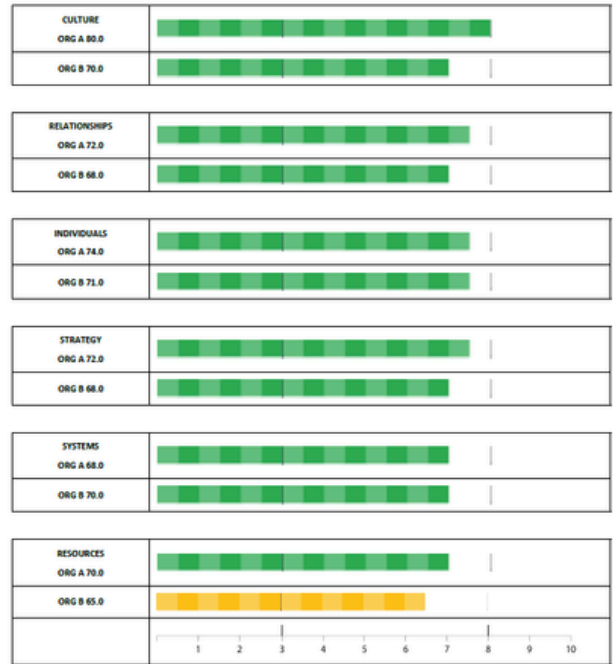
Strategy refers to the clarity of vision, alignment of goals and pathways for value creation. Systems encompass processes, workflows, and tools that enable work to get done. Resources focus on optimizing financial, technological, and human capital to support sustainable growth. Together, these elements ensure organisations balance long-term vision with practical execution, fostering sustainable performance.



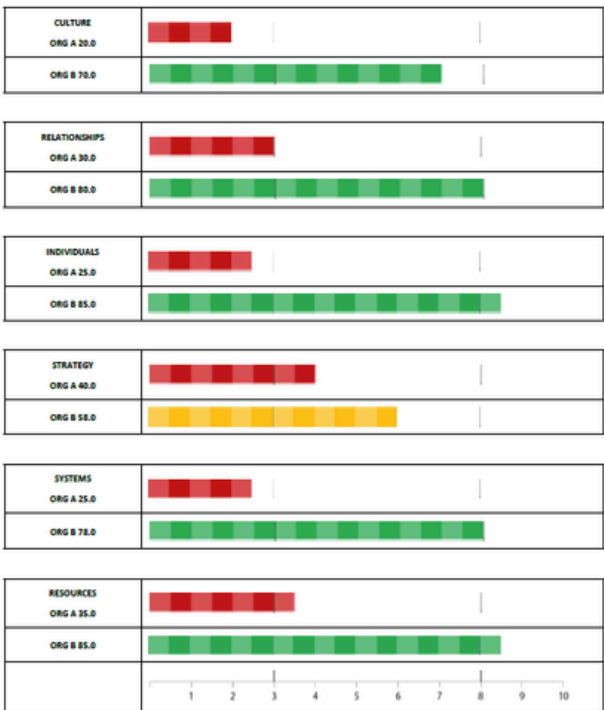
CULTURE FIT INDEX FOR M&A DEALS



Culture Fit Index = 85.17%
Integration Risk = Medium



Culture Fit Index = 96.00%
Integration Risk = Low



Culture Fit Index = 53.17%
Integration Risk = High



THE CII 100 DAY ROADMAP

The Objective

The first quarter post-close is the period of highest vulnerability and highest opportunity. The 100-Day Acceleration Roadmap is a structured integration architecture designed to move the organisation from stabilisation to momentum. We do not merely "manage change." We systematically align the human operating system with the investment thesis to accelerate synergy realisation.

Commercial Roadmap



Days 1 to 30: Diagnose (The Scan)

The Action: We deploy the Organisational Health Scan (OHS) to the entire workforce. This is a zero-disruption process that takes fifteen minutes per employee.

