

# 16th Merger Integration Management Forum

Best Practices for Integrations, Divestments, and the Deal Cycle



October 8-9, 2024 Amsterdam



Dr. Horst J. Kayser, Chairman Portfolio Companies, Siemens  
"Siemens Portfolio Companies: Value Creation from Non-Core Assets through a Private Equity Approach"



Kamil Jagieniak, Global Head of M&A Integration, Maersk  
"Pre and Post Closing Governance Considerations for Buyer and Seller"



Laurent Hatzopoulos, Acquisitions and Divestments Implementation Manager, Shell  
"Experiences with Tuck-In and Bolt-On Acquisitions"



Roland van Wijnen, Former Group CEO, PPC Africa  
"Managing Multiple Deals at Once"



Friederike Hertenstein, Head of Corporate Development CoE for GTM & Industries, SAP  
"A Well-Oiled M&A Machine"



Louis Pachebat, Integration and M&A Project Leader, Sanofi



Elena Mueller, Head of Partner Ecosystem and M&A, Schaeffler Technologies  
"M&A CoE Setup"



Daniel Quick, Head of M&A Integration, Endava  
"Building an M&A Capability from Scratch"



Matthias Homann, VP Post-Merger-Integrations, Global Sales Operations - Business Growth Initiatives, SAP  
"Managing M&A Integration without a Dedicated Team"



Joost ten Hag, Head of M&A Integration and Disentanglement, Philips  
"A Case Study Example / Lessons Learned from our Divestment Project"



Cyrille Carillon, Chief Integration Officer, L'Oréal  
"L'Oréal - The Beauty of Acquisition"



Tyrone Smyth, Director HR Business Development APJ EMEA & Global Complex Deals, IBM  
"HR Lessons Learned from a Spinoff, Using AI as a Success Factor"



Thomas Marx, Implementation Manager Divestments & Acquisitions, Shell  
"Experiences with Tuck-In and Bolt-On Acquisitions"



Staci van Schagen-Toback, Head of Post Merger Integration, NOVOMATIC  
"How to Execute PMI in a Highly Decentralised Company"



Matthew Loparco, M&A, PMI and Carve out Manager, Airbus  
"Creating Plans for Different Scenarios & Different Levels of Integration"



Joost van Rossum, M&A Integration Manager, Unilever  
"Integration into Large Corporate Structures: Creating and Protecting Value"



Jon Milsted, Vice President Business Strategy, GoCardless  
"Building M&A Muscle in Mid-Sized Companies"

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## Day 1, October 8, 2024

09.00 – Opening Remarks from the Chair

09.20 – **Keynote Presentation**

### 10.00 – **Successfully Navigating Reductions in Workforce During Corporate Transactions**

- Manage key integration challenge and conflicting news
- How to mitigate key risks as part of the integration plan
- Navigating legal complexity and different local requirements linked to labor relations
- Managing operational challenges
- Advantages of people-centric technology

**Jana Mercereau**, Head of HR M&A Europe, **WTW**  
**Sibylle Kampschulte**, HR M&A DACH-Region, **WTW**

### 10.40 – **Pre and Post Closing Governance Considerations for Buyer and Seller**

- Risk management tactics to use during due diligence
- Governance of DD and Integration plan and alignment with the key functions and senior management
- Project and structural risks
- Operational and business risks
- Customer satisfaction risks
- Further risks and dependencies by function
- Post-lead ERM pulse checks
- Mitigation strategies in practice

**Kamil Jagieniak**, Global Head of M&A Integration, **Maersk**

11.20 – Morning Coffee and Networking

### 11.50 – **Building an M&A Capability from Scratch**

- Looking at your stakeholders and business case: How the business case influences behavior in integration
- Boiling a knowledgeable project team willing to get their hands dirty
- Building these integration capabilities in an immature organisation

**Daniel Quick**, Head of M&A Integration, **Endava**

### 12.30 – **A Case Study Example / Lessons Learned from our Divestment Project**

**Joost ten Hag**, Head of M&A Integration and Disentanglement, **Philips**

13.10 – Lunch

### 14.10 – **Siemens Portfolio Companies: Value Creation from Non-Core Assets through a Private Equity Approach**

- Transforming non-core and underperforming businesses into high-value stand-alone portfolio assets
- Implementing full-potential plans and accountability structures and strategic re-positioning
- Delivering a triple win in the exit: for Siemens, for the best owner and for the team

