



The brightest minds in finance

Mergers & Acquisitions

Cross-disciplinary program providing practical tools across the whole M&A process

In an era of digital transformation, disruptive innovation, transient competitive advantage, and industry convergence, mergers and acquisitions (M&A) have become more complex than ever. To help understand these complexities, this cross-disciplinary program provides practical knowledge and tools across the full-spectrum of the M&A process, from pre-deal strategy, due diligence, valuation, negotiation, regulation, and completion to post-deal integration, accelerated value capture, workforce motivation (culture, communications and key talent retention and engagement), and results measurement.

Case examples illustrate how each stage of the process is implemented by companies across various industries and geographies. Pragmatic tools and templates are provided throughout the program, including an "M&A Workbook" covering the three phases of M&A – Pre-Deal, Deal, Post-Deal.

How you will benefit

Most deals today are strategic with targets in the same industry. In order to maximize the long-term value of deals, there is a mandate to perform M&As well, across the entire process: having complementary products, and serving similar customers; setting a clear M&A strategy; targeting firms that fit the strategy; conducting due diligence to assess the value, as well as the operational and cultural "fit" of potential target firms; negotiating and closing the transaction; integrating the people, processes, and systems based on the deal rationale; evaluating success.

This program is designed to provide you with insights across the entire deal process to:

- Understand M&A motives, strategy, regulation, valuation, tactics, deal-making, stakeholder engagement, integration, and success measurement
- Identify M&A differences between geographies and ownership structures around the world
- Evaluate the success and failure of M&As
- Understand both the "buy- and sell-side" of M&A
- Identify the difference in approaches and goals of corporate / "strategic" buyers and "financial" buyers
- Establish what creates M&A success

Who should attend

Although many firms conduct M&A as a "financial exercise" and universities often classify M&A as a "finance" course, this program is not a single-function finance only course. Reflecting the realities of mergers and acquisitions, this is a "full-spectrum" cross-functional course. Successful M&A is a cross-disciplinary activity, requiring a broad team with varying expertise from different levels of both the buyer and seller, supplemented by external service providers (bankers, attorneys, consultants, and other intermediaries), to effectively execute both pre-close and post-close activities.

Therefore, the best practices, pitfalls to avoid, and tools and templates covered will benefit senior management, functional experts, and M&A service providers who work on either or both the "buy-side" and "sell-side."

Program at a glance

Valuation in M&A

- Calculating free cash flow
- Time value of money
- Valuing targets

Introduction to M&As

- M&A market overview and recent developments

Pre-deal

(planning, locating, and investigating value)

- Formulating an M&A strategy
- Locating targets
- Investigating potential targets

Deal (forecasting, negotiating, and agreeing value)

- Negotiating tactics and deal-making
- Consummating transactions

Introducing our guest speaker, shedding light on the legal aspects of M&A.

Post-deal (realizing, building, and reporting short- and long-term value)

- Integrating post-transaction close
- Motivating talent
- Innovating for revenue growth
- Evaluating success

4,5 days | € 5,650 | Check AIF.nl for dates

The experts

Meet the brightest minds in finance. Learn from the world's leading finance academics and experienced corporate executives.



Tim Galpin is Senior Lecturer of Strategy and Innovation, Director of the Postgraduate Diploma in Strategy and Innovation at Saïd Business

School, University of Oxford, best-selling author, Board Member, and an advisor to Boards and senior management.

Tim brings over three decades of practical knowledge and experience to his teaching and consulting to organizations in various industries around the world. He helps them successfully plan and implement complex efforts, including strategy formulation and execution, M&A due diligence and post-deal integration, organizational transformation, and culture change. His clients have included numerous Fortune 500 and FTSE 100 companies.

Tim Galpin holds a Ph.D. in Organization Development from UCLA and is a former Instructor at the National Outdoor Leadership School (NOLS).



Matti Suominen is a Professor of Finance at the Aalto University School of Business in Helsinki. From 1997 until 2006 he was a Professor of Finance at INSEAD.

Professor Suominen has previously worked as an Engagement Manager at the European Corporate Finance Practice of McKinsey & Co. In addition, for several years he was involved with a European hedge fund, focusing on equity valuations to support the portfolio management. He has taught extensively in various MBA and executive programs, receiving numerous best teacher awards. He is the vice-chair of the Investment Consultative Committee of the State Pension Fund of Finland.

Matti Suominen holds a PhD in Financial Economics from the University of Pennsylvania.

Enrolling & practical information

Enrollment requirements

AIF considers each enrollment application carefully to ensure the quality and level of the program is maintained and that participation of candidates is beneficial to both themselves and their organizations. The general prerequisite for all AIF programs is the possession of an academic or equivalent degree, as well as proficiency in English and practical experience.

Accommodation

AIF has special corporate rates available for participants at a number of hotels in central Amsterdam.

Certificates

An AIF certificate of attendance is awarded to all participants who successfully complete the program.

Program location

The programs are held in the financial hub in the south of Amsterdam, within an easy walk from Amsterdam Zuid Station, and within 15 minutes from Schiphol International Airport.

Program fees

Program fees include tuition, all comprehensive program materials, books, and any software that is required for the program, as well as luncheons and daily refreshments. Accommodation is not included.

In-company programs

For information on how AIF can add value to your organization via a tailored in-company program, please contact AIF directly at: +31 20 246 7140.

Ready to learn more? Find your program and reserve your place at [AIF.nl](https://aif.nl)

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