



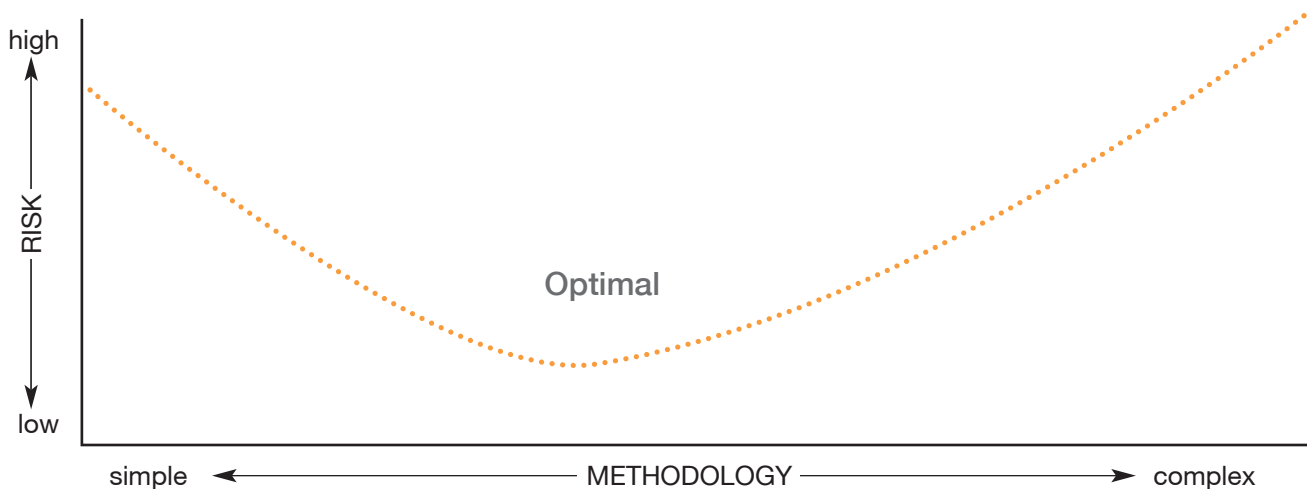
# merger integration

[ certification workshop ]

# PRITCHETT'S merger integration certification workshop

Mergers typically involve restructuring ... a culture clash ... heavy-duty management changes ... downsizing of some sort ... major reworking of systems ... and more. An integration is a very complex undertaking. Just winging any phase of the process is reckless. Organizations invite chaos if they attempt to merge without a field-tested, well-defined methodology.

In our training program, participants learn PRITCHETT's proven step-by-step approach for planning and executing fast, effective integrations. Our methodology is neither overly simple nor complex. It is precisely what acquirers need to minimize risks and optimize results.



## INADEQUATE M&A Methodology

- Improvised; ad hoc
- Unstructured
- Inconsistent
- Not repeatable
- Haphazard
- Fails to capture lessons

## PRITCHETT M&A Methodology

- Surgically precise
- Fast, flexible, adaptable
- Understandable
- Easy to maintain
- Efficient knowledge transfer
- Skills focused

## OVERLY COMPLEX M&A Methodology

- Sluggish and unwieldy
- Unusable
- Not maintainable
- Cookbook oriented
- Not realistic
- Excessive training required

Many methodologies are only a hodgepodge of templates, techniques, theories, and rules of thumb cobbled together in an ad hoc fashion. They do not form a coherent whole. You can't see how everything fits together naturally. There is no logical flow.



**PRITCHETT's** methodology is easy to follow and well organized. It's a streamlined, repeatable process not weighed down by extraneous junk. We made room for more of what matters by eliminating what doesn't. We've included only the very *best*, best practices.



Rock-Solid

Proven

Efficient

Practical

Focused

Ten reasons

# why

User-friendly

Comprehensive

Designed and  
Delivered by the  
Thought Leaders

Grounded in Reality

Provides Valuable  
Takeaways

[ *The Merger Integration Certification*  
*Workshop* is Unique and Powerful. ]

## 1. Rock-Solid

Time is money—acquirers must operate fast or fail. Of course, raw speed is not enough to guarantee success. Integrating badly at a high velocity is as big a mistake as moving slowly in hopes of avoiding error.

