

M&A Integration Training

Training Topics

Due Diligence

Sign

Close

Interim State

End State

Valuation & DCF

Governance

Functions: HR, IT, Finance, Procurement,

Integration Management Office

Integration Strategy

Day 1

Growth: Sales & Marketing

Efficiency

Synergy

Communications

Playbook / Methodology / Tools / 6,000 line checklist

Introduction

Getting you up to speed on integration thinking, strategy, process, best practice. It is always possible to improve your integration process and make fewer mistakes in the next one. This could improve profit by many millions or tens of millions of pounds. Our days will cover:

Integration Topics

- Governance
- Integration Strategy
- Efficiencies
- Integration Management Office
- Day 1
- Synergy

- Communications
- HR (People)
- Finance
- IT (Systems & Data)
- Sales & Marketing (Growth)
- Supply Chain
- Procurement
- Other functions

All other M&A topics

We sometimes find clients would like us to teach their people other parts of the deal, so that they understand how it all fits together. Particularly valuation, discounted cash flow and due diligence, deal rationale and strategy, the whole deal process.

Learning Topics

Session 1: Integration Strategy

Understand the company strategy, deal strategy and integration strategy, how they all interact and follow from each other. Looking at:

- Integration strategy
- Integration mapping
- End state selection
- Scenario's
- Baselining
- Maturity models
- Cultural aspects

Session 2: Synergy

Synergy projects identified by function, divisions, businesses and countries are reviewed by the IMO, then consolidated into a high level plan. Individual business cases need to be prepared with delivery plans developed and approved. A robust and accurate tracking and reporting process

- Plan and Split Estimation
- Create business cases
- Agree plans
- Tracking & Reporting

Session 3: Integration Management Office

Looking at the high level synergies and turning them into a high level 100 day plan and then moving into a details planning phase

- What do we need to track, control, and understand during the integration?
- How will we know if we are on target to succeed?
- Plan the plan
- Integration kick off meeting
- Integration tools
- Structure
- Risk management
- Resourcing
- Business cases, project set up

Session 4: Governance

The structure of the integration needs to be agreed and put in place, resourced and maintained. Without good guidance, direction and decision making the planning will not go well and delivery will be poor and slow.

- Decision making
- Guidance
- Structure
- People
- Risk management

Session 5: Efficiencies

There is always a lot of politics involved in mergers, who gets what job, budget, where does the power sit. Looking for efficiencies has a number of facets. There will also be duplication or overlap across the merging organisations, these can provide the largest efficiencies. All efficiencies need to be logged for cost vs benefit and easy of delivery, together with plans made to deliver them, governance put in place to ensure good decision making on which to move forward on and when. The Synergies to be captured and ensure the financials of the deal are a success.

- Overlap & duplications
- Standardisation
- Cuts due to strategic change
- Waste & bottlenecks

Session 6: Day 1

A key stepping stone to ensuring that an integration delivers maximum value and minimum disruption.

- Critical Day 1 items
- Day 1 planning
- Communications
- Leadership
- Customers
- Brand

Session 7: IT

Data is needed to run the integration, make decisions and run the business. How will we collect it? How do the people fit in? Data and information are usually key components in decision making, especially when it comes to sales forces, customer retention and revenue increase. We need to move rapidly on somethings and extract them from the normal speed of IT integration.

- Data to plan the integration, make decisions rapidly and run the business
- What do we need and how will we get it
- How to the people fit into this
- Don't make the same mistakes over and over again
- Data analysis

Session 8: HR

People, people, people! Plan the organisational structure, power, culture capability, pay and pension. The people will deliver the integration and the business. What will we do with and to them? How will they feel? We need to ensure we get the right people in the new organisation, get them on our side and move the whole new entity in the right direction. This all takes a lot of planning

- Role clarification, interim organisation and organisational structure
- Leadership clarification and executive alignment, people planning
- Power, capability, T&C, Change curve, profit dip
- Culture: What effect does culture have? How to asses culture? Organisational reframing
- Who needs to be involved in the integration, and when?
- How to we maintain morale?
- How can we restructure but keep talent?
- Change management

Session 9: Finance

Looking at finance across the whole company, helping all the other functions and parts of the deal, together with a good look at how to design, set up and run the new finance function.