The Commercial Insight: We establish a quantifiable baseline of execution capacity. This phase identifies immediate "flight risks" among key talent, isolates toxic sub-cultures, and pinpoints the operational bottlenecks that threaten the deal model.



Days 31 to 60: Align (The Intervention)

The Action: We facilitate high-impact leadership workshops using the OHS data to bridge the gap between the "Buyer" and "Target" operating models.

The Commercial Insight: We remove organisational friction. By agreeing on a unified operating model and addressing the "Silence Index," we ensure the executive team is aligned around a single value creation plan rather than fighting internal political battles.



Days 61 to 100: Execute (The Momentum)

The Action: We roll out the "One Team" culture plan and embed the new ways of working.

The Commercial Insight: We transition from planning to synergy capture. By tracking behavioural KPIs alongside financial synergies, we ensure the organisation has the velocity required to deliver the promised EBITDA uplift.

The Outcome

By Day 100, you do not just have a merged company; you have a unified high-performance vehicle capable of executing the strategy.

THE CII 6 STEP VALUE CREATION PROCESS

From Diagnostic to Value Creation: A 6-Step Process

Step 1: Discovery & Scoping

Objective: Aligning the diagnostic with the deal thesis.

- Initial consultation with the Deal Team or CEO.
- Defining the scope of the project (e.g., growth to exit, culture diligence or post-deal integration).
- Output: Confirmed Scope of Work and Communication Plan.



Step 2: The Diagnostic (OHS)

Objective: Zero-disruption data collection.

- Deployment of the Organisational Health Scan (OHS).
- 100% confidential, anonymised, and takes only 15–20 minutes for employee.
- Output: Raw Data Collection Complete.



Step 3: Analysis & Intelligence

Objective: Turning data into commercial insight.

- AI processing of data against the 6-Element Framework.
- Identify "Red Flags" and "Hidden Assets."
- Output: Preliminary Findings.



Step 4: Strategic Reporting

Objective: Delivery of Investor-Grade reports.

- Presentation of findings to the Investment Committee or Board.
- Deliverables:
 - Executive Risk Report: High-level valuation impacts.
 - Culture Fit Report: (For M&A) Buyer vs. Target comparison.
 - The Care Plan: Includes suggested strategies for removing organisational blockages.



STEP 5: Action Planning

Objective: Co-creating the solution.

- Facilitated workshop with Senior Leadership to convert the "Care Plan" into a roadmap.
- Output: A 100-Day Integration Plan and 12-Month Transformation Strategy Action Plan.



STEP 6: Implementation and Retesting

Objective: Validating ROI.

- Implementation support for the Action Plan.
- Retest on demand (Pulse Check): Re-deploying the OHS to measure the specific uplift in performance and engagement.
- Output: Verified Value Creation Report.

Speed:

From deployment to insight in as little as 14 days

Rigor:

Data-backed recommendations, not gut feeling

Impact:

Directly linked to valuation and operational performance

Request a sample Roadmap for your next deal
info@cultureintelligenceinstitute.com

THE CULTURE DILIGENCE TOOLKIT

Why Is It Needed?

The Culture Intelligence Toolkit provides the quantifiable architecture required to defend your valuation and guarantee post deal performance. By transforming soft risks into hard financial assets, we ensure your deal thesis is not compromised by hidden liabilities or key person dependency.

The Integrated Solution

This suite covers the entire deal lifecycle. The Red Flag Risk Assessment serves as a liability check prior to signature to prevent overpayment, while the Organisational Health Scan and the Culture Fit Index Report utilise thirty years of advanced information architecture to quantify the culture of the target. Finally, the First 100 Days Acceleration plan moves the entity from stabilisation to momentum, aligning leadership to accelerate synergy realisation and secure the execution of your capital.



PRE-EXIT READINESS

Vendor Due Diligence & Value Defence

Secure Your Premium, Pre-empt Price Chips, Prove Transferability

The Pre-Exit Challenge

Financial engineering alone no longer guarantees a premium exit. Buyers aggressively scrutinise execution risk. If they find "key-person dependency" or cultural fragmentation during diligence, they use it to justify price chips (10–20% reductions) or demanding earn-outs.

