BLACKBIRD FOR TRAINING

M&A Strategy, Governance & Value Creation

London (UK)

7 - 11 December 2026

M&A Strategy, Governance & Value Creation

Code: FA32 From: 7 - 11 December 2026 City: London (UK) Fees: 5400 Pound

Introduction

Mergers and acquisitions are increasingly used by organizations to accelerate growth, enter new markets, strengthen competitive positioning, access new capabilities, and create long-term shareholder value. However, successful M&A requires more than identifying an attractive target. Organizations need a clear strategic rationale, effective governance, disciplined decision-making, strong stakeholder alignment, and a structured approach to value creation.

The M&A Strategy, Governance & Value Creation course provides a strategic and practical understanding of how organizations can plan, govern, execute, and maximize value from mergers and acquisitions. The course focuses on the management and strategic dimensions of M&A rather than technical financial modelling or detailed legal analysis.

Participants will explore the strategic rationale for acquisitions, target selection, M&A governance, board and executive decision-making, deal oversight, stakeholder management, synergy realization, integration, and long-term value creation.

The course uses practical frameworks, business scenarios, case discussions, and strategic exercises to help participants understand how successful organizations approach M&A from the perspective of senior management, boards, and strategic decision-makers.

Course Objectives

By the end of this training course, participants will be able to:

- Understand the strategic role of M&A in corporate growth and transformation.
- Evaluate the strategic rationale behind mergers, acquisitions, and strategic investments.
- Develop clear M&A objectives and acquisition strategies.
- Assess target companies from a strategic and business perspective.
- Evaluate strategic fit, market positioning, capabilities, and growth opportunities.
- Understand the role of boards and senior management in M&A governance.
- Establish effective governance structures for M&A decision-making and oversight.
- Improve stakeholder alignment throughout the transaction lifecycle.
- Identify and evaluate potential sources of value and synergies.
- Understand the key drivers of successful post-merger integration.
- Monitor M&A performance and value realization.
- Identify common causes of M&A underperformance and value destruction.
- Strengthen strategic decision-making throughout the M&A lifecycle.
- Develop practical approaches for achieving sustainable value creation from M&A.

Course Outlines

Day 1: M&A Strategy and Strategic Rationale

- Understanding M&A as a strategic growth tool.
- Why companies pursue mergers and acquisitions.
- Organic growth versus inorganic growth.
- Defining the strategic rationale for an acquisition.
- M&A and corporate growth strategies.
- Market expansion, geographic expansion, and diversification.
- Acquiring capabilities, technology, talent, and intellectual property.
- Strengthening competitive advantage through M&A.
- Identifying strategic opportunities and acquisition themes.
- Buy versus build versus partner decisions.
- Developing an M&A strategic thesis.
- Aligning M&A objectives with corporate strategy.
- Common strategic mistakes in M&A decision-making.
- Case discussion: Successful and unsuccessful M&A strategies.

Day 2: Target Selection, Strategic Fit and Deal Governance

- Developing an effective target selection framework.
- Defining the ideal acquisition profile.
- Assessing strategic fit and organizational compatibility.
- Market position, competitive advantage, and growth potential.
- Evaluating capabilities, resources, and strategic assets.
- Understanding cultural and organizational fit.
- M&A decision-making criteria for senior management.
- The role of the Board in M&A decisions.
- Governance structures for M&A transactions.
- Board oversight and executive accountability.
- Defining decision rights and escalation mechanisms.
- Establishing effective M&A steering committees.
- Managing conflicts of interest and governance risks.
- Balancing speed, opportunity, and disciplined decision-making.

Day 3: M&A Leadership, Stakeholder Alignment and Deal Execution

- Leadership responsibilities throughout the M&A lifecycle.
- Managing executive and Board expectations.
- Aligning internal stakeholders around the deal strategy.
- Managing communication with shareholders and key stakeholders.
- Working effectively with advisors and external parties.
- Decision-making under uncertainty.
- Managing competing interests during M&A.
- Negotiation considerations from a strategic perspective.
- Maintaining strategic discipline during deal execution.
- Managing deal momentum and organizational alignment.
- Identifying critical decision points during the transaction.
- Managing risks that can affect strategic objectives.
- Executive communication and M&A decision-making.
- Case study: Managing a complex strategic acquisition.

Day 4: Synergies, Integration and Value Creation

- Understanding value creation in M&A.
- Identifying revenue and cost synergies.
- Strategic synergies versus operational synergies.
- Assessing the realism of synergy expectations.
- Building a synergy realization framework.
- Linking deal strategy to integration priorities.
- Post-merger integration: strategic priorities.
- Organizational and cultural integration.
- Leadership alignment and talent considerations.
- Customer, supplier, and stakeholder continuity.
- Managing change following an acquisition.
- Maintaining business performance during integration.
- Governance of the post-merger integration process.
- Tracking synergy realization and accountability.
- Common reasons why expected M&A value is not realized.

