

## CEMS Skill Seminar: M&A – Strategy and Leadership

Semester: Spring term (CEMS MIM Term 2)  
Seminar Coordinators: Nadine Kammerer and Marc Nöcker  
Date: Day, 16<sup>th</sup> of April 2015  
Time: 8.30 – 12.30  
Location: Kilen  
Language: English

### 1. SEMINAR DESCRIPTION

#### PERSPECTIVE

The business environment is constantly changing. Mergers & acquisitions are one of the key drivers of these changes.

This seminar focusses on strategic thinking, context-based leadership skills and their application to mergers and acquisitions.

#### CONTENT

During the first part of this seminar, we will elaborate on the basic structure of an M&A deal by providing a short insight into the transaction lifecycle. Moreover, we will explore different corporate strategies behind mergers and acquisitions, discuss the challenges specific to each strategy and how they manifest during the transaction lifecycle.

The second part consists of a reflection on leadership styles in M&A situations. In particular we will reflect on leadership styles that are most suited to the different transaction strategies and stages of a transaction.

Throughout the seminar, we will use case studies based on recent transactions EY has supported.

### 2. SEMINAR TEACHERS/LECTURERS

#### **Marc Nöcker**

Marc Nöcker is Senior Manager in Ernst & Young's Transaction Advisory Services division, specifically working in the Operational Transaction Services (OTS) group. He is located in Hamburg, Germany. Marc has comprehensive experience in managing international operational and IT due diligence and post-merger integration projects. Also, he is well versed in operational and IT sell-side due diligence and carve-out projects in both midmarket and multinational enterprises. In addition, Marc supports clients in transforming their business processes, often in the course of a post-merger transformation or corporate restructuring.

Before joining Ernst & Young at the end of 2012 Marc has worked for a strategy and transformation consulting firm, heading the firm's IT M&A and Change Management teams. Marc has studied Mechanical Engineering and Communication Sciences at the University of Science and Technology Aachen, Germany.

### **Nadine Kammerer**

Nadine Kammerer is Senior Consultant at Ernst & Young and part of the Operational Transaction Services (OTS) team specializing in post-merger integration, carve-out and restructuring. She is based in the Düsseldorf office. Nadine developed a broad experience on international sell-side and buy-side engagement within the engineering, high-tech, chemicals & life science and public health industry. During her career, she gained international experience in Argentina, Belgium, Luxembourg, Mexico, Netherlands, Switzerland and UK.

Nadine studied International Business at LAIBS Cambridge (UK) and at HS Landshut (DE). In 2014 she started her part-time master studies in Mergers & Acquisitions at Frankfurt School of Finance and Management (DE).

## **3. PREPARATION & REQUIREMENTS**

No preparation needed

## **4. SEMINAR OUTLINE**

08:30 – 08:50 Welcome, introduction of speakers and EY

08:50 – 09:45 **Input:** M&A – Introduction to the transaction cycle, Drivers and motivations for companies to integrate/ merge

[Slide set Klaus, p. 32-37 / slide set Marc OTS New Joiner, p. 15]

09:45 – 10:15 **Group work 1:** M&A strategies and their impact on key tasks in integrations

10:15 – 10:35 **Group Presentation 1**

10:35 – 10:50 Coffee break

10:50 – 11:20 **Input:** Context-based leadership in M&A situations

11:20 – 11:50 **Group work 2:** Case studies - Work out leadership styles appropriate to certain M&A situations

11:50 – 12:10 **Group Presentation 2**

12:10 – 12:30 Recap and Farewell

## **5. REGISTRATION AND CANCELLATION RULES**

All CEMS students are required to adhere to the following policy:

- Students have 5 working days of advance notice to de-register from a Skill Seminar without explanation.

- Closer to the start date a student will have to provide a medical certificate (please note that doctors in Denmark may charge a fee for this service) or present a serious personal reason.

If none of the above applies and a student does NOT appear, the following sanctions apply:

- 1st & 2nd seminar missed - student is NOT allowed to register for Skill Seminars for the current and following term. In addition, s/he is put on the last place list of preference for Skill Seminars, Business Projects, and Block Seminars.
- 3rd seminar missed - the student is removed from the MIM programme.

## **6. ADMINISTRATIVE SUPPORT**

Rene Barseghian / Wafa El Moumi Nielsen

CEMS Office; D2V033 / 2V034

Telephone: +45 3815 2285 / 2983

Email: cems@cbs.dk