

# 14th Merger Integration Management Forum

M&A, HR Integration,  
Divestments, Culture  
and Performance

October 6-7, 2022 Amsterdam  
In-Person and Virtual Event



Jonathan Markus Groll, Head of Mergers & Acquisitions, Sandvik  
"Successful Playbook for M&A Integration Strategy: Digital Platforms, Communication Strategies and Governance"



Staci van Schagen, Head of M&A Integration, Philips  
"PMI Performance Tracking and Our M&A Deal and Integration Process"



Susanne Hörlin, Director M&A Integration, Utopia Music  
"The Change of Corporate Governance and Operative Models Due to Multiple Integrations and Divestments"



Theresa McLintock, HR Director, M&A, Danfoss  
"Trailblazing a New M&A Function in HR"



Ana Puga, Corporate M&A Integration Manager, AkzoNobel  
"AkzoNobel Integration Journey"



Americo Fernandes, M&A Integration Program Manager, AkzoNobel  
"AkzoNobel Integration Journey"



Jacob Buchardt, VP Corporate PMO & Quality, EG A/S  
"How to Make Post Merger Integration Business as Usual"



Emma Barton, Director, Alliance and Integration Management, AstraZeneca  
"Setting up and Managing Transition Service Agreements in Divestments"



Julius Krüger, Head of Mergers and Acquisitions International, AniCura  
"Challenges in Integrating Mid Market Businesses into Multinationals"



Michael Reichle, Head of HR M&A, BASF  
"How Internal Stakeholders Work Together to Successfully Complete a Merger or Divestment"



Steffen Scholz, Head of M&A, TRUMPF  
"Integration Aspects in High Tech M&A: Protecting the Value of Assets and People"



Yolanda Lopez, Experience Transformation, CEO Office, Amadeus IT Group  
"Employee Experience - Learnings to Bring Integration to the Next Level"



Lupe Goytre, Experience Transformation, CEO Office, Amadeus IT Group  
"Employee Experience - Learnings to Bring Integration to the Next Level"



Dr. Eike Houben, Senior Manager M&A, PMI, Carve-outs, BASF  
"Managing Complex Divestments: Setting up a Standalone Solution"



Matthias Homann, VP Post-Merger-Integrations, Global Sales Operations - Business Growth Initiatives, SAP  
*Panel Discussion:* Serial Acquirer Best Practices



Philip Johnson, Mergers, Acquisition & Divestiture Leader EMEA, IBM  
*Panel Discussion:* The Role of HR in Corporate Development



Robin Stopford, Head of Corporate Development, James Fisher & Sons  
"When the Board Says No"



Sofia Ericsson Holm, Former Chief M&A Officer, AddSecure  
"Preserving AND GROWING the Value of Startups being Brought into a Corporation"



Claire-Marie Nasr, Head of M&A Integration, dentsu  
"How to Create the Partnership with Sellers Pre-Acquisition and Consequences of this Partnership Post Acquisition"



George Goudriaan, Head of HR I&T and Functions, ABN AMRO  
"Is your HR Department M&A Ready?"

Sponsors:



## Day 1, October 6, 2022

09.00 – Opening Remarks from the Chair  
**Gabe Langerak**, Europe Mergers & Acquisitions Leader, **WTW**

### 09.15 – Connecting the Dots for Corporate Governance in an M&A Intensive Environment

- Carve-out consequences in minority / majority share deals
- Level of integration in a constantly changing world
- How to maintain M&A flexibility and avoid cost inefficiencies (stranded cost)

**Susanne Hörlin**, Director M&A Integration, **Utopia Music**

### 10.00 – What's "the Deal"

Explore recent M&A trends and context through insights on what's happened, what's happening and what may happen

**Amanda Scott**, Global Mergers & Acquisitions Leader, **WTW**

### 10.45 – PMI Performance Tracking and Our M&A Deal and Integration Process

- Developing operating models, tools, KPI's

**Staci van Schagen**, Head of M&A Integration, **Philips**

11.30 – Morning Coffee and Networking

### 12.00 – When the Board Says No

Having an acquisition rejected at the very last stage, pre-completion can be disastrous. There are many reasons it can happen, but overlooking board involvement and viewing board approval as a mere "final hurdle" can create this exact situation.

Join Robin Stopford, Head of Corporate Development at James Fisher and Carlos Keener, Managing Partner of BTD, as they candidly share real experiences working with boards to deliver M&A and integration, and share thoughts on seeing the board as a vital opportunity.

1. How to manage board dynamics
2. Understanding what needs to be communicated
3. How to invite constructive challenge
4. Maintaining board attention post close

**Robin Stopford**, Head of Corporate Development, **James Fisher & Sons**

**Carlos Keener**, Managing Partner, **BTD Consulting**

### 12.45 – Trailblazing a New M&A Function in HR

Finding your way in unknown territory can be confusing and overwhelming – and working in a Company with ambitious growth targets, that in a short space of time has run many M&A projects, feels a lot like that. Theresa McLintock is sharing the Danfoss journey of establishing a new M&A function within HR over the past few years and the (sometimes painful) learnings along the way.

**Theresa McLintock**, HR Director, M&A, **Danfoss**

13.30 – Lunch Break

### 14.30 – Panel Discussion: The Role of HR in Corporate Development

- Building the M&A capability within HR
- Embedding the HR M&A capability within the organisation
- The ability to deliver the transaction

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

**George Goudriaan**, Head of HR I&T and Functions, **ABN AMRO**

**Emilia Stoytcheva**, M&A Lead – HR, **Nokia**

**Theresa McLintock**, HR Director, M&A, **Danfoss**

**Dr. Michael Reichle**, Head of HR M&A, **BASF**

### 15.15 – Successful Playbook for M&A Integration Strategy: Digital Platforms, Communication Strategies and Governance

**Jonathan Markus Groll**, Head of M&A | Sandvik Machining Solutions, **Sandvik**

16.00 – Afternoon Coffee and Networking

### 16.30 – How to Create the Partnership with Sellers Pre-Acquisition and Consequences of this Partnership Post Acquisition

- Execution and Integration partnership, setting the deal for success
- Negotiations and transparency on integration approach, how to balance?
- Integration, a selling point?

