



## CASE STUDY

# NAVIGATING GLOBAL ACQUISITION

### INDUSTRY

Energy Electrification

### CHALLENGE

Integrate two global companies amid cultural friction and organizational uncertainty during a historic acquisition

### SOLUTION

Lead strategic internal communication and change management efforts to align teams, reduce disruption, and foster cultural cohesion

### EXPERTISE

Change management | Internal communications  
Executive communication | M&A integration

In 2015, a global industrial leader made headlines when it completed a \$10.6 billion acquisition of a European energy firm's power and grid businesses – a historic move that reshaped the global electrification landscape. The majority of what was acquired went to one business unit within the industrial leader, expanding its global footprint with plants and employees across Europe, Asia, and North America.

But the real challenge wasn't logistical.

**It was human.**

Two century-old companies, each with deeply established cultures, were merging. With overlapping roles, duplicate facilities, and thousands of employees uncertain about their future, the acquiring company needed a strategic approach to navigate the human side of this transformation. Enter the team at Arketi Inside.

## THE HUMAN SIDE OF MERGERS

We partnered with the global industrial company to shape the integration strategy from the inside out. Recognizing that roughly 74% of mergers and acquisitions fail due to cultural misalignment, traditional financial and operational playbooks alone wouldn't suffice.

Instead, we helped craft a communications approach around empathy, transparency, and action. Together with the company's executives and change management teams, we:

- **Conducted deep-dive stakeholder interviews** across global facilities to understand the cultural landscape.
- **Mapped the integration journey** against the organizational change curve to predict employee sentiment over time.
- **Developed strategic messaging** tailored to both legacy organizations, grounded in shared values and future opportunity.
- **Equipped leaders** with tools to say “we don't know yet” to help maintain credibility despite the inherent uncertainty.

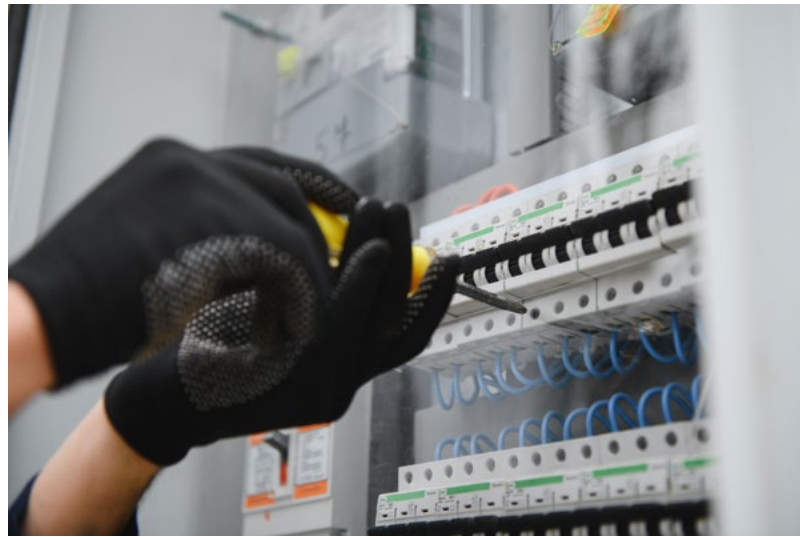
The company invested in proactive communication and cultural integration. The focus was to 1) acknowledge the uncertainty faced by employees, 2) communicate even when the answers weren't fully known, and 3) treat employees as participants rather than bystanders in the change.

## FROM UNCERTAINTY TO ALIGNMENT

Integration complexities varied by region. In France, where both companies had facilities located near each other, we advised retaining local operations with minimal disruption. But in areas where the companies had overlapping production, tough decisions loomed and so did risk.

To reduce friction, our team led communications that:

- Acknowledged uncertainty honestly.
- Reassured employees through visibility and dialogue.
- Prioritized culture alongside logistics.



We transformed leadership communications from top-down memos into two-way conversations, reinforcing that this change was happening by and for employees – not just to them.

## MEASURING WHAT MATTERS

Our communication strategy helped the acquiring company maintain cultural cohesion and preserve productivity during turbulent times. Leadership teams, supported by our coaching and materials, responded to tough questions with clarity – even when answers weren't final.

And by minimizing the duration of employee confusion and disengagement, we helped the organization move through the change curve more quickly, avoiding the costly stall often seen in large integrations.

## LESSONS LEARNED

Though the acquisition is now viewed by many as a cautionary tale – part of a broader story of corporate restructuring and strategic refocus – the integration experience offers a lasting truth: Change doesn't happen to people. It happens through them.

With us as its strategic partner, the acquiring company navigated the biggest acquisition in its history and gave its people a voice during every step of the journey.