The Solution: Organisational Health Scan (OHS)

The OHS is a Vendor Due Diligence tool designed for the 3–6 month pre-exit window. It identifies and remediates "deal killers" privately, converting execution risks into documented institutional strengths that command premium multiples.

Why OHS is Investor-Grade (vs. HR Surveys)

Feature	Standard Surveys	CII OHS (Vendor DD)
Employee Framing	Engagement / Satisfaction	Operational Excellence (Stealth)
Risk Focus	Retention only	Valuation & Transferability Risk
Outcome	HR Initiatives	Defensible Data Room Evidence

Note: The diagnostic is framed to staff as an "Operational Excellence" review, protecting confidentiality during the sensitive pre-exit phase.

The 3–6 Month Timeline



Case Studies

USA SME
(Consulting Exit)

7.2x

MULTIPLE

Challenge: High founder dependency threatened valuation.

Action: 18-month realignment, decentralised decisions.

Result: EBITDA margin 12% → 22%. Secured 7.2x multiple (vs. 4.5x peer median).

FTSE 100 Retail
(Carve-out)

55%

REVENUE CAGR

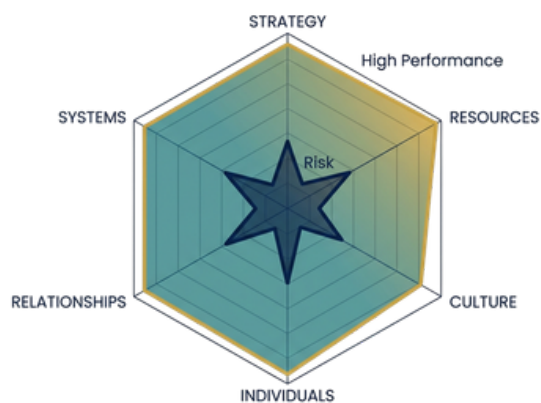
Challenge: Siloed operations limited scalability.

Action: Leadership alignment program before sale.

Result: 55% revenue CAGR validated "platform" thesis. Sold at 12.5x EBITDA (2.5 turns above model).



The Transferability Risk Radar



Quantifying the Intangible Drivers of Valuation.

Practical Application – (SAMPLE WORDING)

Ready-to-Use Data Room Wording
Include this in your Information Memorandum (IM) to prove reduced risk.

"To validate scalability and reduce integration risk, management commissioned an independent Organisational Health Scan (OHS) in [Date]. The assessment returned a 'High-Performance' rating (82/100), evidencing low key-person dependency and strong organisational transferability. Full results are available in the Vendor Due Diligence folder."

Don't let hidden risks erode your deal value.

- Request a Sample "Vendor DD" Report (See what buyers will see)
- Book a Confidential Exit-Readiness Assessment

CULTURE DILIGENCE

Quantify the Human Risk in Your Deal Before You Sign

Financial diligence validates the past. OHS validates the future. Answer the critical question: Can this leadership team actually deliver the investment case?

Transform Due Diligence with Predictive Intelligence

Financial and legal diligence are essential but insufficient. They fail to detect the hidden friction points: siloed leadership, key-person dependencies, and toxic sub-cultures, that erode deal value post-close.

The CII Organisational Health Scan (OHS) provides investors and deal teams with a quantitative red flag risk map of the target's execution capability, protecting your valuation and preventing costly integration failures.

Red Flag Risk Map



The 5 Questions We Answer for the Investment Committee

- **Talent Liability:** Is there a risk of mass exit post-close?
- **Execution Capacity:** Does the current culture support the growth strategy, or will it choke it?
- **Hidden Silos:** Where are the communication blockages that will stall integration?
- **Leadership Alignment:** Is the management team actually united, or just pretending for the pitch?
- **Change Readiness:** Will the organisation break under the pressure of new ownership

The Process: Rapid & Low-Interference

- Speed** 120-question digital diagnostic completed in 15- 20 minutes.
- Depth** Captures quantitative data and qualitative sentiment simultaneously.
- Output** A "Red-Flag" Report, highlighting immediate risks and a 100-day remediation plan.