**Claire-Marie Nasr**, Head of M&A Integration, **dentsu**

### 17.15 – Integration Aspects in High Tech M&A: Protecting the Value of Assets and People

- Acquiring companies with significant know-how
- The value of people in Tech and R&D deals
- How staff react to being acquired
- Protecting value in an acquisition: Aspects to consider during a PMI

**Steffen Scholz**, Head of M&A, **TRUMPF**

### 18.00 – How to Make Post Merger Integration Business as Usual

**Jacob Buchardt**, VP Corporate PMO & Quality, **EG A/S**

18.30 – Closing Remarks from the Chair and End of Day 1 Drinks Reception and Dinner

## Day 2, October 7, 2022

09.00 – Opening Remarks from the Chair

**Gabe Langerak**, Europe Mergers & Acquisitions Leader, WTW

09.00 – panel discussion:

### Serial Acquirer Best Practices

- 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)
- How non-serial acquirers can apply best practices from serial acquirers
- Speed of integration versus speed of technological evolution
- Can we keep up with employees' capacity to adopt to change

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

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

**Emilia Stoytcheva**, M&A Lead – HR, Nokia

### 09.30 – M&A Tech – the Gift that Keeps on Giving or Technology in Search of a Problem?

- What problem are we trying to solve?
- Can we really codify complex M&A process?
- Does it work?
- Discuss!!

**Tom Allen**, CEO, Navima

**David Olsson**, Chief Commercial Officer, Navima

### 10.15 – Employee Experience – Learnings to Bring Integration to the Next Level

**Lupe Goytre**, Experience Transformation, CEO Office, Amadeus IT Group

**Yolanda Lopez**, Experience Transformation, CEO Office, Amadeus IT Group

11.00 – Morning Coffee and Networking

### 11.30 – Managing Complex Divestments: Setting up a Standalone Solution and Fostering Internal Stakeholder Collaboration

**Dr. Eike Houben**, Senior Manager M&A, PMI, Carve-outs, BASF

**Dr. Michael Reichle**, Head of HR M&A, BASF

### 12.15 – Setting up and Managing Transition Service Agreements in Divestments

- When is a TSA required?
- Ensuring a well-defined transition services agreement
- Scope of services, duration and pricing
- Non-performance and dispute resolution; the legal aspects of a good TSA
- Managing the TSA and transitioning out of the TSA

**Emma Barton**, Director, Alliance and Integration Management, AstraZeneca

13.00 – Lunch Break

### 14.00 – 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
- Julius Krüger**, Head of Mergers and Acquisitions International, AniCura

### 14.45 – Breakout Groups:

For both in-person and virtual attendees

#### Select a topic and meet with colleagues in small groups

- 1) KPIs or synergy tracking: what and how long do you track
- 2) What do we mean by integrating? Why and How do you integrate?
- 3) HR/people aspects of integration
- 4) How is your company handling: ESG, DEI within integration and cultural integration

15.45 – Brief Afternoon Coffee and Networking

### 16.00 – AkzoNobel Integration Journey

**Ana Puga**, Corporate M&A Integration Manager, AkzoNobel

**Americo Fernandes**, M&A Integration Program Manager, AkzoNobel

16.45 – Closing Remarks of the Chair and End of Forum



**BOOKING:** Scan and email this page to:  
[info@thoughtleaderglobal.com](mailto:info@thoughtleaderglobal.com)  
 or Book Online at the following link:  
<https://www.thoughtleaderglobal.com/register-merger2022>

Name\_\_\_\_\_

Position\_\_\_\_\_

Organisation\_\_\_\_\_

Address\_\_\_\_\_

\_\_\_\_\_

Postcode\_\_\_\_\_Tel\_\_\_\_\_

Fax\_\_\_\_\_Email\_\_\_\_\_

VAT #\_\_\_\_\_

Signatory must be authorised to sign on behalf of contracting organisation

Name\_\_\_\_\_Position\_\_\_\_\_

Signature\_\_\_\_\_Date\_\_\_\_\_

**IN-PERSON TICKETS:** includes access to the physical event, keynotes, all networking sessions, lunches and available videos

IN-PERSON TICKET **€1699 + VAT**

GROUP of IN-PERSON TICKETS **€1299/person + VAT**

**VIRTUAL TICKETS:** access to the live stream & available videos

FREE VIRTUAL TICKET FOR MORNING DAY 1 (virtual access to the first 5 morning sessions of day 1)

PAID VIRTUAL TICKET FULL EVENT **€699 + VAT**  
*complete virtual access to all sessions & 600+ min of recordings:*

ALL-COMPANY VIRTUAL TICKET **€1699 + VAT**  
*unlimited number of colleagues get access to all sessions & videos*

Payment is by Invoice or Credit Card  
**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 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 may be 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. Any contact from Thought Leader Global to the client is done for legitimate business purposes. Customers and contacts are working for organisations that have either attended or spoken at past Thought Leader Global events or have been introduced to us, or we have reached out to. Any information kept is basic and securely stored. And, as we usually provide attendee lists with email addresses to our delegates, attendees are allowed to contact each other by email and are giving consent for such contact by joining our events
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.