- The deal is about delivering the synergies
- What should the new finance function look like
- Improvement in efficiencies of outsourcing.

Session 10: Communications

Many people understand that communications is critical to success in M&A, but few understand what they are going to be communicating and how to do this effectively.

- We need to tell people internally and externally what is going on
- Poor communications will lead to disaster
- What shall we tell them, why and when?
- Stakeholder analysis

Session 11: Sales & Marketing

To successfully deliver any deal, we need to understand the product base and how it links with customers and profitability. Review all data and make rapid changes where needed, often ready to deliver Day 1, certainly with communications around these areas. We have just paid a large amount of money in purchasing a company for its customers, don't lose any, start learning how to plan and move rapidly, ensuring no sales or profit dip.

- One half of integration is cost cutting; the other is revenue improvement / generation.
- Cross-selling, up-selling, new products, improved pricing.

Session 12: Other Functions

An opportunity to go through all the other functions and have group discussion with learnings:

- Supply Chain
- Procurement
- Health, Safety, Security, Environment, Quality

Additional Items

Session 13: Due Diligence

Brief session on how to run due diligence, why we do it, what it might contain.

The whole day will be perforated with integration items that we need to think about during due diligence.

Session 14: Valuation

There will be a discussion around the strategy of valuation

Session 15: Game

There will be a game where teams decide on M&A strategy, value the company and run through a negotiation

Key Discussion points during the course

How can you get the most value out of your deal? What are the stages of a successful integration? How do you achieve the announced synergies? How do you estimate the costs? When do you start planning the programme? Who needs to be involved in the integration, and when? Which business areas are impacted? What tools and techniques do we use for structuring integration planning, delivery and tracking? How should you balance the programme against business as usual? What lessons have we learnt about avoiding the pitfalls? How to we maintain morale? How can we restructure but keep talent? How do we ensure performance is not affected? What effect does culture have?

Danny A. Davis

20+ years of experience assisting national and international clients manage strategy issues, M&A, M&A integration and internal restructure.



Guest speaker at London Business School 2003 - present. Part of the Cass business school M&A research centre 2013 – present.

Programme director M&A at Henley Business School 2010- 12

Trustee on the board of the chartered management institute 2006 – 09. Chairman of the marketing and policy committee for the chartered management institute 2005 – 07

Has delivered M&A training to over 100 companies

He wrote the book: M&A integration how to do it. Now on many of the worlds top business school M&A courses.

Published articles for a large number of magazines, including: CFO Europe, The British Computer Society, Developing HR Strategy, Henley Business School, Corporate Financier, The Treasurer, The Journal of Brand management

Integration director:

- Viacom (\$13bn) + Channel 5 a £450mn purchase. Integration plan with MTV and Comedy Central, during the competition commission review of the deal
- G4S purchase of Chubb, planning and delivering all changes in turnaround deal
- European side of \$6bn deal, planning and oversight on 30 countries, 250 Business units, 26 functions.
- Gambling deal going through competition commission
- Interserve purchase of Rentokil, 75,000 + 25,000 people. Pre-deal integration plan, including synergies, top 200 people, structure.

Helped PE backed deals.

His work has included complex programme management, post-deal integration project management and implementation of restructuring plans.