The secret is to move more rapidly—to accelerate hard—but to have the right touch at the wheel. Speed is an essential element in the right integration approach ... it's just not enough by itself. Our training provides the additional ground rules that position acquirers for success. We cover the *concrete principles* that collectively are the foundation of our proven trademarked M&A integration methodology.

## 2. Proven

We teach a methodology which has an authentic quality that comes from surviving trial by fire. PRITCHETT's approach has been developed in the trenches on clients' integrations for over three decades. Countless merging companies have used our integration process to successfully mobilize their teams across functions, locations, and cultures.

## 3. Efficient

We cut through theoretical bull, popular misconceptions, and wishful thinking on cultural integration. Culture change is arguably the most misunderstood, mismanaged area of M&A. Merging companies frequently waste

money and time analyzing cultural differences that are benign and not worthy of investigation.

PRITCHETT's methodology identifies the few cultural traits that carry enough voltage to impact the bottom line. Our workshop teaches how to zero in on the *mission critical* variances and make the necessary cultural shifts while also maintaining focus on other integration priorities.

## 4. Practical

Our training has no mushy theory. No time-wasting trivia. No touchy-feely stuff. We teach participants how to create the deliverables for an integration, who should create them, and when. And we include useful tools and down-to-earth, real-life examples.

## 5. Focused

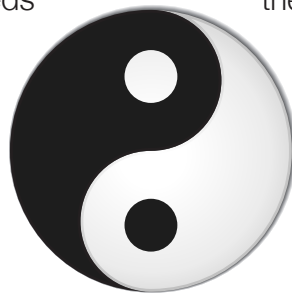
In the name of getting everything done, merging companies often overextend and dilute their resources. Our training teaches participants how to ruthlessly prioritize and scale back the workload so more of what is truly pivotal can be accomplished.

Usually, only a handful of things in an integration will deliver a huge payback. A targeted, sustained focus on these areas, the value drivers, provides the greatest chance of delivering the right outcomes on time, within budget, and without burning people out.

## 6. User-friendly

Integration methodologies advocated by some M&A advisors include complicated rules that create confusion and add no value. In some cases, acquirers feel compelled to hire consultants on an ongoing basis to navigate the very complexity built into the process by the same consultants. An effective methodology should make an organization more self-sufficient, less consultant dependent.

PRITCHETT's approach is highly teachable. Not over-engineered. A person needs common sense and resolve, not an advanced physics degree, to understand and apply it.



