

“CULTURE MEETS AI”

(IN THE CONTEXT OF)
**THE CHANGING LANDSCAPE OF M&A AND
WHAT IT MEANS FOR INDIA**

TABLE OF CONTENT

Section

1. Evolution of M&A
2. M&A Landscape
3. Jobs of the Future
4. The Millennial Perspective
5. CEO Reboot
6. MnA Genome
7. Unquote Culture

The page features decorative circuit-like lines in the corners. The top-left and top-right corners have dark blue lines, while the bottom-left and bottom-right corners have light blue lines. These lines consist of straight segments connected by right-angle turns, ending in small circles.

“EVOLUTION OF M&A”

- **Mergers during the period 1981-1991:** The mergers that took place in this era was characterized by the deal size being much larger than before with foreign takeovers becoming a common deal type. This era ended with anti takeover laws and financial reforms being put in place
- **Mergers during the period 1992-2001:** Globalization, stock market boom and deregulation inspired the deals that took place during this period. These deals were driven by a more long term strategy rather than short term
- **Mergers during the period 2003-Present:** A technology driven world characterize this period with strategic drivers of growth and geographical expansion.



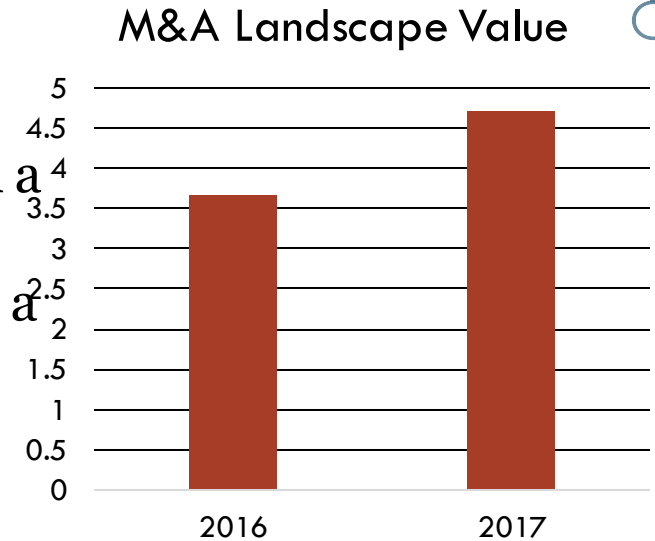


The page features decorative circuit-like lines in the corners. The top-left and top-right corners have dark blue lines, while the bottom-left and bottom-right corners have light blue lines. These lines consist of straight segments connected by small circles, resembling a network or data flow diagram.

“M&A LANDSCAPE”

M&A LANDSCAPE VALUE

The value of deals in the M&A ecosystem has seen a seismic jump of 64%, where deals were valued at \$3.66 Trillion in the year of 2017 and has reached a value of \$4.7 Trillion to date



India has recorded a **26%** increase in deal values with contributing to **\$44 Bn** with a record number of **442** deals in the year 2018.



