Mastering Mergers & Acquisitions
Developing and managing a successful portfolio of businesses requires taking the right path to acquire, redeploy or divest resources and capabilities. Whether that means a merger, an acquisition, an alliance it is imperative to understand the pros and cons of each path and to learn which is most appropriate for a successful corporate strategy.

A merger or acquisition can add considerable value to a business, but making sure that each stage of the transaction process—from strategy, valuation to negotiation and completion—is successful demands considerable preparation, experience and knowledge.

The workshop will help owners, board of directors, and c-level executives understand and be able to manage the process to utilize Mergers & Acquisitions to the advantage of their organizations: to grow their companies, invite additional investors or to sell business activities.

Starting with the corporate strategies when to rather acquire companies, look for additional partners or even to exit businesses—we will explore and transfer the knowledge to master the complete M&A process: as an acquirer, as merging partner, as searching for partners or as a seller. We will explain and explore the role, advantages and challenges when orchestrating internal staff and external advisors, e.g. bankers, lawyers, accountants, and other consultants, in the process.

Various ways to approach the valuation of companies and activities for acquiring or selling businesses will be presented: ranging from Discounted Cash Flows to various Multiples.

In Due Diligence, participants will learn how to prepare and plan for this step of the process and its various areas, e.g. Financial, Tax, Legal, and Commercial Due Diligence.

As Mergers & Acquisitions are often negotiated, we will explore how to start and initiate discussion and to obtain good results.

Ultimately after acquiring businesses, companies often need to combine the activities in Post-Merger Integration. In the seminar, participants will see how to draft and execute integration plans and realize desired results.

The seminar will combine international best practices with local regulation and business reality in Sri Lanka.

Who is it for?

- Business Owners and Next generation of owners
- Company Directors
- Chief Executive Officers / Managing Directors
- Chief Financial Officers
- Investment Bankers
- Strategy Consultants
- Legal Professionals
Topics Covered

- Strategy Development for M&A
- The M&A Process (from all sides: selling the business (sell-side process), finding investors (partnering process) and acquiring businesses (buy-side))
- Role of Internal Staff and External Advisors in the M&A Process
- Company Valuation
- Due Diligence (High Level: Financial, Tax, Legal, Commercial, etc.)
- M&A Negotiation
- Post Merger Integration (Process after Partnering or Acquiring)

Day 1

9.00 am Welcome
9.10 am Introduction
- Current M&A Trends
- Highlights of Recent Transactions
- Different types of M&A
- M&A Strategy Development

10.45 am Tea and Coffee Break

11.00 am M&A Process
- Holistic and Integrated Process
- Internal Participants and Roles
- External Advisors and Support
- Managing the M&A Process

12.30 pm Lunch Break

1.30 pm Targets & Investors
- Target Criteria and Search
- M&A Pipeline Development
- Preparation for Sale or Investment
- Categories of Investors

3.00 pm Tea and Coffee Break

3.15 pm Due Diligence
- Traditional and Non-Traditional Due Diligence
- Financial Due Diligence
- Tax Due Diligence
- Commercial and Operational Due Diligence
- Human Resource and Cultural Due Diligence

4.45 pm Summary & End of Day 1
5.00 pm Get Together and Networking Function

Day 2

9.00 am Welcome
9.05 am Legal Aspects
- Legal Due Diligence
- Agreements• Competitive Policy
- Legal disputes

10.45 am Tea and Coffee Break

Valuation
- Valuation methods and models
- Current valuation trends
- Deal design
- Valuation in different situations

12.30 pm Lunch Break

1.30 pm Post-Merger Integration (PMI)
- How to organize and govern PMI
- Synergy realization and tracking
- Planning for Day 0
- Do’s and Don’t’s in the first 100 days
- Long-term projects

3.00 pm Tea and Coffee Break

M&A Negotiation
4.45 pm Summary & End of “Mastering M&A”
Prof. Dr. Christopher B. Kummer
President,
Institute of Mergers, Acquisitions and Alliances (IMAA)

Professor Kummer worked with PricewaterhouseCoopers in Corporate Finance and HR Consulting, and continues to serve as an Advisor.