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OUR BOOK

M&A Integration: How to do it - Planning and Delivering M&A Integration for Business Success

"This book gives comprehensive overview to the topic providing a pragmatic and practice orientated guide" Bernhard Falk, Head of Practice Group PMI Excellence, BASF

Davis is the maestro of M&A, his book walks you through path of what to expect, brining clarity to the topic. Nice work." Brent Peterson, HR Director, Preanalytical Systems Division, Becton Dickinson

"Davis draws on his extensive experience to provide a useful roadmap of issues to consider. This book will help managers face the complexities of post-merger integration with confidence and insight." Phanish Puranam, Professor Strategy, London Business School

"One of the most comprehensive and straightforward guides to M&A's I have read." Richard Beaven, Customer Service Director, Insurance Division - Lloyds Banking Group

"Danny has used his extensive experience to provide not just a superb set of recommendations but also a helpful discussion of the issues a company faces when merging or acquiring." Professor Scott Moeller, M&A, Cass

"The right balance of an academic foundation and the tinge of pragmatism that's needed to make it a tool/guideline people will work with." Andreas Joehle, CEO, Paul Hartmann AG

"An outstanding book for anyone involved in mergers and acquisitions. If you are in going to buy a company, you should read it." Jeffrey A. Krug, Professor of Strategic Management & Chair in International Business, Loyola University New Orleans

"A great source for the how to accomplish this important aspect of M&A successfully". Frank Rydzewski, Professor, University of South Carolina

"Easy to read, a good reference book and well organized." Agustin Diaz-Sanchez, Director M&A Amadeus

DANNY A. DAVIS

M&A
INTEGRATION



HOW TO DO IT
PLANNING AND DELIVERING
M&A INTEGRATION
FOR BUSINESS SUCCESS

Testimonials

“Danny A Davis coaching has given real insight into effective post-merger integration. His ability to describe market leading theories and methodologies, alongside practical real life examples, has really deepened my understanding in "hands on" situations.” Niklas Hallenberg, Program Manager, Mergers & Acquisitions, Post Merger Integration, Ericsson

“You are always giving examples from reality, which has helped understand my priorities better. This has really opened my eyes.” Integration Director, Global Telco.

“You listened, you allowed me to talk. You helped me clarify my ideas and get to the good ones.” Integration Director, Global Telco.

“You catch the essence, I like your paraphrasing and re-phrasing. You helped me organise my thoughts, and gave me knowledge. Having a second opinion on our deal was very useful.” Integration Director, Global Telco.

Given our conversation, I have reprioritised what I will spend my time on now. I will get a steering group set up on Monday.” Integration Director

“Danny is the leading M&A integration expert in the UK, probably Europe” M&A and Strategy Professor CASS Business School

It was really helpful that you are willing to share your knowledge and experiences. Your growth mind set is extremely useful in mergers, and the fact you try to broaden peoples perspectives, help them avoid errors and “sell” the concept of integration” Head of strategy, 13,000 person consultancy

Quotes About Danny A.Davis' Training Sessions

"The training course gave me a thorough insight on how post-merger restructuring has to be approached to maximize the positive effects of acquisition. That included rationalising the supply chain as one of the most sensitive challenges during a merger." Sergey Kamo, Head of M&A, PepsiCo Eastern Europe

"Danny A Davis' M&A training gave me a rich overview of the strategic drivers for M&A and in particular all of the elements needed to develop a robust 100 day plan, and implement it. His insights around the time needed for each of the workstreams to be implemented appropriately was very valuable." Melda Alpaydin, International Expansion Manager, Turkcell

"The role of HR in a merger is critical in retaining key talent, and maintaining morale. The training course gave me a good overview of the types of common mistakes that HR functions can make when trying to do too much, and the things that are often overlooked which could affect the success of the deal." Regional HR / Change Manager, Europe Region, British American Tobacco

"What was useful was getting an insight into the other elements of a deal, and how much IT requirements are shaped by the overall deal strategy. I have a good understanding now of the role IT can also play in delivering cost savings in other areas such as marketing, finance and procurement." Eric Lippert, IT Director, NPG Wealth Management

"The session on why most mergers fail was particularly insightful. Danny brings a pragmatic point of view when sharing various case studies across different industries, which is thought-provoking to say the least." Ruffo Giulio, Vice President M&A, ENI

"The IT change required during a merger is substantial and what is often underestimated is the people and communications needed to deliver this successfully. The training course provided some useful guidance in prioritising projects to deliver the most profit. " Markus Riner, CIO at EKZ

Companies we have trained



Some of our deals



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