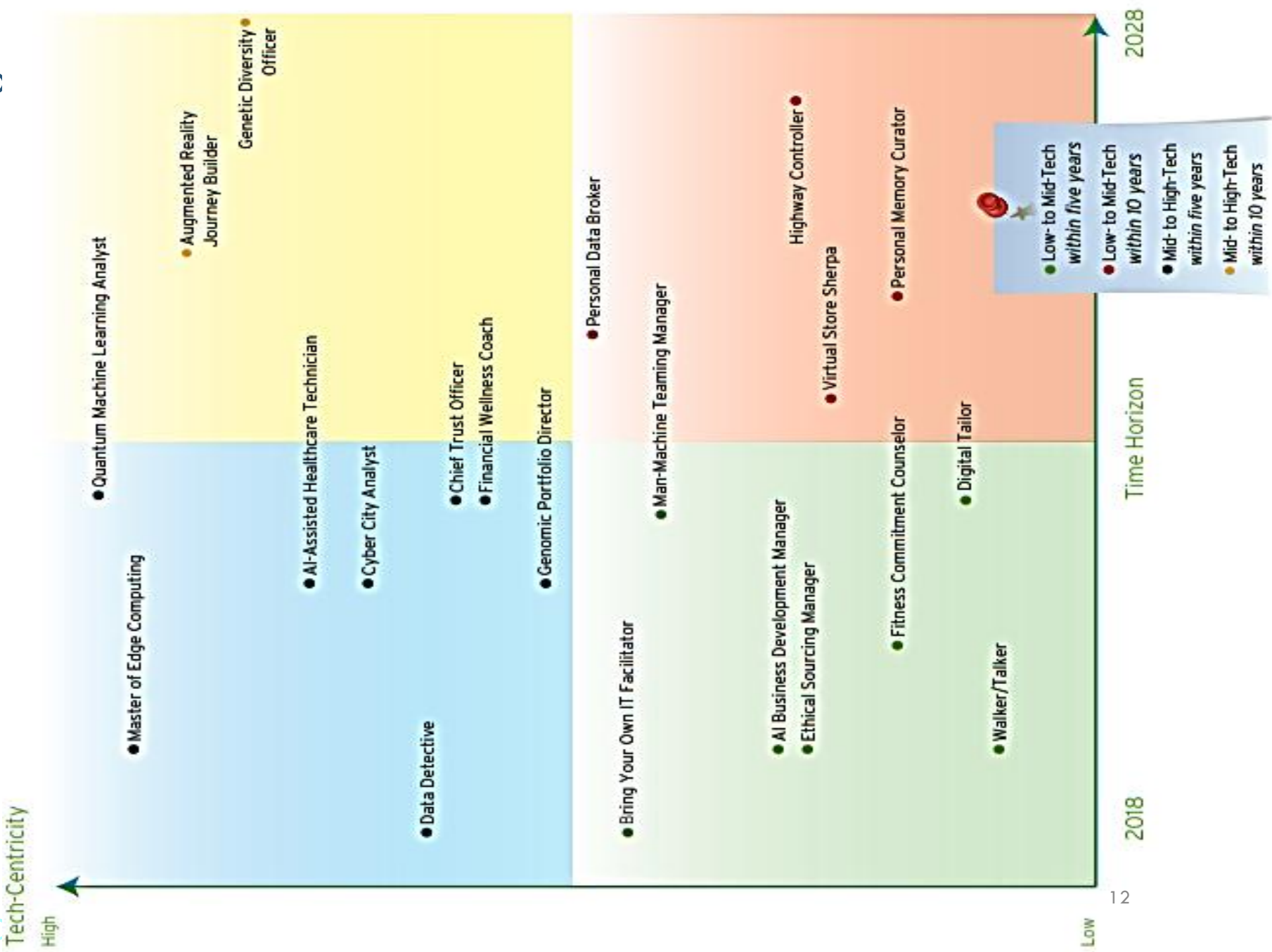
JOBS OF THE FUTURE

A GUIDE TO GETTING - AND STAYING - EMPLOYED OVER THE NEXT 10 YEARS

HUMANS NEEDED

Work is changing due to automation and AI, but it's not going away. Based on the major macroeconomic, political, demographic, societal, cultural, business and technology trends observable today, we propose 21 new jobs that will emerge over the next 10 years and will become cornerstones of the future of work.

21 Jobs: The road to 2028



Legend for Time Horizon:

- Low- to Mid-Tech within five years
- Low- to Mid-Tech within 10 years
- Mid- to High-Tech within five years
- Mid- to High-Tech within 10 years

21 Jobs: The road to 2028

JOBS BY TECH-CENTRICITY

Low- to Mid-Tech

(listed in order of tech-centricity)

Walker/Talker	18
Digital Tailor	24
Fitness Commitment Counselor	20
Personal Memory Curator	46
Virtual Store Sherpa	42
Ethical Sourcing Manager	12
Highway Controller	50
AI Business Development Manager	14
Man-Machine Teaming Manager	30
Bring Your Own IT Facilitator	10
Personal Data Broker	44

Mid- to High-Tech

(listed in order of tech-centricity)

Genomic Portfolio Director	28
Financial Wellness Coach	32
Chief Trust Officer	36
Data Detective	8
Cyber City Analyst	26
AI-Assisted Healthcare Technician	24
Genetic Diversity Officer	52
Augmented Reality Journey Builder	48
Master of Edge Computing	16
Quantum Machine Learning Analyst	40

JOBS BY TIMEFRAME

Within the Next Five Years

Data Detective	8
Bring Your Own IT Facilitator	10
Ethical Sourcing Manager	12
AI Business Development Manager	14
Master of Edge Computing	16
Walker/Talker	18
Fitness Commitment Counselor	20
AI-Assisted Healthcare Technician	24
Cyber City Analyst	26
Genomic Portfolio Director	28
Man-Machine Teaming Manager	30
Financial Wellness Coach	32
Digital Tailor	34
Chief Trust Officer	36
Quantum Machine Learning Analyst	40

Within the Next 10 Years

Virtual Store Sherpa	42
Personal Data Broker	44
Personal Memory Curator	46
Augmented Reality Journey Builder	48
Highway Controller	50
Genetic Diversity Officer	52

The page features decorative circuit-like lines in the corners. The top-left and top-right corners have dark blue lines, while the bottom-left and bottom-right corners have light blue lines. These lines consist of straight segments connected by right-angle turns, ending in small circles.

