

Glasford International Italy

M&A Path

Glasford for
Human Capital Due Diligence



The first half of 2022 ended with over 500 extraordinary transactions in Italy, for a value of about 30 billion euros. These results have been achieved in the wake of a 2021 positively influenced by the rebound post Covid-19 and the investment opportunities behind the PNRR. The outcome is a **continuous transformation of the market** that gives rise to new organizations with new governance structures as the result of joint ventures, acquisitions and mergers.

In this scenario, an accurate **Human Capital Due Diligence** is essential to be competitive.

Glasford works with all the stakeholders involved in extraordinary operations since the early stages, co-designing the most functional Human Capital solutions to achieve the established strategic goals, through their **people** and the best **skills**.

***Human Capital can become
the most tangible asset
for sustainable growth.***

$$E=mc^2$$

Economy = market x (human capital)²

In an ever-changing market, Human Capital Due Diligence is fundamental for your competitiveness.

Needs

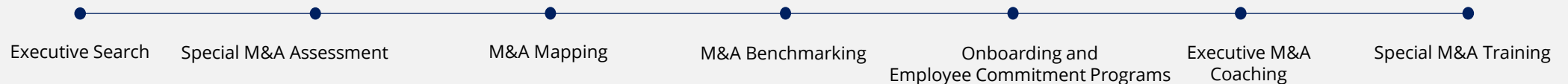
What **skills** does the company have and how can they be exploited to achieve **business goals**?

What skills should **managers** have and how to **identify** and **engage** them effectively?

Is there a need for action to strengthen **management culture** and make it more structured and efficient?

Path

We respond to every need with **integrated** and **co-designed solutions**, evaluating the short, medium and long-term results that the company wants to achieve, and accompanying the organization and its people towards their achievement. In doing so we use our consolidated cross-industry experience and daily business intelligence activities.



Key steps in M&A Path

01 EXECUTIVE SEARCH

People Discovery is the way we act Executive Search: discover the person who will accompany the company in its growth.

Our **three-dimensional approach** connects people, organizations and markets. Thanks to this multi-level exploration,

we help funds and businesses:

- to choose their leaders in line with the strategic objectives to be pursued in increasingly competitive markets (**Industry Driven**)
- to achieve the best balance between results to be achieved and organizational impacts (**Role Complexity**)
- to identify roles and competences that best respond to present and future challenges (**New Role for Challenges**).

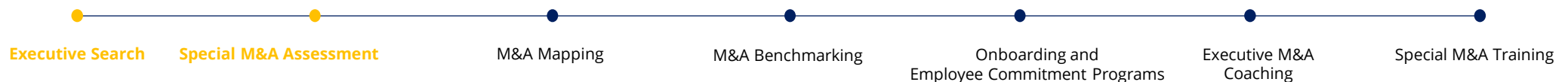
02 SPECIAL M&A ASSESSMENT

GLASFORD ADAPTIVE INDEX* is the basis of our assessment path dedicated to M&A to accompany people to face typical situations and scenarios. We design business cases to activate the winning skills in these contexts and to observe the **potential** expressed by the person as a whole.

*developed through highly reliable diagnostic tools

In this way **we help:**

- the **person** facing organizational changes realizing their potential
- the **organization** to map existing expertise to understand which distinctive levers to use and which areas to strengthen more quickly.



03 M&A MAPPING

We support the most complex choices of companies in the Business Due Diligence phase, through accurate analysis of the target market.

M&A MAPPING is the result of a dynamic **knowledge of the business system** and the enhancement of thirty years of experience and our global network. We build solutions that aim to investigate roles, functions and corporate culture for a **competitive analysis** at the service of the objectives of the business plan.

04 M&A BENCHMARKING

We support companies in reading a constantly changing market.

M&A BENCHMARKING analyses:

- factors contributing to success within specific markets (**Market Analysis**)
- the competitive levers acted by competitors, direct and indirect, on the organizational front (**Competitor Analysis**)
- the pay levels of one or more company roles comparing them with competitors or with companies outside the industry for a rational and competitive Employee Retention (**Salary Benchmarking**).



05 ONBOARDING AND EMPLOYEE COMMITMENT PROGRAMS

We help companies achieve **full integration** by defining a renewed **Employer Value Proposition** and a new **Journey Experience** for their employees and potential candidates.

Using surveys, interviews and mapping of the values that define the brand, the culture and the mission of the company, we structure projects of **Attraction, ONBOARDING and EMPLOYEE ENGAGEMENT** identifying and enhancing the key drivers to be included in the Employer Value Proposition.

Through **communication programs** and **dedicated activities**, we tell and give maximum echo to the strategies of Employer Branding of the newly established company.

06 EXECUTIVE M&A COACHING

We have perfected a specific **EXECUTIVE COACHING** programme to support the entire Leadership Team and individuals at different organizational levels. It combines the most advanced Executive Coaching methods with the skills and experience of Executive Coaches in the field of M&A at an international level. We are at the side of the Executive Teams in managing **moments of great change**, such as those characterizing M&A, **Soft Due Diligence** and **integration** processes. Recognizing and managing the people and key factors that make an M&A process successful cannot be improvised. It requires preparation, resilience to stress and onboarding skills. We train you for this.

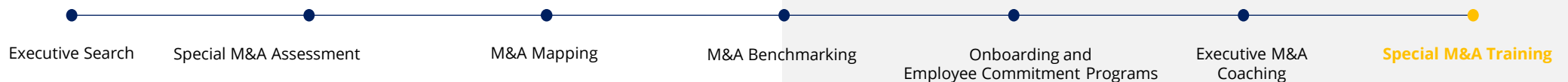


07 SPECIAL M&A TRAINING

We help companies to plan in advance **TRAINING courses** focused on the characteristics of the organization that will be created, paying attention to both **technical** components, such as new organizational processes, both **cultural and relational**, such as styles and expected modes of cooperation.

After an accurate analysis, we define together **transversal and specific training programmes**, which also transmit the attention to the motivational components such as **Engagement, Communication** and **Caring**, so critical in situations of high stress and change.

We believe in the centrality of people within the merger or acquisition strategy, to mitigate risks and reduce integration times.



Contact

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