

## Coaching Day Mergers and Acquisitions

Anorganic growth through acquisitions or portfolio adjustments (by selling certain business units which are not part of the core business anymore) can include clear strategic advantages and profit-enhancing potential.

When implementing projects of this type, it is important to take into account some important criteria which are crucial for the success of a project. Furthermore, it is important to manage these criteria properly in order not to destroy the positive potential of the project. In order to control the process from run-up to transaction phase to post-merger integration phase, you have to have a sound knowledge of this process, and in practice you have to apply the existing control mechanisms efficiently.

### Focus:

- *Run-up*: Careful preparation is crucial for the success of a project, with resource issues, approach and determination of the financial framework being the most important strategic aspects.
- *Transaction phase*: By evaluating the business and implementing a sound due diligence, managers are generally spared from unpleasant surprises, provided that these measures are being planned and carried out carefully. In the course of contract negotiations appropriate strategic skills are needed in order to conclude and negotiate successfully and to obtain the best possible price for the target.
- *Post-merger integration phase*: This phase often marks the crucial part of the whole process in which it is necessary to create and implement synergies and strategic potential. It involves people and therefore leadership and change management par excellence.

### Topics:

*Run-up*: strategic integration of the M & A project, definition of the profile of the target, screening, documentation of the essentials, financial framework, corporate governance und compliance in a M&A context

*Transaction phase*: different valuation methods and their advantages and disadvantages, planning and implementation of a due diligence, expertise and resources, essential provisions of a contract and risks, negotiating tactics, team composition

*Post-merger integration phase*: staffing of the integration team, internal and external communication strategy, staff selection and decisions, time frame and financial aspects of the integration, risks

### Participants:

Business Unit managers, top level managers, strategy and portfolio corporate managers, owners with the intention of selling of buying companies

### Investment:

CHF 2'500