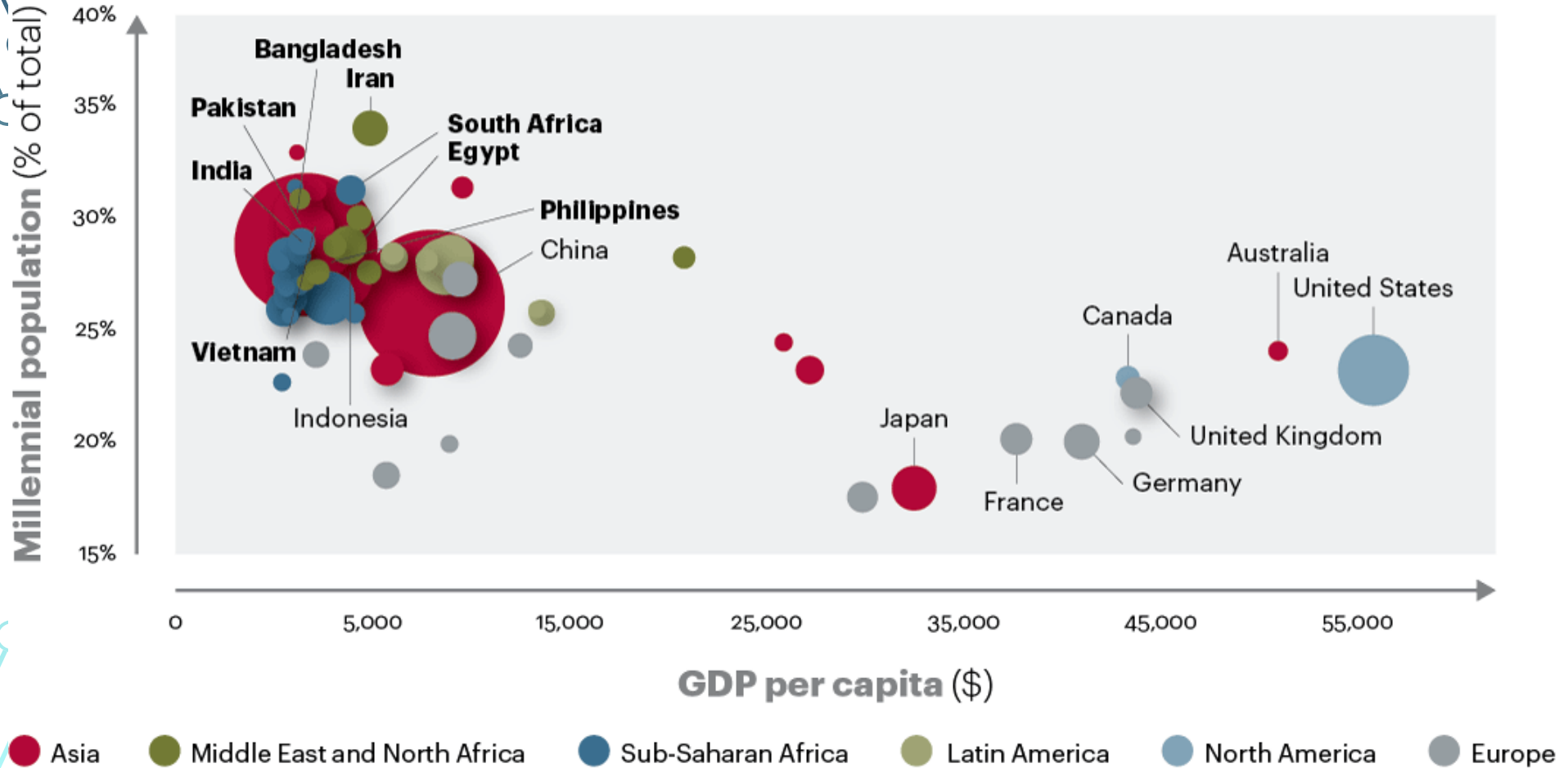
“THE MILLENNIAL PERSPECTIVE”

TALENT GAPS EXPECTED BY 2020 AND BEYOND

The exhibit shows the talent gaps expected by 2020 and beyond. However, in case of India, which has low or no talent shortage, the challenges related to employability will be prominent



