BLACKBIRD FOR TRAINING

# M&A Strategy, Governance & Value Creation

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Boston, Massachusetts (USA)

UK Traininig
PARTNER



# M&A Strategy, Governance & Value Creation

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## 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.

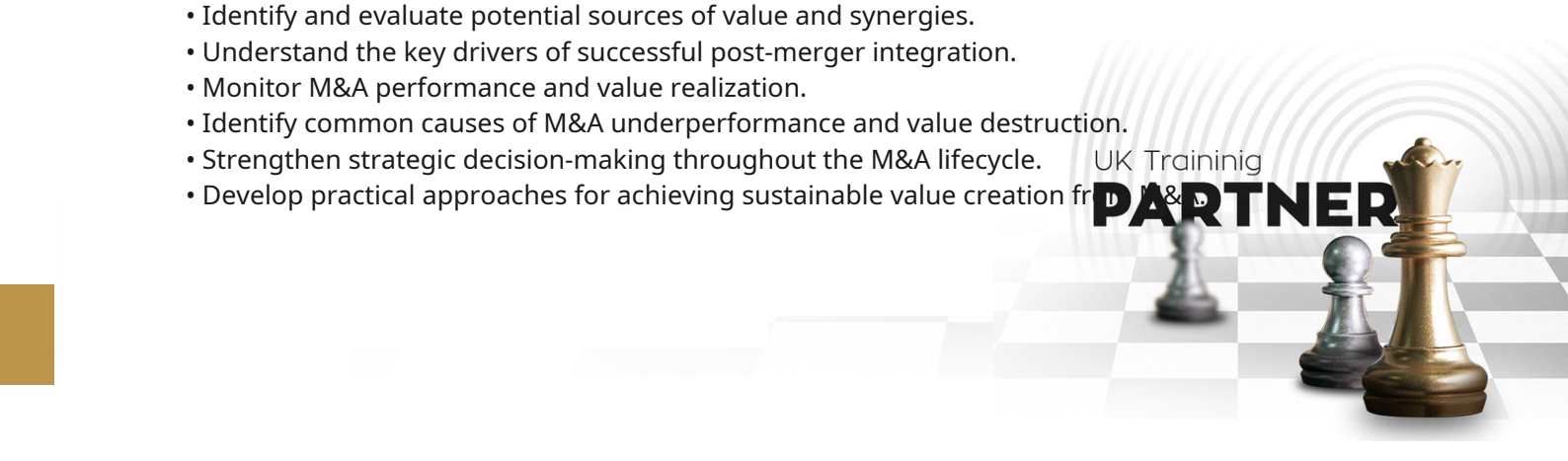
Participants will explore the strategic rationale for acquisitions, target selection, M&A governance, board and executive decision-making, deal oversight, stakeholder management, synergy realization, integration, and long-term value creation.

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 fr[illegible] 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.

