

Cultural Due Diligence

Turning cross-cultural complexity into high-performance vitality

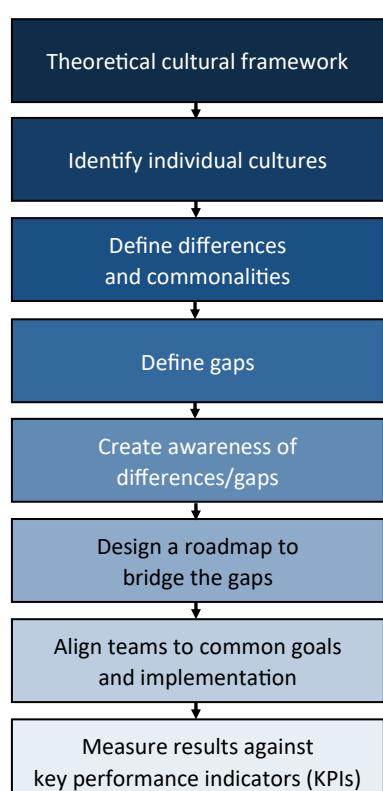
CULTURAL DUE DILIGENCE

Culture is the background to different social environments, the roles of individuals, the way organizations function and how societies are governed within their own political, economic and legal frameworks. A proper understanding of a specific culture with its mindsets, values and behaviour demands an interdisciplinary approach rarely seen in today's organizations or in intercultural awareness training. Cultural due diligence is a strongly underrated element in managing organizations. Standard due diligence is a well-established discipline in business, but is usually understood to cover only areas like finance, science and technology or legal and tax issues. Cultural due diligence, though, has often been underestimated or even neglected. For a long time, people dismissed the importance of cultural differences in organizations, particularly since we seemed to be heading towards a globalized world where differences were likely to disappear. But now cultural differences are back with a vengeance, as many M&A deals and corporate governance issues have demonstrated, both nationally and internationally. Globalization has continued, yet clashes have multiplied. All the issues separating different cultures are still present; they have not really been examined, let alone resolved. We entered a globalized 21st century without a road map or a clear analytical model for practical understanding about living together on a culturally diverse planet where we are moving closer and closer together.

THE EURASIA COMPETENCE APPROACH

EurAsia Competence applies its proprietary comparative theory of culture¹ to transferring knowledge for a client-specific and practice oriented purpose. The approach takes the basics of human existence and behaviour as well as social organization into account. EurAsia Competence tackles superficial understandings of culture by putting the individual and community at the centre, using anthropological, sociological, and psychological insights to develop a coherent picture. It is based on the ways we perceive our natural and social environment and makes a clear distinction between proximity and distance and the psychological consequences of closeness and detachment - the key factors of differentiation in cultural diversity. Cultures may stress the rights and freedoms of an individual or underline integration into a group or organization. This key difference affects approaches to leadership and overall corporate organization, strategy, structure and processes. This is where the services of EurAsia Competence in cultural due diligence in organizations are focused. EurAsia Competence aims at a holistic approach based on two central pillars. The first is analytical due diligence in organizational cultures. The second is transferring knowledge from analytical understanding to practical implementation. EurAsia Competence analyses current organizational conditions for their fitness in a

given cross-cultural context. The approach relies on detecting gaps at different institutional levels. The approach makes it possible to develop the right course of action to increase an organization's effectiveness, performance and improve your competitive position.



*EurAsia Competence Due Diligence Approach
(for details contact EurAsia Competence)*

¹ See Roth, Hans Jakob (2013). Kultur, Raum und Zeit. Baden-Baden, Nomos Verlag

EurAsia Competence provides hands-on and customized strategic and operational support to the management of private enterprises and governmental and non-governmental institutions, enhancing organizational performance and value creation for clients operating in Europe and Asia. EurAsia Competence coaches, supports, and trains boards of directors, executive teams and project teams to integrate cross-cultural competences and gain competitive advantages for clients' organizations.

Our team of experts for cultural due diligence:



Doris Albiner, Partner
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 International corporate transactions (M&A, Buy-out, etc.); Business development in Europe, Asia-Pacific, North America; Development of intercultural corporate culture; Technology and innovation management; Intercultural communication



Hans J. Roth, Partner
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 Thorough theoretical and practical knowledge in cultural differences and their influence on company strategy and management; Broad experience with European companies and their challenges in the Asia-Pacific region and vice versa; Broad experience in public and private education in intercultural competence; Broad experience in risk management/control in public and private institutions

YOUR BENEFITS

- You know the impact of different corporate cultures in pre-acquisition and post-merger integration
- You know the impact of intercultural differences in an acquisition, merger or organic build-up in another cultural environment
- You receive support and coaching on how to close cultural gaps and on how to foster cross-cultural understanding within your teams
- You learn how to use cultural differences to enhance organizational performance

EURASIA COMPETENCE SERVICES IN CULTURAL DUE DILIGENCE

EurAsia Competence offers end-to-end solutions from analysis to implementation:

I Awareness building*

- Cultural due diligence briefings for boards and executive teams
- Cultural due diligence half-day seminar/two-day workshop

II Cultural due diligence in practice*

- Designing tailor-made organizational solutions
- (pillar 1: Analytical due diligence)
- (pillar 2: Knowledge transfer and implementation)
- Seminars and workshops

*Programmes can be made available upon request

OTHER EURASIA COMPETENCE SERVICES

- Strategy and organizational development
- Leadership and change
- Issue and reputation management
- Coaching for boards, executive teams and project teams
- Assessment, education and training of individuals and teams

EURASIA COMPETENCE TARGET GROUPS

- Public and private companies
- Government institutions
- NGOs
- Professional associations and foundations

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