Global Millennials are concentrated in countries with lower per capita income



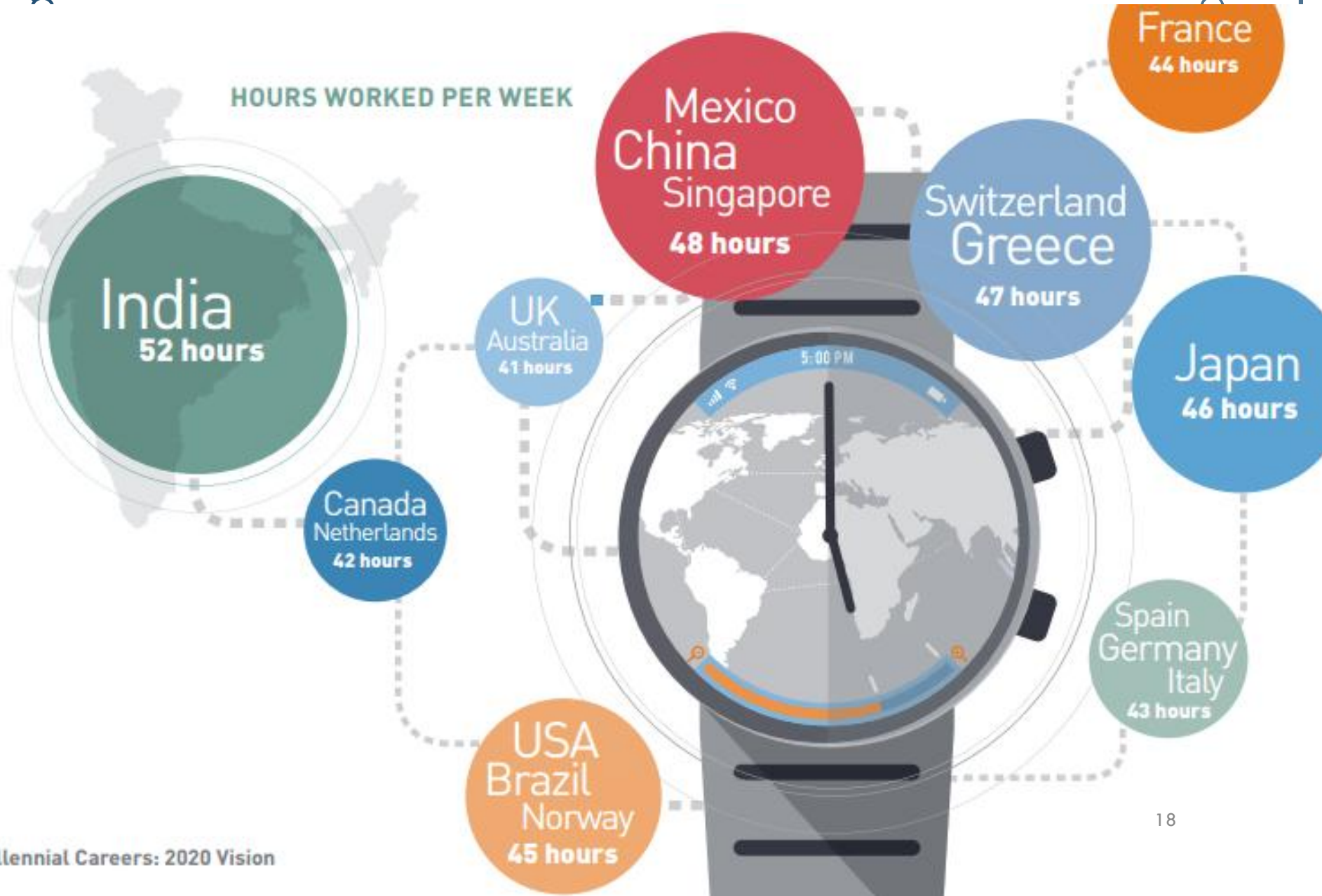
Note: Bubbles indicate size of country's total population.

Sources: UN World Population Prospects 2015, IMF World Economic Outlook; A.T. Kearney analysis

- Studies indicate that by 2020, Millennial or Gen Y are projected to be 50% of the workforce and by 2025 this number is expected to reach 75%.
- In India, 64.8% of the population would be in the working age of 15-64 years by 2026
- Millennials have a completely different value system from the older workforce. They want to taste the fruit of their labor while they are working.
- The key characteristics of Gen Y is Hard working, work focused, Self-driven, technological savvy and very strong in academic and technical know-how.



HOURS WORKED PER WEEK



What's important to you?

Millennials

Nonmillennials

Making a positive difference in the world

20%

20%

Compensation

68%

64%

Work-life balance

29%

31%

Meaningful work

14%

18%

Achievement of income goals

32%

30%



Only 30%

of executives say their companies give special attention to the particular wants and needs of millennials.

What Matters Most at Work



Employee concerns about their jobs

- ✓ Position changing or becoming obsolete
- ✓ Not enough opportunities for advancement
- ✓ Inadequate staffing levels

Ways to increase employee loyalty and engagement



What employees want:

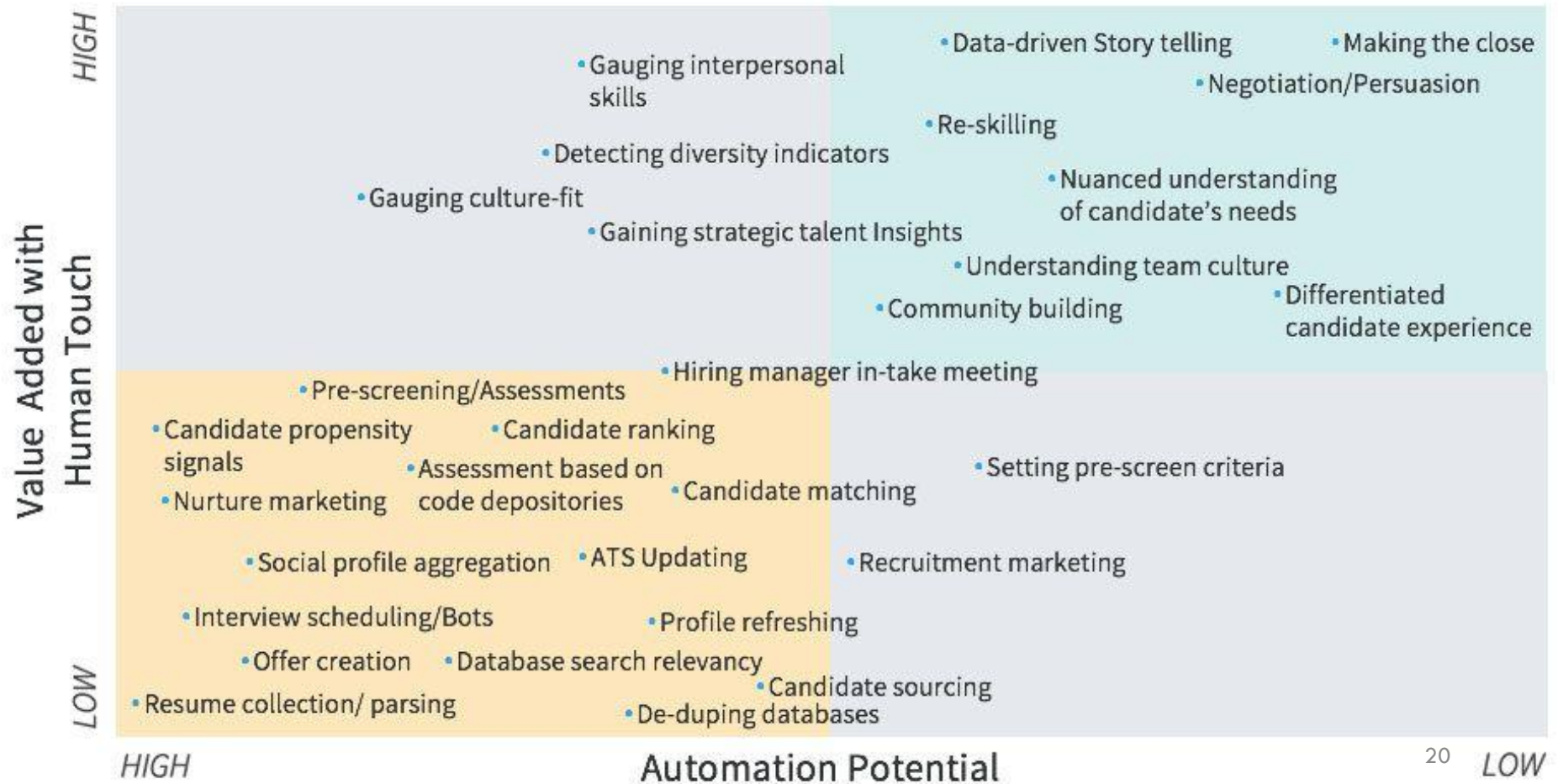
- ✓ Higher compensation
- ✓ More comprehensive benefits
- ✓ Career opportunities



What employers offer:

- ✓ Bonuses
- ✓ Training
- ✓ Benefits for families

How will AI and ML likely impact recruiting activity?



The page features decorative circuit-like lines in the corners. The top-left and top-right corners have dark blue lines, while the bottom-left and bottom-right corners have light blue lines. These lines consist of straight segments connected by right-angle turns, ending in small circles.

“CEO REBOOT”

