



Practical Approach to Post Merger Integration

Held in a boardroom / round table setting with a maximum of 25 participants, this combination course and workshop is designed for management teams leading the transition from deal execution to operationalization.

Course Topics

Day 1: Introduction to Post Merger Integration

Setting the stage on M&A, current trends and the M&A Life Cycle

- **Mergers & Acquisition vs. Strategic Alliances**
 - When should you acquire versus forming a strategic alliance? What are the empirical characteristics of a successful strategic alliances versus a successful merger or acquisition respectively?
- **Current trends in M&A**
 - What is driving deals in the region? – Inbound/Outbound – Industry Trends
- **Introduction of the M&A Integration Life-cycle**
 - Gaining an overview of the three phases including a high level discussion of each step of the pre deal, deal, and post deal phase. Identification and definition of the key integration factors that will assure your success

“Pre Deal is Post Deal”

Which mindset and preparatory steps will determine your success post deal?

- 1.Strategic Selection – Pre Deal is Post Deal**
 - a. What are the six critical steps during the “Strategic Selection Phase” that will enable you to choose the right merger or acquisition partner that is easy to be integrated?
 - b. What issues do you need to be mindful of during the six steps to facilitate the later integration requirements?
- 2.Due Diligence – The Next Generation Framework**
 - a. What it takes to advance the traditional due diligence model to the next generation?
 - b. Why you should focus on using the next generation due diligence model if you want to increase the probability of success during the integration of your merger or acquisition?

“Post Signing and Pre Closing”

Connecting the Dots – Pre-requisites for successful integration and value creation

3.Integration Planning Framework and Team

- a. Which steps and skill-sets will secure your ability to capture the value you expect from the deal?

4. Clean Room Approach – How to get ahead despite regulatory investigations?

- a. How can you start planning your integration when regulatory approval prohibits you from sharing information with your partner and vice versa using the clean room methodology?
- b. Case study providing an inside view on the events and approach following the intervention of the US-Justice department in a prominent merger in the chemicals industry (The Malaysia Issue)

5.The most critical leadership question

- a. “Who” will run the merged business?

6.Managing the integration pro-actively – How to program your integration for success?

- a. How to structure your M&A integration program management?
- b. How many resources do you need?
- c. Who should be part of the PMO?
- d. What reporting lines do you need to establish?
- e. What reporting approach will benefit your integration most?

7.Synergy analysis - Linking the business case with the practical reality of its implementation, time and likelihood of success

- a. How to implement a proven successful synergy assessment framework?
- b. What are the most important types of synergies you need to be looking for?
- c. How to establish a smooth process that links data collection, evaluation, timing, with decision making and reporting?
- d. How to define criteria that will facilitate the tracking of the synergies post implementation?

8. DayOne Planning – How to secure true control over your acquisition

- a. How to plan for DayOne?
- b. How to reduce overwhelm?
- c. Who to rely on?
- d. What methodology to employ and IT platforms to use to bring it all together?
- e. How to control implementation of activities?
- f. What reporting structures and frequency to establish?
- g. How to integrate escalation of discrepancies and enable factual decision-making?

9. Implementing effective stakeholder oriented communication

- a. What approach will enable you to diffuse anxiety and promote value creation?
- b. What communication steps do you need to implement to gain a broad understanding of the true issues aside of the limited information that reaches top management?
- c. How to structure communication to be effective and informative?
- d. What issues to be mindful of in your M&A integration communication if you are a public company
- e. Case Study: Discussion of the stakeholder analysis of the Albany International – Geschmay integration

10. Organizational reframing

- a. How do you clarify roles, responsibilities and define the new organizational design?
- b. Do you have a good understanding of the business processes and where the value creation takes place?
- c. Does it make sense to follow a best practice approach or should you rather focus on a fast and accelerated implementation following the value creation methodology?
- d. Where and when to use an accelerated organizational integration and where should you take your time?

11. Cultural alignment – How to keep strong performing people

- a. What steps will lead you to align and implement a joint new culture of both entities?
- b. Do you have a solid understanding of the behavioral differences of both organizations?
- c. Have you implemented such analysis from the very first moment of engaging in M&A?
- d. What is measured gets done – really?
- e. Does incentivizing behavior prompt action?
- f. Do you understand how and through which means you can trigger change?

