

10th Merger Integration Management Forum

M&A Planning and Integrations, HR Integrations,
Divestments, Culture and Performance

March 22-23, 2018, Amsterdam

CORPORATE GUEST SPEAKERS

Marta Garcia Torres, Head of M&A, Almirall

Philippe Blanchard, Merger & Acquisition Integration Director,
Hewlett Packard Enterprise

Nick Dunscombe, Vice President, Business & Commercial
Development, Astellas

Richard Oblath, Former Vice President, Downstream Global
Acquisition and Divestment Projects, Shell

Ilit Morag, HR M&A Integration Leader, Siemens PLM Software

Alexandra Crusen, Director Integration Management (PMI) /
Change Management, Robert Bosch GmbH

Julien Marmugi, Group M&A Integration Manager, Philips Lighting

Luigi Bonfatti, Head, Divestment Businesses, GSK Vaccines

Jan Jaap Snel, Managing Director, Duff & Phelps

Philip Johnson, Mergers, Acquisition & Divestiture Leader EMEA,
IBM

Benjamin Roszczewski, Integration Senior Manager, Venture
Integration, Microsoft

Dan Jian, Director Strategy and M&A, APM Terminals

Steve Peale, VP Merger Integration, Cardinal Health

Anand Briedjal, Global Leader HR Business Relationship
Management and MADJV, Cargill

Chaitanya Tatineni, VP, Head of Group M&A and Integration,
Curium

Shai Sorek, Vice President Strategy & Corporate Business
Development, Brightstar

Sebastian Sheppard, Head of Post Merger Integration and
Transformation, Altran

Imad Abdallah, Head of Group Strategy, Aareon

Emilia Stoytcheva, M&A Lead, Human Resources, Nokia

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HP Enterprise Case Study on Due Diligence / Integration
Planning to Decide Quickly

Almirall M&A Planning (Execution and Integration) During Due
Diligence and Case Study of a Recent Deal

Shell An M&A Centre of Excellence (speaker is formerly from
Shell)

APM Terminals Working with Chinese Buyers on Merger
Integration

Nokia Cultural Due Diligence and Integration: Governance
Matters

GSK Vaccines Perspectives and Challenges of a Divestment
under European Commission Competition Ruling

Robert Bosch Change Management with Cultural Integration in
PMI

IBM HR Due Diligence: Bring People Issues to the M&A Strategy

Astellas Employee Engagement during M&A

Aareon Bringing Innovation and Growth into the Group: through
Acquisitions and Building an Integrated Model under the
Umbrella of Group Strategy

Cargill The Role of HR in M&A, Divestitures and Joint Ventures

Cardinal Health M&A Integration Operations Management:
Running a Newly Acquired Business

Philips Lighting Integrating Small and Midsized Companies into
a Global Company: Business Driven Integration

Curium Challenges in Executing Carveout Asset Acquisition and
Integration

Brightstar Challenges in Integrating Mid Market Businesses into
Multinationals

M&A Framework and Integration Tools at **Microsoft**

Altran Integration Aspects in High Tech R&D

Siemens PLM Software HR M&A Integration – The Collaborative
Approach

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Day 1, March 22nd, 2018

08.30 Registration and Coffee

09.00 – Chairman’s Opening Address

09.15 – **M&A Planning (Execution and Integration) During Due Diligence and Case Study of a Recent Deal**

Marta Garcia Torres, Head of M&A, **Almirall**

10.00 – **Case Study on Due Diligence / Integration Planning to Decide Quickly**

How to work in parallel on DD and Integration Planning to validate the Business Plan and have an efficient Go/No-Go

Philippe Blanchard, Merger & Acquisition Integration Director, **Hewlett Packard Enterprise**

10.40 – Morning Coffee and Networking

11.10 – **HR Due Diligence: Bring HR and People Issues to the Corporate Development Strategy**

- Conducting HR M&A due diligence: Involving key people and HR issues early in the process

Philip Johnson, Mergers, Acquisition & Divestiture Leader Europe, **IBM**

11.50 – **Cultural Due Diligence and Integration: Governance Matters**

- Leading the cultural transformation process
- Cultural due diligence and how to handle it
- Interventions to ease cultural alignment
- Diagnostic tools to assess cultural differences and to track the cultural change during integration

Emilia Stoytcheva, M&A Lead, Human Resources, **Nokia**

12.30 – **An M&A Centre of Excellence**

- Designing and building a CoE for M&A (including Integration and Post Closing Rights and Obligations)
- An operating model, tools and KPI’s to drive continuous improvements
- Attracting and developing the best talent
- Governance between the M&A organisation, businesses and corporate functions
- Managing internal and external relationships

Dr. Richard M Oblath, Former Vice President, Downstream Global Acquisition and Divestment Projects, **Royal Dutch Shell**

13.10 – Luncheon

14.10 – **Working with Chinese Buyers on Merger Integration**

- Growing trend of Chinese out-bound M&A deals
- De-mystifying Chinese M&A practices
- Chinese buyers’ strategic rationales mapping by ownership type (e.g. state-owned/privately owned/PE) and by sector
- Integration challenges and opportunities when working with Chinese buyers

Dan Jian, Director Strategy and M&A, **APM Terminals**

14.50 – **M&A Integration Operations Management: Running a Newly Acquired Business**

Steve Peale, VP Merger Integration, **Cardinal Health**

15.30 – **Bringing Innovation and Growth into the Group: through Acquisitions and Building an Integrated Model under the Umbrella of Group Strategy**

- Forging links between innovation, product strategy, corporate strategy and M&A strategy
- Monitoring synergies to immediately integrate products from acquired companies into the product portfolio