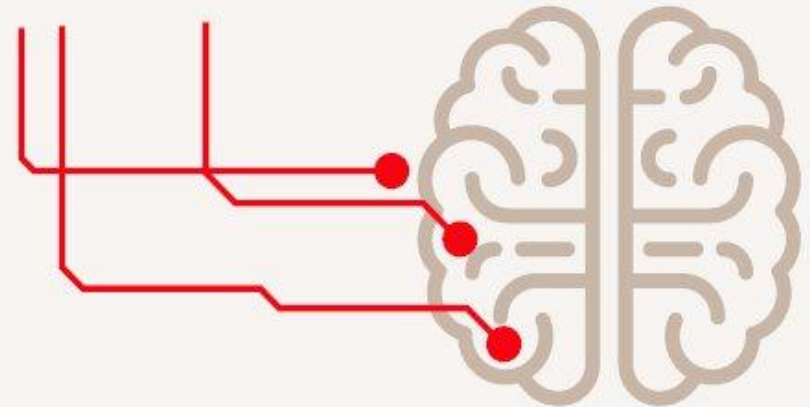
52%

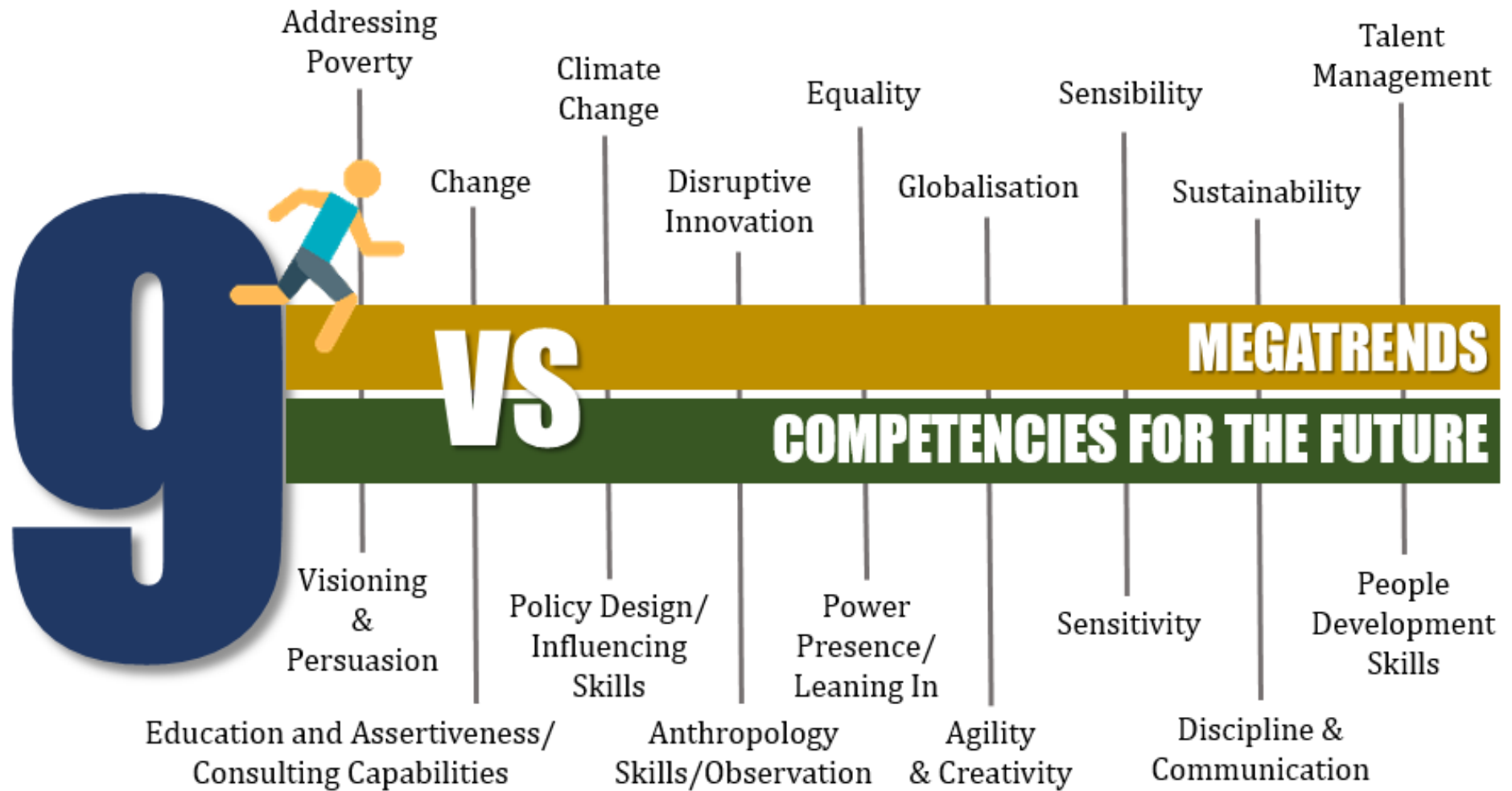
say they're already exploring the benefits of humans and machines working together.



39%

are considering the impact of AI on future skills needs.





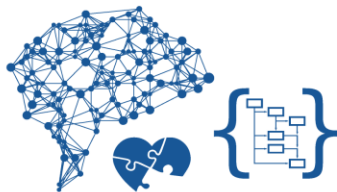
Top 10 skills

in 2020

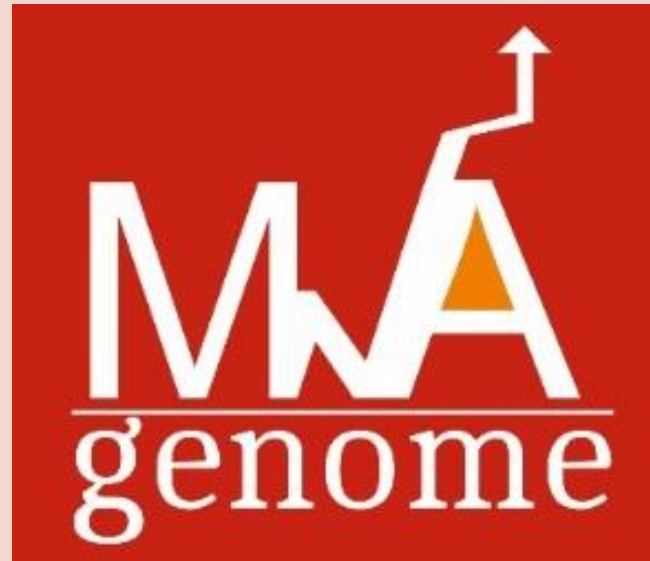
1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

in 2015

1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgment and Decision Making
9. Active Listening
10. Creativity



Source: Future of Jobs Report, World Economic Forum



WHERE CULTURE MEETS A.I.

