

9th Merger Integration Management Forum

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

March 23–24, 2017, Amsterdam



Featuring *Case Studies* from Directors of M&A,
Development, HR, Strategy, Divestments &
Integrations

CORPORATE GUEST SPEAKERS

Marc Eckerhall, Director, Strategy & Integration, AGCO Corporation

Leonard Lvovich, Group Corporate Development Director, SIG plc

Nick Dunscombe, Global Head Integration Management, AstraZeneca

Steve Peale, VP Merger Integration, Cardinal Health

Agnes Bensoussan, Executive Leader, GE France Human Resources, GE

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

Lars Peters, International & Corporate Development Director (M&A), AKKA Technologies

Johan Berglund, Head of M&A Integration Office, Ericsson

Jochen Schultze, Integration Lead, PMP, Nokia

Dominic McKendry, EMEA Global Operations Planning, Dell

Anthony Wong, Vice President – Invensys Integration, Schneider Electric

Ahmed Wafi, Post M&A Manager – Business Development, Schneider Electric

Tobias Ramminger, Head of Corporate M&A & Strategic Projects, Schaeffler AG

Pauli Arenram, Vice President Business Development, Atlas Copco

Michel de Goede, Strategy Consultant / Enterprise Architect, Alliander

Aglaia (Litsa) Xila, Global Integration and Separation Lead, PMO, Novartis

Alexander Modrow, M&A Senior Integration Manager, Syngenta

Sponsored by:

Deloitte.

AstraZeneca An M&A Centre of Excellence

AGCO Corporation Integration Operating Model for Success

SIG plc Serial Acquirer Strategies and Tactics

Syngenta Setting Up an Integration Management Function to Drive Innovation and Growth

Atlas Copco M&A Integration Project Management

Ericsson Integrating Small and Midsized Companies into a Global Company: Collecting Best Practices

Dell Supply Chain Merger Integration: Dell and Wyse Technology

Cardinal Health Challenges in Integrating a Divestiture into an Outsourced Environment

AKKA Technologies Diversification Driven Acquirer – Best Practices

Schaeffler AG Challenges in Integrating Mid Market Businesses into Multinationals

Schneider Electric Case Study: Successful Revenue Synergies Extraction – Post 4,2Bn€ Acquisition

Nokia Digitising and Automation in Merger Integration

GE Key Learnings from HR Integration in the GE–Alstom Alliance

Novartis Successful Divestment Strategies and Experiences

IBM HR Integrations – Critical to Integration and Transformation

Alliander Make or Break the Deal: Post Merger IT Integration

Breakouts Facilitated Round Table Discussions

Day 1, March 23, 2017

08.30 Registration and Coffee

09.00 Chairman's Opening Address

09.15 – An M&A Centre of Excellence

- Designing and building a CoE for M&A (Integration and Divestments)
- Developing operating models, tools, KPI's – constant improvements
- Talent factory and people development
- Relationship and governance within the business

Nick Dunscombe, Global Head Integration Management, **AstraZeneca**

10.00 – Integration Operating Model for Success

- Optimise for success through the earlier identification of integration risk areas and the alignment of stakeholder expectations
- The 'handover' from M&A to PMI

Marc Eckerhall, Director, Strategy & Integration, **AGCO Corporation**

10.45 – Morning Coffee and Networking

11.15 – Setting Up an Integration Management Function to Drive Innovation and Growth

- Manage multiple acquisitions at a time
- Governance and structuring integration
- Involving HR, Finance, IT and other functions
- Talent management and career progression
- Working with PMOs and project managers

Alexander Modrow, M&A Senior Integration Manager, **Syngenta**

12.00 – Case Study : Successful Revenue Synergies Extraction – Post 4,2Bn€ Acquisition

- The Deal – Background, Acquisition Logic and Synergy Objectives
- Achievement / Success – Revenue Synergies Vs. Objectives (On Track and Above Plan)
- Governance & Structure
 - Executive Engagement & Sponsorship
 - IMO Set up and Revenue Domain Structure
 - Value Creation Strategy – Levers Set up
- Commercial Excellence
 - Global – Revenue Synergies Workshops
 - Common Value Propositions
 - Incentive Plans
- Tracking and Reporting
 - CRM Dashboards & Financial Reporting Tool
- Key Success Factors