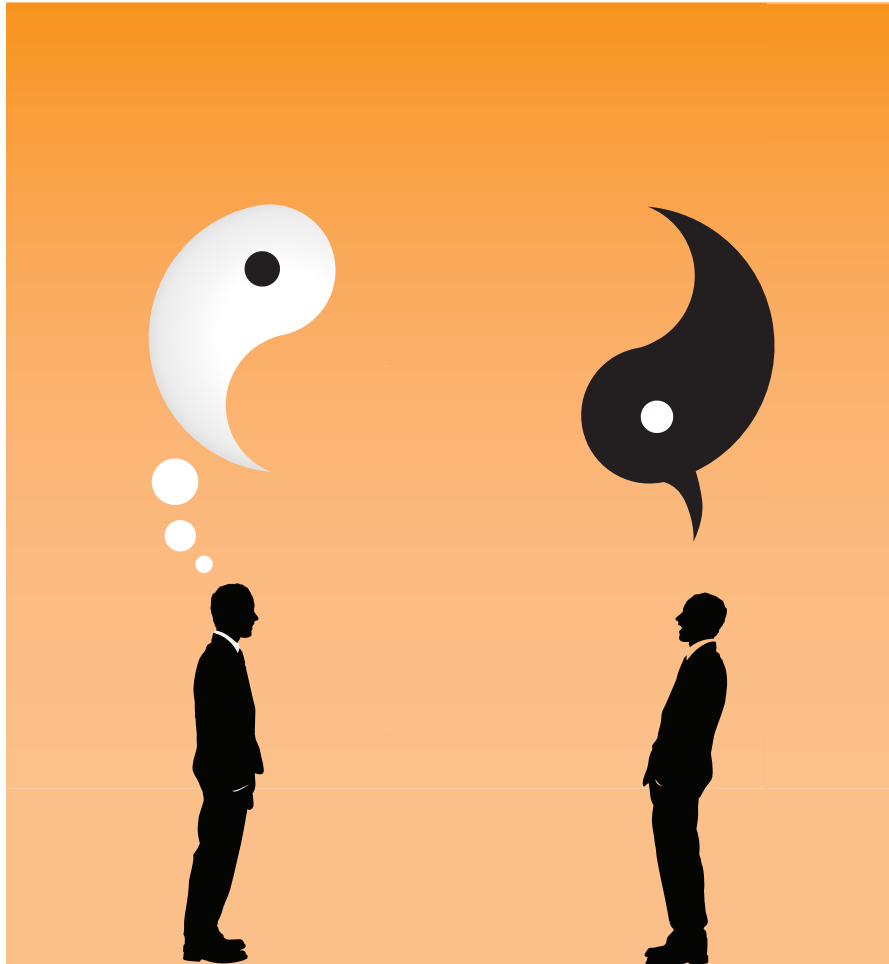
## 7. Comprehensive

The yin-yang symbol represents the ancient Chinese understanding of how things work. In the context of merger integration, think of the white area (yang) as the “hard stuff” and the black area (yin) as the “soft stuff.” Yang is project management, yin is people management.

Unlike other integration workshops that take a piecemeal approach, PRITCHETT's program covers both the yin and yang. Too often, merging organizations concentrate too heavily on one at the expense of the other. Both project and people management require adequate attention in order to realize the full potential of an acquisition.

### The Yin-Yang of M&A Integration

<b>Project Management</b> <b>Focus</b> is on structure, order, and control—e.g., planning, accountabilities, organization charts, integration velocity, timelines, flow charts, process, etc.	<b>People Management</b> <b>Focus</b> is on the psychological, social, political, and cultural issues in play that represent critical risk factors
<b>Involves</b> administrative, operational, and technical matters	<b>Involves</b> reaction to uncertainty and organizational change
<b>Concerned with</b> the physical aspects of consolidating two organizations—e.g., technology, facilities, accounts, products, systems, equipment, etc.	<b>Concerned with</b> the intangibles, emotions, and atmospherics involved in consolidating two organizations—e.g., personal and cultural matters such as egos, ambitions, expectations, roles, power, status, values, beliefs, traditions, taboos, habits, etc.
<b>Methodology-oriented</b> ; procedural, systematic, and analytical; logical, practical, and by-the-numbers	<b>Attitudinal/behavioral-oriented</b> ; fluid, dynamic, and nonlinear; highly-charged; combustible; many trigger points



**Project Management + People Management**  
Both require adequate attention in order to realize  
the full potential of an acquisition.

## 8. Designed and Delivered by the Thought Leaders

PRITCHETT consultants—designers and instructors of the workshop—have:

- Consulted on many of the largest, most successful merger integrations in history
- Specialized in post-merger consulting for more than 30 years—longer than any other U.S. firm
- Developed the #1 online resource for merger integration professionals, MergerIntegration.com
- Sold our merger and cultural integration books to more than 10,000 merging organizations
- Trained over 30,000 managers in M&A integration—more than any other firm

## 9. Grounded in Reality

Companies often struggle through integrations because managers have been taught little about the process or, even worse, have been taught the wrong things. Many of the correct moves are

not obvious.

The workshop offers counterintuitive guidelines that you are unlikely to learn anywhere else ... except by painful trial and error.

Attendees will learn why acquirers should **NOT**:

- Strive for a “zero defects” merger
- Improve things for improvement’s sake
- Begin the integration with only a high-level plan
- Rely exclusively on a homegrown methodology
- Make “quid pro quo” staffing decisions
- Treat morale as a top priority
- Try to build a common corporate culture
- Ignore lessons learned by other companies

The logo features the letters 'M&A' in a large, bold, orange font. The ampersand is a lighter shade of orange and is positioned between the 'M' and 'A'. Below 'M&A', the word 'integration' is written in a smaller, lowercase, orange font.