OUR PURPOSE

TO HELP INVESTOR COMMUNITY

PROTECT AND
VALUE
ENHANCE

BY SOLVING COMPLEX
THROUGH HIGH
CULTURE ISSUES
QUALITY INSIGHTS ON

INNOVATIVE

&

INTELLIGENT



PLATFORMS DESIGNED ON

HUMAN BEHAVIOUR

Realtime
and
continual

Intuitive
Artificial
Intelligence

Do you know your Culture Entropy Score?



Culture is money! In a market that is valued at \$4.7 Trillion worldwide, culture alone accounts for \$1.5 Trillion in losses! 33% of deals succumb to the failures of culture integration! But, worry no more!

MnA Genome is a one of its kind AI platform on organizational culture that has the potential to predict the outcomes of a merger or an acquisition. We are pretty much the pioneers in culture analytics as we are able to connect our results to Value protection and acceleration.

WE ARE AT THE CORE OF CULTURE CHANGE...

DRIVERS FOR LEADERSHIP

9 years of Management Consulting across industries

163970 Professionals mentored, trained and coached on nuances of leadership

32000 Behaviourial patterns analyzed

643 Culture Alignment Interventions facilitated (domestic & international)

DRIVERS FOR CULTURE



Change Management



Competency Assessments



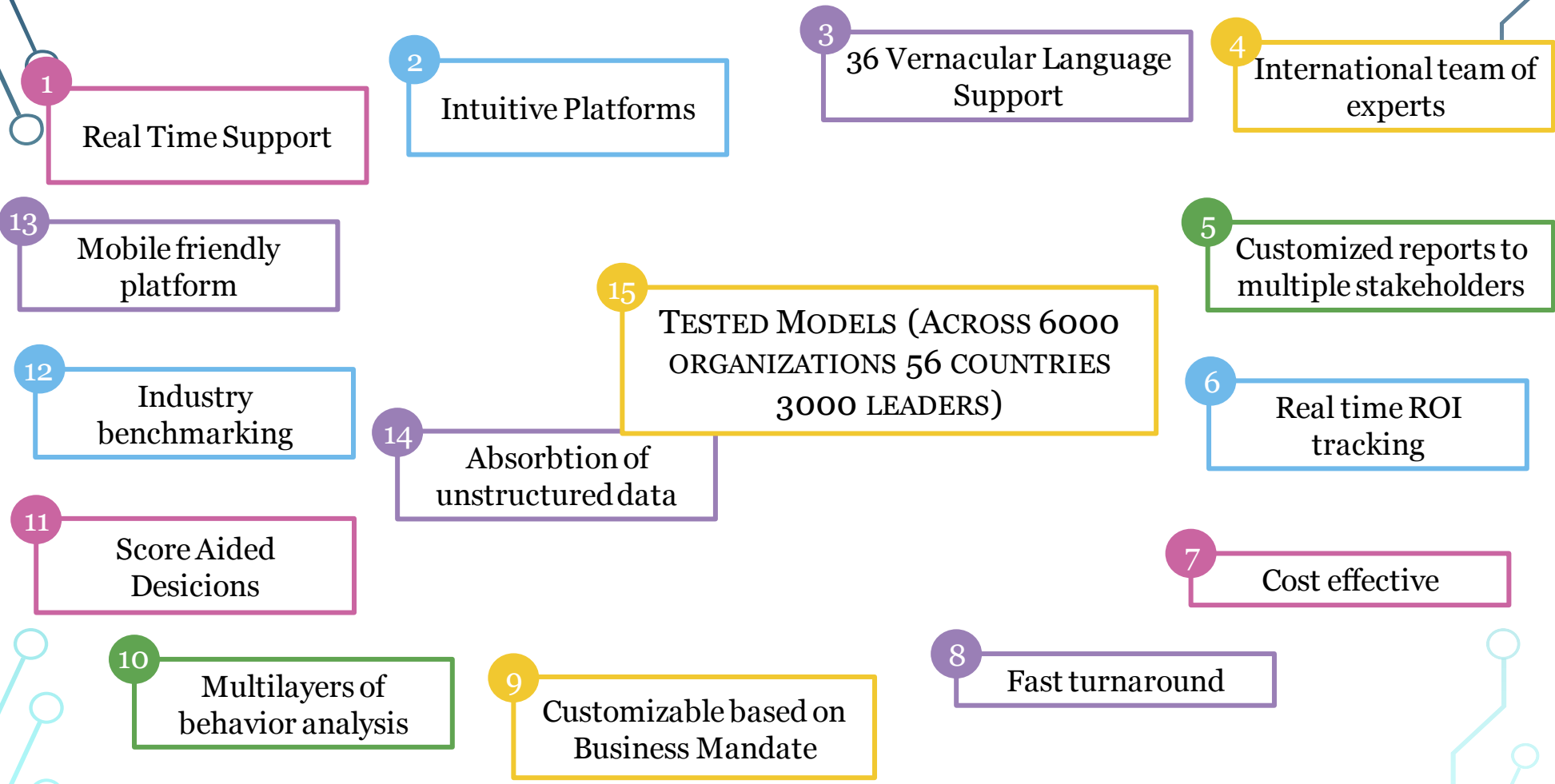
Organizational Restructuring



Accelerated Start Up and Incubation

MNA GENOME

A.I. PLATFORM HIGHLIGHTS



MNA GENOME BACK ENGINE



9

Years of R & D



4

Assessment
Categories



67

Human
Dimensions



9276

Behaviour
Elements

Everyone talks about culture but we have the **Best Solution**



Score Aided
Decisions



Predictive
Analytics



Platform on
A.I.



Tested Model

SINGLE SCORE = ACTIONABLE INSIGHTS = VALUE

The page features decorative circuit-like lines in the corners. The top-left and top-right corners have dark blue lines, while the bottom-left and bottom-right corners have light blue lines. These lines consist of straight segments connected by right-angle turns, ending in small circles.

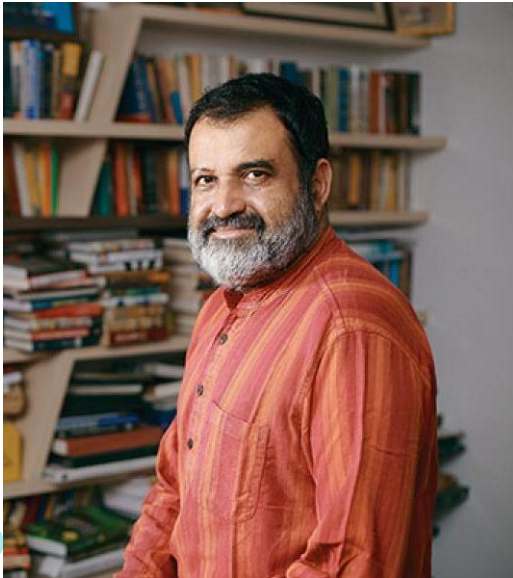
“UNQUOTE CULTURE”

Exclusive quotes received for MnA Genome

Culture Quote

MOHANDAS PAI

Chairman of Manipal Global Education