Day 2: What happens on DayOne?

Transition from the deal phase to the operational integration

12. Turnkey Events – that can make or brake your successful M&A integration

- a. What critical events need to be planned for?
- b. What is the purpose of a Synergy Working Session?
- c. How to focus on value creation, create executive alignment, reaffirm the merger vision and devise a communication strategy that provides a clear strategic direction to the integration team?
- d. What is the purpose of the Transition Team Launch?
- e. How to create alignment, momentum and focus on value creation among the integration teams?
- f. Which rules will support the joint agenda?
- g. How to organize meetings easily?
- h. How to interact with the team sponsor?
- i. Detailed discussion of the Synergy Working Session and the Integration Team Launch, HBR Case augmented by experience as project manager: The Albany International – Geschmay integration

13. DayOne Communication

- a. What are the key messages that will be delivered to the joint business?
- b. How to ensure stability, revenue focus, strategic direction and clarity where to move from here?
- c. How to build momentum and motivate the entire staff and management to work together?
- d. How to incentivize the call for joint initiatives towards value creation?
- e. What messages need to go out to other stakeholders?
- f. What are their information needs?
- g. How to effectively keep a two way communication going between all stakeholders to continuously have your finger on the pulse?

First 100 Days Period

Transition from the deal phase to the operational integration

14. Cultural Alignment

- a. What steps to take to bring two culturally different organizations together? How to diffuse difficulties and critical issues amicably.

15. Functional Integration

- a. What are the key steps to integrate the Finance, IT, and HR department
- b. We address topics such as joint financial reporting, controlling, IT system interfaces, joint IT infrastructure, one corporate email directory, IT security standards, joint payroll and HR data integration?
- c. What additional departments require immediate attention post DayOne?
- d. How to address critical steps in Sales, Marketing and Customer Service to keep the revenue momentum?
- e. What to do to keep the customers happy, loyal and NOT concerned?

16. Communication strategy – celebrating successes

- a. How to keep the momentum and information flow going during the first 100 days?
- b. Why the importance of communicating quick wins will help you to motivate the organization?
- c. Why conducting a second stakeholder analysis may be more important than you tend to believe?
- d. How to employ the learning's to counteract trend within and outside of the new venture?
- e. Implementation tracking and reporting
- f. What gets measured gets done – really?
- g. Why senior management needs an effective and frequent tracking process, structure and information reporting to steer the joint business going forward?

17. Implementation tracking and reporting

- a. What gets measured gets done – really? Why senior management needs an effective and frequent tracking process, structure and information reporting to steer the joint business going forward?

18. Building a firm wide PMI network

- a. Why it is vital to know your internal talent pool for the next deal? What processes may assist you in identifying the right skill-sets and people to establish that network within your firm

Target Participants

CEOs, CFOs, COOs and Corporate leaders preparing for strategic acquisitions. Senior leaders in Corporate Development and M&A Departments, Strategic Planning, Program Management, Finance, Legal, Operations, IT and HR

Format

- 2 Day executive course and workshop
- Boardroom / Round Table setting
- Boardroom environment
- Maximum 25 participants
- Course materials provided to all attendees
- Breakfast and snacks provided

Dates and Location*

See website for upcoming dates

*Additional dates and locations available for custom delivery.



Pricing*

3,195 EUR per attendee. 2,750 EUR per attendee if registered 60 days prior to course start, or for companies with 3 or more participants.

*See cancellation policy

Instructors

The session is delivered by senior Partners of Global PMI Partners, a professional services firm focused exclusively on M&A integration. Formed in 2010, Global Post Merger Integration Partners has local operations across North America, as well as international partners in Europe, Asia, Australia and the Middle East. Our Partners are highly experienced and average 27 years of professional experience and have delivered more than 260 PMI projects.

Cancellation Policy

Cancellations or deferrals must be submitted in writing more than 30 days before the program start date to receive a full refund less 10% processing fee. Due to program demand and the volume of pre-program preparation, cancellations or deferrals received less than 31 days before the program start date will be charged in full.



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