He is a leading expert in M&A context who has trained people in world’s leading corporations including Walt Disney, Coca-Cola, Boeing, Tesla Motors, Citi Bank, IBM, HP, 3M, Exxonmobil, Johnson & Johnson, Proctor & Gamble, Unilever, UBS.

As an Advisor, Christopher has supported companies and owners with their strategy, M&A, alliances and sale of companies and. He assists governments and intergovernmental organizations to explore the opportunities of M&A. He has led an M&A practice at the world's largest professional services firm. To this date he has been involved in transactions at every stage (from strategy to integration and post-deal review) and all sizes with a total value of over USD 12 bil.

In his academic role, he is President of the Vienna-based Institute of Mergers, Acquisitions and Alliances (IMAA), a non-profit academic think tank on M&A. He holds or has held visiting, affiliate or permanent positions at Harvard Business School, International Institute for Management Development (IMD), Grenoble Ecole de Management, Tongji University, Webster University, and Hult Business School in Europe, Asia and the US. He teaches courses and leads trainings for C-level executives, investment bankers, lawyers, and consultants from all continents.

He is often invited as a speaker to conferences and a frequently sought after commentator with the international media, including Bloomberg, Dow Jones, Financial Times, Le Monde, NY Times, and Reuters. He was "Professor of the Week" of the Financial Times. His articles and books have been published in several languages.

Christopher Kummer graduated with a lic. oec. (MBA) majoring on strategy & organization from the University-HSG St. Gall, Switzerland. He received his Doctorate (PhD) from the Technical University of Berlin, Germany, with a dissertation on "International Mergers & Acquisitions Activity: Development, Diffusion and Strategic Intentions". He also has been trained at Harvard Business School and the MIT Sloan School of Management.
A reputed financial advisor with International experience in corporate wealth creation through investment, divestiture, capital raising and restructuring. With over 14 years of experience in Mergers and Acquisitions (M&A) and having been involved in over 100 M&A transactions both locally and internationally, before joining CHEC Port City, Thulci headed the M&A practice at PwC Sri Lanka and Maldives and spearheaded growth in the M&A division. Prior to returning to Sri Lanka, he was attached to the PwC M&A practice in Melbourne where he had exposure to large complex MNC transactions.

Driver of high-performance culture whilst earning a reputation as the architect of creating a dynamic M&A team in PwC. His M&A experience include; developing acquisition/JV led growth strategies, create value proposition through business restructure, formulate leverage buy-out/management buy-in strategies, capital raising and evaluation of businesses for acquisition and divestiture.

During his tenure at PwC, Thulci was selected to the global PwC panel of trainers for M&A and successfully conducted 3 day training for Managers at Advisory University held at Warsaw, Copenhagen, Dublin, Abu Dhabi and Rome. Thulci graduated from University of West London, UK majoring in Economics and currently reading for his MSc in Financial Economics.

CHEC Port City Colombo is the Project Company for Colombo Port City. China Communications Construction Company (CCCC), the Parent Company of China Harbour Engineering Company (CHEC) is a Fortune 500 Company listed on the Hong Kong Stock Exchange.
Koushik J.
Partner,
Corporate Finance & Investment Banking,
PwC South India

Koushik has been with PwC for over 12 years and leads PwC’s Corporate finance initiatives in South India. He has worked across corporate finance advisory offerings including Corporate Mergers and Acquisitions, Joint ventures / Strategic alliances, Restructurings, Private Equity Funding across domestic and cross border transactions across sectors, notably in the automotive, industrial products and services and logistics sectors. Koushik has significant experience in sell-side and buy-side deal advisory, carrying out target evaluation, business plan review and structuring issues.

Koushik is a member of the Institute of Chartered Accountants of India (ACA) and has a bachelor’s degree in Commerce. He has helped and advised leading business conglomerates such as TVS, TATA, DIESL, Stanley Black & Decker Inc, Bajaj, Schneider Electric, INCAP & MESCO to achieve their objectives in terms of various M&A activities.

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