A leading philanthropist and a partner in multiple venture capital firms and PE firms. He has leading experience in the space of strategic acquisitions and startups

“ It is culture that determines how an organisation will function. No matter how many financial exercises you engage in, during an M&A, ultimately if the people are not aligned, the new combined entity would not be able to function smoothly. ”

Culture Quote

AMIT DIXIT

Senior Managing Director at Blackstone

Blackstone is one of the biggest PE funds of the world. It has a fund size of over \$434 Billion as of 2017

“The right organizational culture and team morale are essential for any company's success. Quite often these softer issues are overlooked especially in merger situations leading to failed outcomes.”



Culture Quote



RAVICHANDRAN

Executive Director, TVS Logistics

TVS logistics aims at a revenue of Rs.7000 crores and hopes to achieve this through the strategic acquisitions it has already begun doing

"Culture Compatibility is core of all M&A and needs to be monitored from time to time. At the end of the day all M&A's are initiated with the primary motive of keeping the CUSTMOERS happy and engaged. No customers, no business. I strongly believe that the solution of a culture integration process should be reflective of the values that the customer chooses for us."

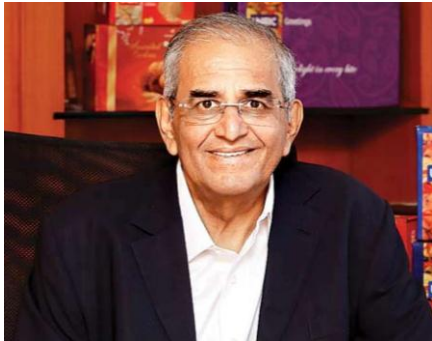
36

Culture Quote

NIKHIL SEN

CEO & MD of Unibic India

A strategist of repute. He is credited to have co-authored the strategy of re inventing brand Britannia and launch of Tiger brand in the mass market. His strategic initiatives include “Britannia for a life time” which made the brand relevant to various age groups through a detailed cohort analysis.



“ Investment economics matter, but the realization of those economics depends on people, their competencies and value systems. When it comes to understanding people & organizational fit, science complementing art would always be welcome ”



Smita Tharoor
CEO, MnA Genome
smita@mnagenome.com | +91 80 23615999
India – United Kingdom – Dubai