Why OHS?

Speed:	15-minute scan vs. months of interviews.
Depth:	120 micro-drivers vs. generic engagement scores.
Outcome	Actionable Risk Plan vs. Passive Benchmarking.

Proven Impact on Deal Value

**USA SME
(Consulting Exit)**

**FTSE 100 Retail
(Carve-out)**

7.2x
MULTIPLE

Challenge: High founder dependency threatened valuation.

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REVENUE CAGR

Challenge: Siloed operations limited scalability.

Action: Leadership alignment program before sale.

Result: 55% revenue CAGR validated "platform" thesis. Sold at 12.5x EBITDA (2.5 turns above model).

Request a 'Red Flag' sample report to see the liabilities standard diligence misses.

Email: info@cultureintelligenceinstitute.com
 Website: www.cultureintelligenceinstitute.com



POST-DEAL PERFORMANCE ACCELERATE SYNERGY REALISATION

Turn the "Soft" Side of Integration into Hard Performance Data in 100 days

The Deal is Signed. The Clock is Ticking

Financial models assume synergy. Culture determines if you actually get it. Post-deal value erosion rarely happens because the strategy was wrong; it happens because the execution stalled. "Us vs. Them" friction, siloed decision-making, and key talent flight can delay synergy realization by 12-18 months.

Cutting through integration noise, our Organisational Health Scan gives Operating Partners and Integration Directors a rapid, data-driven diagnostic to pinpoint and fix the behavioral friction blocking value creation.



Case Studies

USA SME (Consulting Exit)

FTSE 100 Retail (Carve-out)



Result: The Result: Achieved 100% Headcount Growth in 18 months while increasing Profit by 500%.

Result: Unblocked execution led to 55.2% Revenue Growth and 53% Profit Increase.

The 100-Day Acceleration Roadmap

- **Day 1-30: DIAGNOSE (The Scan)**
 - Action: Deploy 15-minute OHS diagnostic to all staff.
 - Insight: Identify immediate "flight risks," toxic sub-cultures, and operational bottlenecks.
- **Day 31-60: ALIGN (The Intervention)**
 - Action: Leadership workshops using data to bridge the "Buyer vs. Target" gap.
 - Insight: Agree on a unified operating model and remove friction points.
- **Day 61-100: EXECUTE (The Momentum)**
 - Action: Roll out the "One Team" culture plan.
 - Insight: Track behavioral KPIs alongside financial synergies to ensure adoption.

Linking Integration Risks to Commercial Consequences

Integration Risk	Commercial Consequence	The OHS Solution
Siloed Communication	Decision-making slows down; cross-selling targets are missed.	Network Analysis: We pinpoint exactly where information flow is blocked between legacy teams.
Talent Flight	Loss of IP, customer relationships, and institutional knowledge.	Sentiment Tracking: Identify "at-risk" departments instantly before resignation letters land.
Culture Clash	Operational paralysis caused by "Us vs. Them" mentality.	Alignment Map: A data-backed roadmap to merge two operating styles into one high performance culture.

Stop Guessing on Integration. Start Measuring.

Organisational health is the leading indicator of future financial performance. Don't leave it to chance.

- **Request a sample** "Integration Risk" Report.
- **Book a "100-Day Planning" Briefing** for your deal team.

Website: www.cultureintelligenceinstitute.com
Email: information@cultureintelligenceinstitute.com

Culture Intelligence (OHS) KPIs in M&A



3x Higher

Total Shareholder Returns (TSR) in top-quartile healthy cultures (McKinsey data).

90% Probability

Of hitting synergy targets with proactive cultural assessment (Deloitte data).

+2 to 4% IIR Uplift

Achieved over a 5-year hold through quantified execution capacity.