## 10. Provides Valuable Takeaways

- **Free One-Year Full Access Subscription to MergerIntegration.com**

Workshop attendees can easily download the following from our website:

### **Videos**

Over 15 instructional videos that answer critical questions about M&A:

- Integration strategy and governance
- Integration planning and execution
- Synergy program management
- Cultural audits and integration
- Integration risk management
- Communications planning
- Capturing lessons learned

### **Playbooks**

Over 20 M&A Integration Playbooks from acquisitions ranging in size from \$5 million to \$20 billion

### **Integration Tools and Templates**

Over 100 downloadable tools and templates

### **Articles**

More than 80 merger how-to articles on integration planning and execution

### **Case Studies**

Charter creation, risk analysis, and priority identification exercises for human resources, information technology, sales, and product development integration teams

### **Presentations**

More than 100 PowerPoint M&A integration presentations

### **Webinars**

- *Most Mergers Do Not Fail: Conventional Wisdom is Wrong*
- *What is the #1 Cause of Merger Failure?*
- *Top 10 Ways to Protect Your Career in a Merger*

### **Assessments**

- *Operating Style Analysis*
- *Merger Risk Analysis*
- *Impact of Merger Survey*
- *Culture Context Questionnaire*
- *Merger IQ Test*

### **Work Product**

Examples of actual deliverables from each integration phase

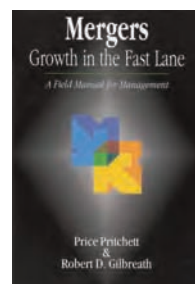
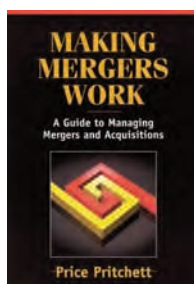
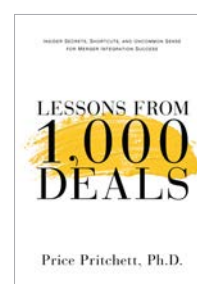
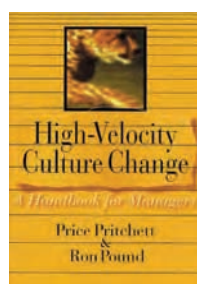
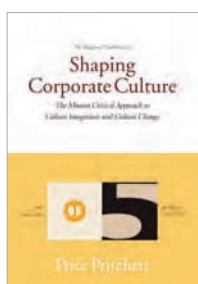
### **Research**

*The "X Factor" in Merger Success and Failure*

## More Valuable Takeaways

- **M&A Integration Books**

PRITCHETT has sold over 2 million books on merger and cultural integration—more than all other authors combined. Each attendee will receive these titles:



- **Integration Planning Software**

Each participant will receive free online access (for one year) to PRITCHETT's *eMerger* software (\$4,995 value). *eMerger* is packed with more than 80 integration tools, templates, checklists, matrices, and examples of actual task force deliverables. *eMerger* helps teams produce work in consistent formats. This consistency facilitates the roll-up of data so more informed, quicker decisions can be made.



- **Certification**

Participants who pass PRITCHETT's exam will receive the Certified M&A Integration credential. The CM&AI designation signifies you have taken the most in-depth course available on merger integration, mastered the content, learned a world-class methodology, and developed a core competence in acquisition integration. The most prestigious accreditation for M&A integration professionals is the CM&AI.

**CM&AI**



**Attendees will:**

1. Apply a step-by-step, scalable integration planning methodology
2. Set up the ideal project governance
3. Create effective integration team charters
4. Identify critical risks and develop mitigation strategies
5. Differentiate the “must-haves” from the “nice-to-haves”
6. Use proven tools to create key deliverables
7. Develop a logical, achievable, detailed work plan

# Fifteen

## Workshop Objectives

8. Make the right opening moves on Day 1
9. Avoid common mistakes that trigger cynicism and destroy management’s credibility
10. Create communication plans tailored for different constituencies
11. Implement talent retention best practices
12. Identify *mission critical* cultural differences
13. Develop a viable cultural integration plan
14. Learn best practices on synergy program management
15. Preserve hard-won wisdom by capturing lessons learned



> 30,000

## Trained Worldwide

PRITCHETT has trained over 30,000 professionals in merger integration, more than any other firm. We are *the* leader in M&A education because of the superior value we deliver. Attendees to our certification workshop are trained in our world-class methodology. Plus, they are granted *full* access to our merger integration videos and online collection of downloadable playbooks, tools, case studies, and Power-Point presentations from over 30 years of integration projects.