Imad Abdallah, Head of Group Strategy, **Aareon**

16.10 – Afternoon Coffee and Networking

16.40 – **Challenges in Integrating Mid Market Businesses into Multinationals**

- How to approach your acquisition goals and ensure the right operating model
- Why cultural fit is key
- When to decline a deal
- How to define the right speed and method

Shai Sorek, Vice President Strategy & Corporate Business Development, **Brightstar**

17.20 – **Integrating Small and Midsized Companies into a Global Company: Business Driven Integration**

- Understand the reasons for acquisition and securing those in the integration design and planning
- Business compliance trumps process compliance
- Drive transformation and change through engaging people in their future

Julien Marmugi, Group M&A Integration Manager, **Philips Lighting**

18.00 – Closing Remarks from the Chair and End of Day 1

Day 2, March 23rd, 2018

09.00 Chairman's Opening Address

09.15 – Change Management with Cultural Integration in PMI**Alexandra Crusen**, Director Integration Management (PMI) / Change Management, **Robert Bosch GmbH****10.00 – Integration Aspects in High Tech R&D: Protecting the Value of People in Acquisitions**

- The value of people in Tech and R&D company acquisitions
- How staff react to being acquired
- Protecting value in an acquisition: Aspects to consider during a PMI
- Learning from acquired companies

Sebastian Sheppard, Head of Post Merger Integration and Transformation, **Altran**

10.40 – Morning Coffee and Networking

11.10 – M&A Framework and Integration Tools at Microsoft

- Microsoft Acquisition Process and a broader M&A ecosystem
- Core Accountabilities of the Venture Integration Team
- Building the Integration Framework
- Toolset to enable and enhance M&A Practice

Benjamin Roszczewski, Integration Senior Manager, Venture Integration, **Microsoft****11.50 – Integrating in Emerging Markets, How to Deal with Uncertainty****Hans Laarakker**, VP Global M&A and Business Development, **Royal FrieslandCampina****12.30 – Employee Engagement during M&A**

Tools and strategies to facilitate cultural alignment

Nick Dunscombe, Vice President, Business & Commercial Development, **Astellas**

13.10 – Luncheon

See **photos** and **testimonials** from our previous forum:
<http://www.thoughtleaderglobal.com/merger-integration2017/>**14.10 – Perspectives and Challenges of a Divestment under European Commission Competition Ruling**

Early 2014 GSK and Novartis announced a unique deal involving 3 businesses: consumer healthcare, oncology and vaccines. From a competition perspective, the transaction was approved by the European Commission ("EC") in the beginning of 2015. As a condition to this approval GSK committed to divest certain businesses in which it post-transaction would become too strong in its respective markets. Amongst these businesses were certain vaccines businesses (GSK's meningitis vaccines, Mencevax and Nimenrix).

To overlook the performance of the businesses before the divestiture and the divestment process, the EC appointed a Monitoring Trustee. In October 2015 the vaccines businesses were sold to Pfizer. Since then, GSK and Pfizer have been cooperating closely to transfer the business and its underlying technologies, again under supervision of the Monitoring Trustee.

This session will deal with the divestment process and the subsequent "technology transfer" from 2 different angles; that of the seller and that of the monitoring trustee. The focus will be on :

- Respective set up and ways of working;
- Respective key success factors;
- Respective key challenges;
- Joint ways of working and governance;
- Key learnings.

Luigi Bonfatti, Head, Divestment Businesses, **GSK Vaccines**
Jan Jaap Snel, Managing Director, **Duff & Phelps** (Monitoring Trustee for this divestment)**14.50 – Challenges in Executing Carveout Asset Acquisition and Integration****Chaitanya Tatineni**, VP, Head of Group M&A and Integration, **Curium**

15.30 – Afternoon Coffee and Networking

16.00 – HR M&A Integration – The Collaborative Approach**Ilit Morag**, HR M&A Integration Leader, **Siemens PLM Software****16.40 – The Role of HR in M&A, Divestitures and Joint Ventures****Anand Briedjlal**, Global Leader HR Business Relationship Manager and MADJV, **Cargill**

17.20 – Closing Remarks from the Chair and End of Forum



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WHY YOU SHOULD ATTEND

The number of cross-border M&A and divestment deals continue to thrive. As a result, the necessity of formulating a structured and phased integration will become even more relevant. Successful acquirers realise that they cannot wait for the deal to close to begin planning for the integration. Many mergers fail as a result of inability to act during the integration phase and plan within due diligence.

A successful integration depends on a clear vision, leadership and commitment to a continuous communication feedback loop. Strategic and operational due diligence is necessary where you can review key variables, metrics and qualitative factors such as corporate culture. Companies must balance the need for functioning, and harmonised processes against the need for winning the hearts and minds of the new organisation's workforce, or in the case of divestments, ensuring a smooth separation. Working with dedicated personnel with solid integration experience, liaising between senior management and project managers and ensuring a cross-functional team are notable challenges – as is involving the integration team during the latter part of the due diligence process. A clear knowledge of integration governance, risks and compliance is necessary. Mastering the human impact through interpersonal and internal communication often succeeds in finding the problems early and ensuring a joined corporate culture.

Attend this leading forum to benchmark how other corporate development and merger teams are implementing integration, and divestment strategies; hear their perspectives - both success stories and lessons learned. Utilise this event to learn from their experiences, compare solutions and take away concrete strategies that you can use to drive transformation in your enterprise

WHO SHOULD ATTEND:

CEO, CFO, Directors, Managers of:
 M&A, Corporate Development, Business Development, Post-Merger Departments, Integration Units, Human Resources, Programme Management, Change Management, Alliances

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