Anthony Wong, Vice President – Invensys Integration,

Schneider Electric

Ahmed Wafi, Post M&A Manager – Business Development, **Schneider Electric**

12.45 – Luncheon

14.00 – Serial Acquirer Strategies and Tactics

Leonard Lvovich, Group Corporate Development Director, **SIG plc**

14.45 – Diversification Driven Acquirer – Best Practices

- Overview of the unique characteristics of a diversification driven acquirer's M&A operating model and capabilities
- How diversification driven acquirers keep flexibility in their integration approaches
- How they accept different cultures within the company (or how they incubate them)
- Speed of integration versus speed of technological evolution
- Keep up with employees' capacity to adapt to change

Lars Peters, International & Corporate Development Director (M&A), **AKKA Technologies**

15.30 – Afternoon Coffee and Networking

16.00 – 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

Tobias Ramminger, Head of Corporate M&A & Strategic Projects, **Schaeffler AG**

16.45 – Integrating Small and Midsized Companies into a Global Company: Collecting Best Practices

Johan Berglund, Head of M&A Integration Office, **Ericsson**

17.30 – Closing Remarks from the Chair and End of Day One

See **photos** and **testimonials** from our previous Merger Integration forum:

<http://www.thoughtleaderglobal.com/8thmergerintegration-photos/>

Day 2, March 24, 2017

09.00 Chairman's Opening Address

09.15 – M&A Integration Project Management

- Integration project management
- When should integration activities occur
- Your schedule of merger integration
- Handovers & additional programme management strategies

Pauli Arenram, Vice President Business Development, Atlas Copco

10.00 – Digitising and Automation in Merger Integration

- Using M&A tools and platforms to formalize your M&A integration practices
- Tracking the synergies, procedures and performance
- Recording the learnings and lessons from past deals
- Keeping all documentation and communications in one location
- How this supports project management of entire deal and integration process and stakeholder communication

Jochen Schultze, Integration Lead, PMP, Nokia

10.45 – Morning Coffee and Networking

Divestment Strategies

11.15 – Successful Divestment Strategies

- Context and internal alignment: rationale, value,...
- Scope of the transaction incl carve-out aspects
- Separation aspects and planning
- Wrap-up/lessons learned

Aglaia (Litsa) Xila, Global Integration and Separation Lead, PMO, Novartis

12.00 – Challenges in Integrating a Divestiture into an Outsourced Environment

Steve Peale, VP Merger Integration, Cardinal Health

Supply Chain Merger Integration

12.45 – Supply Chain Merger Integration: Dell and Wyse Technology

- Dell's Transformation from Box Shifter to Integrated IT Supplier
- Dell's M&A activities 2006–present
- Wyse acquisition: background and rationale
- Expected supply chain synergies Dell–Wyse
- Supply chain integration project: success and challenges
- Lessons learned from integration

Dominic McKendry EMEA Global Operations Planning Wyse, Dell (Supply Chain Planning, M&A)

13.30 Luncheon

HR Integrations

14.30 – Key Learnings from HR Integration in the GE–Alstom Alliance

Agnes Bensoussan, Executive Leader, GE France Human Resources, GE

15.15 – HR Integrations – Critical to Integration and Transformation Success

- Successful M&A from the perspective of the HR director
- Build your HR integration capability and processes to respond to a variety of deal types
- Employee Engagement and Culture Change during "M&A Transformation"
- Leverage diagnostic tools to assess and bridge culture gaps
- Learn to conduct a thorough talent assessment to select the right people for the right roles

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

16.00 – Brief Afternoon Coffee and Networking

IT M&A Integration

16.15 – Make or Break the Deal: Post Merger IT Integration

- Today, every company is an IT company
- No IT integration = sub par synergies
- IT integration strategies
- Complexity reduction
- Maxing out IT and organizational integration
- Takeaways

Michel de Goede, Strategy Consultant / Enterprise Architect, Alliander

17.00 – Breakouts: Facilitated Round Table Discussions and Expert Exchange on:

- How to define the right operating model for your acquisition goals?
- Cultural Integration
- How to ensure In House Capability is kept available for the next deal?
- Why do so many integration projects fail? What are the key success factors for successful integrations?