The richest, most comprehensive library of M&A integration documents and instructional videos that can be found anywhere is available to our workshop attendees at [MergerIntegration.com](http://MergerIntegration.com).

Our website will help you:

- Save hundreds of hours that would otherwise be spent developing checklists, processes, reports, and PowerPoint presentations from scratch
- Upgrade your integration processes with best practices from the playbooks of other acquirers
- Apply what you learned in the workshop

Our double-barreled approach, the combination of classroom and online instruction, is unmatched. Nobody offers more useful content. [MergerIntegration.com](http://MergerIntegration.com)'s videos, downloadable playbooks, and actual integration deliverables expand upon and reinforce the deep, practical know-how taught in our workshop.



## Previous Participants of **PRITCHETT** merger workshops [ Partial List ]

Abbott Laboratories  
ABT Associates  
Accor North America  
ACIST Medical Systems  
A.G. Edwards  
Airbus  
Alberto Culver  
Alcon Labs  
Alliance Catholic Credit Union  
AON Risk Services  
Banner Pharmaceuticals  
Bayer Healthcare  
Bashas' Inc.  
Baylor Scott & White Health  
Bonness  
California United Bank  
Caterpillar  
Cephalon  
Citco Fund Services  
City of Hope  
Convergys  
Cytex Industries Inc.  
Digital Globe  
Domtar  
Dow Chemical  
EADS France  
Embarq  
EMC  
Emergent Biosolutions  
Entegris  
ExxonMobil  
Faurecia  
Freeway Insurance Service

Fujitsu  
General Dynamics AIS  
Global Contractors  
Golder Associates  
Granite Construction  
Grifols  
Goodrich  
Halliburton  
Hewlett-Packard  
Hostelling International USA  
ITC Infotech  
Kent Hospital  
King Pharmaceuticals  
Knowles Electronics  
Kuraray America  
Lehigh Valley Health Network  
Life Technologies  
LifeSpan Technology  
Lincoln Financial Group  
Lord & Taylor  
Kraft Foods  
MANN+HUMMEL  
McAfee  
McKesson Corporation  
Merck & Co.  
Micron Technologies  
Microsoft  
Nationwide  
Novell  
Nycomed France  
Omron Europe  
Orange  
Paychex

Pfizer  
Plaza Bank  
Raytheon  
Red Hat  
RTI International Metals  
Sanofi-Aventis  
Schering Plough  
Scientific Games  
Scripps Networks  
Shire Pharmaceuticals  
Sigma-Aldrich  
SGL Technologies  
Solvay  
Spectrum Health  
Sterling Commerce  
Stryker Instruments  
TGS  
Thomas & Betts  
Toyota Tsusho America  
TransUnion  
Upsher-Smith Laboratories  
U.S. Bank  
Vantiv  
Varian Medical Systems  
Verizon Wireless  
Verso Paper  
Volcano Corporation  
Wachovia  
Wells Fargo  
Women and Infants Hospital  
World Bank Group  
Wyeth  
York Insurance Services



## PRITCHETT's Merger Integration Certification Workshop

# “COMMENTS from ATTENDEES”

*“The workshop is the most impactful and organized workshop that I have ever attended.  
Thank you to all involved who made this an amazing learning experience!”*

— **Tyra Bremer**, Associate Vice President, Service King

*“Fantastic workshop. Engaging and energizing. I learned a lot and had great fun.”*

— **Deborah Carpe**, Senior Manager, Halliburton

*“The instructor had written books and been through many integrations himself. Anytime the class had a question, he was able to speak from relevant real-world experience. The information was highly relevant to the group and the pace worked well.”*

— **Mark Hacking**, Project Coordinator, IMT

*“Simply remarkable. You can't capture the experience in the room in any book purchased off the shelf.”*

— **Sandy Ferguson**, CFO, United Communities Credit Union

*“The workshop is everything I never knew I always needed to know about merger integration.”*