IMPACT AND EVIDENCE

Value Creation Case Studies

THE FTSE 100 CASE

- **Sector:** FTSE 100 Luxury Retail
- **The Challenge:** Stagnating growth and operational silos preventing rapid market adaptation.
- **The OHS Diagnosis:** Identified a disconnect between executive strategy and frontline execution.
- **The Outcome:** 55% Revenue Increase and 53% Profit Growth over 3 years following targeted cultural realignment.

THE USA CONSULTANCY CASE

- **Sector:** Management Consultancy (USA)
- **The Challenge:** High key-person dependency and inability to scale beyond the founder.
- **The OHS Diagnosis:** Lack of scalable systems and autonomous decision-making structures.
- **The Outcome:** 500% Profit Growth and 100% Headcount Expansion in 18 months, proving scalability for exit.

CSC GERMANY

700%

Profit increase in 1 year through utilisation optimisation



INNOVATION NORWAY

1400%

Efficiency gain via public sector transformation



SAP

87%

Business health & culture index



Trusted by global leaders and verified by academic research.

HITACHI



EY



Home Office



Organisational Health Scan

Examples of Impact Data

The Management Shift methodology behind the Organisational Health Scan has been creating qualitative and quantitative impact for clients for over 12 years. Some examples are provided below:

Client	Impact	Source
FTSE 100 luxury retail, UK	Performance improvement project. Within three years: <ul style="list-style-type: none"> • Revenue increased by 55.2% • Profit Before Tax increased by 53.0% • Net Cash increased by 35.2% 	Burberry Plc company reports
Management Consultancy, USA	Strategy for growth project. Within 18 months: <ul style="list-style-type: none"> • Profit increased by 500% • Doubled in size (9 to 18 employees) 	"The Management Shift" book, page 143
Learn Direct, UK	Operating profit increased within one year by 211%	Learn Direct company reports
Bowman Riley, UK	<ul style="list-style-type: none"> • 8% increase in leadership engagement scores within one year • Overall improvement in vibrancy, performance and creativity 	https://www.hrdconnect.com/2025/03/26/how-bowman-riley-architects-elevated-leadership-and-culture-with-the-management-shift-approach/
SAP, APJ region	<ul style="list-style-type: none"> • 87% in Business Health and Culture Index • Client reported breakthrough in innovation, customer engagement and relationships 	https://www.hrdconnect.com/2023/12/11/employee-mindset-shift-how-sap-inspired-its-employees-to-innovate-and-achieve-breakthrough-by-eliminating-status-quo-and-process/
CSC, Germany (2 divisions)	<ul style="list-style-type: none"> • Profit increase of 700% within 1 year • Billability increased from 55 to 75% • Utilization increased from 75 to 90% • Number of staff increased by 29% 	AOM conference presentation & https://hbr.org/2009/12/to-be-a-better-leader-give-up-authority
Innovation Norway, Norway	<ul style="list-style-type: none"> • Improvement in efficiency/performance by 1400% in two years • Increased service delivered by 24% • Reducing operating expenses by 6% • Returned £59M in dividends to state owners 	https://blogs.lse.ac.uk/businessreview/2021/04/20/transforming-a-public-sector-organisation-in-times-of-change/ & https://www.emerald.com/insight/content/doi/10.1108/SHR-11-2019-0082/full/htmlskipTracking=true
Emergn, UK, USA and Latvia	<ul style="list-style-type: none"> • Significant improvements reported within leadership teams, performance and organisational culture • Survey participation increased from 40 to 75% • Moved from 50th to 80th percentile in culture and operational aspects 	https://www.hrdconnect.com/casestudy/how-emergn-improved-participation-and-performance-amongst-leadership-with-the-management-shift-approach/

FURTHER INFORMATION

Case studies:

<https://www.cultureintelligenceinstitute.com/case-studies>



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www.cultureintelligenceinstitute.com



www.managementshiftsolutions.com

Our M&A business partners:



The Culture Intelligence Institute