17.30 – Closing Remarks from the Chair and End of Forum



BOOKING: Scan and email this page to:
info@thoughtleaderglobal.com
 or Fax this page to +44-7006-070-461

Name_____

Position_____

Organisation_____

Address_____

Postcode_____ Tel_____

Fax_____ Email_____

VAT #_____

AUTHORISATION Signatory must be authorised to sign on behalf of contracting organisation

Name_____ Position_____

Signature_____ Date_____

Pay in Euro

o CONFERENCE FEE + E-DOCUMENTATION: €2099 + VAT

o DELOITTE DISCOUNT FEE: €1599 + VAT

o 2-4 ATTENDEES: (per delegate) €1399 + VAT

VAT is charged at the 21% Dutch rate or possibly reverse-charge Deloitte Discounts apply to bookings made by February 10th, 2017 All bookings include the documentation

If you cannot attend but still wish to observe the slides, order the presentations and participant list

o ELECTRONIC DOCUMENTATION: € 499

Payment is by Invoice or Credit Card
 (Please contact us for our bank details)

Credit Card MASTERCARD / VISA / DISCOVER / AMEX
 Payment is required within 5 working days

Card Billing Address_____

City_____ Postcode_____

Card Holder's Name_____

Card No_____

CVC or CVV Number (Last three digits on the back of the card): _____

Valid From_____ Expiry date_____

Signature_____

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

Terms and Conditions:

1. Event Fees are in inclusive of materials in the programme and refreshments.
2. Payment Terms: Following completion and return of the registration form, full payment is required within 6 days from receipt of invoice. Payment must be received before the conference date. A receipt will be issued upon payment. Due to limited conference space, we recommend early registration to avoid disappointment. A 50% cancellation fee will be charged under the terms outlined below. We do reserve the right to refuse admission if payment has not been received on time.
3. Cancellation/Substitution: Provided the total fee has been paid, substitutions at no extra charge are allowed as long as they are made up to 15 days before the event. Otherwise all bookings carry a 50% cancellation liability immediately after a signed sales contract has been received by Thought Leader Global. Cancellations must be received in writing by mail or fax six weeks before the conference is to be held in order to obtain a full credit for any future Thought Leader Global conference. Thereafter, the full conference fee is payable and is non refundable. Payment terms are six days and payment must be made before the start of the conference. Non-payment or non-attendance does not constitute cancellation. By signing this contract, the client agrees that in case of dispute or cancellation of this contract, Thought Leader Global will not be able to mitigate its losses for any less than 50% of the total contract value. If, for any reason, Thought Leader Global decides to cancel or postpone this conference, Thought Leader Global is not responsible for covering airfare, hotel, or other travel costs incurred by clients. The conference fee will not be refunded, but can be credited to a future conference. Event programme content is subject to change without notice.
4. Client information is kept on Thought Leader Global's database and used by Thought Leader Global to assist in providing selected products and services which maybe of interest to the Client and which will be communicated by letter, phone, fax, (inc. automatic dialing) email or other electronic means. If you do not want Thought Leader Global to do this please tick this box []. For training and security purposes telephone calls may be recorded.
5. Copyright etc: All intellectual property rights in all materials produced or distributed by Thought Leader Global in connection with this event is expressly reserved and any unauthorised duplication, publication or distribution is prohibited.
6. Important note: While every reasonable effort will be made to adhere to the advertised package, Thought Leader Global reserves the right to change event, dates, sites or location or omit event features, or merge the event with another event, as it deems necessary without penalty and in such situations no refunds, part refunds or alternative offers shall be made. In the event that Thought Leader Global permanently cancels the event for any reason whatsoever, (including, but not limited to any force majeure occurrence) and provided that the event is not postponed to a later date nor is merged with another event, the client shall receive a credit note for the amount that the client has paid to such permanently cancelled event, valid for up to one year to be used at another Thought Leader Global event. No refunds, part refunds or alternative offers shall be made.
7. Thought Leader Global shall have no liability whatsoever for any indirect costs or expenses or any consequential losses howsoever incurred by the customer in any circumstances including for example, loss of profits, lost revenues, lost business opportunity, lost goodwill. Thought Leader Global acts as an organiser and co-ordinator of the event and will sub-contract all presentation duties and all course materials and accepts no liability for the acts or omissions of its sub-contractors or for any aspect of the information, views or data presented at any event
8. Events will be located within suitable conference venues in hotels, conference halls etc. Thought Leader Global will use its reasonable endeavours to ensure that such premises are suitable and appropriate for such events but shall have no liability for accidents, inconvenience, theft, loss, damage, non-availability of facilities, or any other difficulty or loss at such event where this is beyond the reasonable control of Thought Leader Global.
9. Governing law: This Agreement shall be governed and construed in accordance with the law of The Netherlands, and the parties submit to the exclusive jurisdiction of The United States, Hamilton County, Ohio. However Thought Leader Global only is entitled to waive this right and submit to the jurisdiction of the courts in which the client's office is located.