— **Brad Weatherly**, HR Project Leader, Alcon

*“Excellent coverage of the topic with real-world tools and advice.”*

— **Tom Hughes**, VP Clinical Support Services, Women & Infants Hospital

*“All the information is so valuable. I'm excited to integrate these ideas into my company ... they (my colleagues) too will be energized by it.”*

— **Bryanne Halfhill**, Director of Outpatient Services, Blue Sky Therapy

*“Great conference. Insightful.”*


— **Dana Webb**, Director, PeaceHealth

*“Very good presenters with deep knowledge and experience on M&A.”*

— **Jörg Riede**, Finance Director, Radiometer

*“PRITCHETT's content and instructors are best-in-class and provide order and structure to a chaotic and anxious challenge (mergers). I am recommending this course to others.”*

— **Erin Flanigan**, VP of Human Resources, Wentworth-Douglas Hospital



*“Well done! Great people and great facilitators willing to share true real life stories.  
It helped me connect with the content.”*

— **Natalie Jackobe**, AVP Integration Manager, US Bank

*“Great focus on high-impact areas for M&A. Well prepared and experienced instructors highlighted the key concepts.”*

— **Jason Kneen**, Engineering Manager, Integration Processes, Stryker Instruments

*“Great class. Pace was just right. Will help me with M&A and my other programs.”*

— **Corrinne Hasstedt**, Senior Program Manager, General Dynamics AIS

*“A very good presentation of all integration-related challenges and potential solutions.”*

— **Patrick Duregger**, European Legal Counsel, Omron Europe

*“Even experienced professionals in M&A commented regularly that they learned many new things from the course.”*

— **Don McClure**, Director, PMO, SysIQ

*“Very good material by experienced people”*

— **Patrick Vigie**, Vice President, Airbus

*“Extremely deep complex material organized in a matter that was easy to understand, learn, practice, and employ.”*

— **Olga Reyes**, Alcon Labs

*“A must for anyone doing M&A work. The content was relevant and brought a whole new perspective to mergers.”*

— **Julie Kreinbring**, Executive Vice President, Alliance Catholic Credit Union

*“Excellent experience! Informative, relevant, and comprehensive. A lot packed into five days including many useful tools to drive improvements in integration and value creation.”*

— **Najla Aftahi**, Director of Business Development, Volcano Corporation

*“I was very impressed by the very practical approach and wealth of tips and tools that can be immediately applied. Also, impressed with trainers’ depth and breadth of experience.”*

— **Emily Hutton**, Operations Officer, IFC

*“The course, material, and instructions were exactly what I needed for my current integrator. Excellent!”*

— **Violet Awotwi**, Managing Director, 4Power Consortium

*“I enjoyed each of the instructors. You can tell they were best-in-industry.”*

— **Ashley Rogers**, HR Manager, Computer Services Inc.



## Registration Information

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### Contact

For more information or to register online visit [MergerIntegration.com](https://MergerIntegration.com) or call PRITCHETT at +1-214-239-9600 or +44-203-936-2220.

### Delivery

The workshop is delivered online via Zoom.

### Dates

April 22-24, 2024

July 22-24, 2024

### Times

The start and end times (Central Standard Time) for each day of the workshop:

Monday - Tuesday:      9:00 AM to 12:00 PM  
   1:00 PM to 4:30 PM

Wednesday:              9:00 AM to 12:00 PM

### Fee

(US) \$7,495 per attendee.

Visit [MergerIntegration.com](https://MergerIntegration.com) to learn about the major discounts for early-bird registration and multiple attendees.

At the end of the workshop, attendees will be granted online access to the “Subscriber Only” sections of [MergerIntegration.com](https://MergerIntegration.com) (\$12,999 value) where they can download actual tools, playbooks, checklists, webinars, PowerPoint presentations, case studies, books, completed deliverables, and assessments from PRITCHETT merger integration consulting projects over the past 30 years.

### Cancellation Policy

Registrants who notify us of their cancellation more than two weeks prior to the workshop will have the option to apply the full amount of their tuition to a future merger course or receive refund of their tuition less (US) \$1,750. Fee is transferable to another attendee from the same organization.





# MergerIntegration.com

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