Day 5: M&A Performance, Value Realization and Strategic Decision-Making

- Measuring M&A success beyond transaction completion.
- Defining M&A performance indicators.
- Monitoring strategic objectives and value creation.
- Tracking synergy realization.
- Post-merger performance governance.
- Reviewing strategic and operational outcomes.
- Identifying early warning indicators of M&A underperformance.
- Corrective actions and strategic intervention.
- Lessons learned from successful and unsuccessful M&A transactions.
- Building a sustainable M&A capability within the organization.
- Developing an M&A governance framework.
- Creating an M&A value creation roadmap.
- Executive decision-making: continue, adjust, or exit.
- Final strategic M&A simulation.
- Developing a practical M&A Strategy, Governance & Value Creation Action Plan.

Why Attend this Course: Wins & Losses!

- Develop a strategic understanding of mergers and acquisitions without focusing on highly technical financial or legal analysis.
- Understand how M&A can support long-term corporate strategy and competitive advantage.
- Improve the ability to identify and evaluate strategically attractive acquisition opportunities.
- Strengthen Board and executive oversight of M&A activities.
- Develop more effective M&A governance and decision-making structures.
- Improve stakeholder alignment and communication throughout the transaction lifecycle.
- Identify realistic sources of value and synergies.
- Strengthen post-merger integration and value realization practices.
- Recognize common causes of M&A failure and value destruction.
- Develop practical frameworks for monitoring M&A performance.

- Improve the organization's ability to translate M&A strategy into sustainable business value.
- Create a practical roadmap for stronger M&A strategy, governance, and value creation.

Frequently Asked Questions

1. Who should attend this course?

This course is designed for senior executives, board members, directors, M&A professionals, strategy leaders, corporate development teams, and managers involved in strategic transactions and business growth decisions.

2. Is this course focused on the financial or legal aspects of M&A?

No. The course takes a strategic and managerial approach to M&A. It focuses on strategy, governance, decision-making, leadership, stakeholder alignment, integration, and value creation rather than detailed financial modelling or legal drafting.

3. Will the course cover M&A governance and the role of the Board?

Yes. Participants will examine Board oversight, executive accountability, decision rights, governance structures, M&A steering committees, and key governance considerations throughout the transaction lifecycle.

4. Will participants learn how to identify and evaluate potential M&A opportunities?

Yes. The course covers acquisition strategy, target selection, strategic fit, market positioning, acquisition criteria, buy-versus-build decisions, and developing a clear strategic M&A thesis.

5. How does the course address value creation after an acquisition?

Participants will explore synergy identification, synergy realization, post-merger integration, organizational and cultural alignment, performance monitoring, and frameworks for ensuring that the expected strategic value of an acquisition is actually achieved.

6. Is the course suitable for participants without a strong finance or M&A background?

Yes. The course is designed at a strategic and executive level and does not require advanced financial modelling or technical M&A expertise. It focuses on practical frameworks and decision-making that can be applied by senior managers and business leaders.

Conclusion

M&A success depends on much more than completing a transaction. Sustainable value is created when strategic objectives are clearly defined, acquisition decisions are properly governed, stakeholders are aligned, and integration is effectively managed.

The M&A Strategy, Governance & Value Creation course provides executives, board members, senior managers, and strategic decision-makers with a practical framework for understanding and managing the strategic dimensions of M&A. By focusing on strategy, governance, leadership, integration, and value creation, the course enables participants to make more disciplined M&A decisions and improve the likelihood of achieving long-term business

value.

Blackbird Training Clients

MANNAI Trading Company WLL,
Qatar

Alumina Corporation
Guinea

Booking.com
Netherlands

Oxfam GB International Organization,
Yemen

Capital Markets Authority,
Kuwait

Waltersmith Petroman Oil Limited
Nigeria

Qatar National Bank (QNB),
Qatar

Qatar Foundation,
Qatar

AFRICAN UNION ADVISORY BOARD ON CORRUPTION,
Tanzania

KFAS
Kuwait

Reserve Bank of Malawi,
Malawi

Central Bank of Nigeria
Nigeria

Ministry of Interior,
KSA

Mabruk Oil Company
Libya

Saudi Electricity Company,
KSA

BADAN PENGELOLA KEUANGAN Haji,
Indonesia

NATO
Italy

ENI CORPORATE UNIVERSITY,
Italy

Gulf Bank
Kuwait

General Organization for Social Insurance
KSA

Defence Space Administraion
Nigeria

National Industries Group (Holding),
Kuwait

Hamad Medical Corporation,
Qatar

USAID
Pakistan

STC Solutions,
KSA

North Oil company,

EKO Electricity

Oman Broadband

UN.

Authority for

Head Office: +44 7480 775 526
Email: Sales@blackbird-training.com
Website: www.blackbird-training.com

Blackbird Training Categories

Management & Admin

Entertainment & Leisure
Professional Skills
Finance, Accounting, Budgeting
Media & Public Relations
Project Management
Human Resources
Audit & Quality Assurance
Marketing, Sales, Customer Service
Secretary & Admin
Supply Chain & Logistics
Management & Leadership
Agile and Elevation

Technical Courses

Artificial Intelligence (AI)
Sustainability, ESG & Corporate Responsibility
Advanced Courses
Hospital Management
Public Sector
Special Workshops
Oil & Gas Engineering
Telecom Engineering
IT & IT Engineering
Health & Safety
Law and Contract Management
Customs & Safety
Aviation
C-Suite Training

Head Office: +44 7480 775 526
Email: Sales@blackbird-training.com
Website: www.blackbird-training.com