**Dr. Horst J. Kayser**, Chairman Portfolio Companies, **Siemens**

### 14.50 – **A Well-Oiled M&A Machine**

- An End-to-End M&A function: to handle all stages from start to integration or separation
- Using an agile and flexible playbook to form the basis of an end-to-end M&A process
- Internal and external tools and resource management

**Friederike Hertenstein**, Head of Corporate Development CoE for GTM & Industries, **SAP**

### 15.30 – **HR Lessons Learned from a Spinoff, Using AI as a Success Factor**

**Tyrone Smyth**, Director HR Business Development APJ EMEA & Global Complex Deals, **IBM**

16.10 – Afternoon Coffee and Networking

### 16.40 – **Integrating Large Companies**

- Integration into Large Corporate Structures: Creating and Protecting Value
- Value creation: driving synergies and how we use our synergies prediction model.
- The importance to decide on integration model (end state operating model) early in the deal process.
- Protect value through (1) nurture culture of the acquired business / maintain the secret sauce and (2) implementing minimum mandatory standards (sharing our best practices in this space).
- Role of a dedicated corporate development integration team: Building bridges between our internal subject matter experts (we want to do it all and everything is a priority) and the business (we don't want any of this, it will slow us down).

**Joost van Rossum**, M&A Integration Manager, **Unilever**

### 17.20 – **Creating Plans for Different Scenarios & Different Levels of Integration**

- Looking at multiple outcomes for the deal and defining the scenarios
- Governance and accountability, so that changes can be made during the integration under certain conditions

**Matthew Loparco**, M&A, PMI and Carve out Manager, **Airbus**

18.00 – Closing Remarks and End of Day 1  
Drinks Reception, Dinner (included for attendees)

## Day 2, October 9, 2024

09.00 – Opening Remarks from the Chair

### ESG Considerations and Impact on M&A

#### Integrations

- Seeking targets that show ESG maturity
- Embedding meaningful ESG into target companies as part of PMI (climate change, health/safety, DEI, poverty, human rights, and social/political volatility)
- Seeking ESG red flags/gaps and their impact on value and deal likelihood
- Including ESG in your own M&A strategy
- DEI opportunities to implement in integration planning

09.20 – **M&A CoE Setup**

**Elena Mueller**, Head of Partner Ecosystem and M&A, **Schaeffler**

10.00 – **Managing Multiple Deals at Once**

- Overview of the unique characteristics of a serial acquirer's M&A operating model and capabilities
- How serial 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
- Can we keep up with employees' capacity to adopt to change

**Roland van Wijnen**, Former Group CEO, **PPC Africa**

10.40 – Morning Coffee and Networking

11.20 – **L'Oréal – The Beauty of Acquisition**

- Key learnings from recent integrations
- Insight on change management

**Cyrille Carillon**, Chief Integration Officer, **L'Oreal**

12.00 – **Breakout Groups:**

Registered Attendees will be asked to submit their preferences for topics to be discussed in 4 break-out areas in the meeting space.

13.00 – Lunch

14.00 – **Experiences with Tuck-In and Bolt-On Acquisitions**

Partially or completely absorbing the target into the buyer  
Best methods to extract value from these kinds of acquisitions

- PMI considerations from a sales / Go-to-Market pov
- General challenges & Success factors of small Tuck acquisitions – insights from an analysis

**Laurent Hatzopoulos**, Acquisitions and Divestments Implementation Manager, **Shell**

**Thomas Marx**, Implementation Manager Divestments & Acquisitions, **Shell**

14.40 – **Managing M&A Integration without a Dedicated Team**

- Managing an integration with a lack of in-house integration expertise
- Building an M&A team with individuals with day jobs

**Matthias Homann**, VP Post-Merger-Integrations, Global Sales Operations – Business Growth Initiatives, **SAP**

15.20 – Brief Afternoon Coffee and Networking

15.30 – **Executing PMI in a Highly Decentralised Company**

- Staying flexible and taking stakeholders with you while setting standards that are necessary for successful PMI
- Similarities and differences of PMI execution and planning in a decentralized organization versus a highly structured, process-oriented setting
- Challenges and opportunities when identifying value creation targets and synergies

**Staci van Schagen-Toback**, Head of Post-Merger Integration, **NOVOMATIC**

16.10 – **Building M&A Muscle in Mid-Sized Companies**

- Driving successful M&A in scale up organisations – harnessing the raw talent you have
  - Discover and explaining your Why?
  - Protect and enhance culture
  - Central control and decentralised action
  - Finding an approach that suits your style
- Jon Milsted**, Vice President Business Strategy, **GoCardless**

16.50 – 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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