



# Mergers and Acquisitions: Strategy, Execution, and Post-Merger Management

Completing a merger or acquisition is a complex project. Whether your company is private or public, looking to buy or to sell, you'll gain new ability to broker powerful deals and create shareholder value.

19–24 JAN 2025

\$17,500  
HBS Campus



**“This program stressed the importance of a structured process and an atmosphere based on trust.”**

**Jeanet van Erp**  
Manager, Delta Lloyd, Netherlands

## WHO SHOULD ATTEND

Senior executives involved in M&A activity who want to broaden their knowledge of financial business valuation methods, negotiation strategies, and deal process design.

## THIS PROGRAM WILL HELP YOU TO

- Drive growth through an effective M&A process
- Build stronger M&A strategies for your business
- Forge strategic partnerships
- Identify the right targets, assess business value accurately, and perform meaningful due diligence
- Negotiate complex multi-party, multi-issue deals that boost corporate performance
- Integrate new acquisitions efficiently and effectively
- Manage major teams across the organization
- Expand your personal and professional network

## WHAT YOU WILL LEARN

Through faculty presentations, case studies, valuation exercises, negotiation simulations, small group projects, and dynamic discussions, you will gain a holistic view of the M&A process and explore related challenges and opportunities. Topics include:

- Achieving strategic clarity
- Considering valuation through the lens of a consumer rather than a producer
- Applying comparable company analysis (CCA) and understanding discounted cash flow (DCF) valuation
- Evaluating business models, corporate performance, management performance, financial statements and financial plans
- Ensuring the best operational and cultural fit
- Building a negotiation toolkit around interest and option generation
- Navigating the complexities and cultural aspects of negotiation in cross-border deals
- Structuring earn-outs in private company deals—and knowing when to use them
- Examining government influence and regulatory barriers
- Managing the integration of accounting systems, structuring reporting lines and responsibilities, and choosing the integration team

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## SAMPLE SCHEDULE

DAY ONE	DAY TWO	DAY THREE	DAY FOUR	DAY FIVE	DAY SIX
8:00 AM–2:00 PM Check-In and Registration	6:30–9:00 AM Breakfast and Discussion Groups	6:30–9:00 AM Breakfast and Discussion Groups	6:30–9:00 AM Breakfast and Discussion Groups	6:30–9:00 AM Breakfast and Discussion Groups	6:30–9:00 AM Breakfast and Discussion Groups
	9:00–10:30 AM Valuation, Financing, and Deal Structure Issues	9:00–10:20 AM Developing a Negotiation Map Debrief	9:00–10:00 AM Multi-Party Simulation Part I	9:00–10:20 AM Managing New Partnerships and Joint Ventures	9:00–10:20 AM Post Merger Management
	10:30–10:40 AM Break	10:20–10:40 AM Break	10:00–10:20 AM Break	10:20–10:40 AM Break	10:20–10:40 AM Break
	10:40 AM–12:10 PM Managing Deal Risks in M&A Transactions	10:40 AM–12:00 PM Group Negotiation Exercise	10:20 AM–12:00 PM Multi-Party Simulation Part II	10:40 AM–12:00 PM Integration Challenges: M&A Strategy	10:40 AM–12:00 PM Finance and Valuation Simulation Debrief
	12:10–1:20 PM Lunch	12:00–1:20 PM Lunch	12:00–1:00 PM Lunch	12:00–1:00 PM Lunch	12:00–12:30 PM Program Wrap-up
	1:20–2:50 PM Evaluating Acquisition Timing	1:20–2:40 PM Managing the Deal Process	1:00–2:20 PM Deal Process Design	1:00–2:20 PM Special Purpose Acquisition Companies	12:30 PM Check-Out and Departure
	2:50–3:00 PM Break	2:40–3:00 PM Break	2:20–2:40 PM Break	2:20–2:40 PM Break	
2:40–3:20 PM Program Overview	3:00–4:20 PM Developing a Negotiation Map Exercise	3:00–4:20 PM Group Negotiation Exercise Debrief	2:40–4:00 PM Integration Design	2:40–4:00 PM Partner Selection Term Sheets	
3:20–4:00 PM Introduction to Integrations	4:20–4:40 PM Break	4:20–4:40 PM Break	4:00–4:20 PM Break	4:00–5:00 PM Finance and Valuation Simulation	
4:00–4:20 PM Break	4:40–5:40 PM Finance and Valuation Simulation Intro	4:40–5:50 PM M&A in Times of Crisis	4:20–5:50 PM Bankruptcy 101 (Optional)		
4:20–5:50 PM Valuation 101 (Optional)	6:00–8:30 PM Dinner	6:00–8:30 PM Dinner	6:00–7:30 PM Dinner	5:00–7:30 PM Closing Reception and Dinner	
6:00–8:00 PM Opening Reception and Dinner					

### CLASS GUIDE

- Classroom Sessions
- Discussion Groups
- Break / Meal

**Please note:** This sample schedule is intended to be representative of the program structure and content. Timing and session topics are illustrative and subject to change.

# Your Learning Environment.

## COLLABORATIVE LIVING GROUPS

At HBS, you will be placed with a carefully selected living group of peers whose members span industries, countries, and functions. This diversity of perspectives enriches your learning experience and expands your global network.

## PREMIUM ACCOMMODATIONS AND AMENITIES

Modern, well-appointed living arrangements feature private bedrooms and bathrooms, spacious common areas, state-of-the-art technology, dining facilities, and a range of hotel-style amenities including housekeeping and dry cleaning.

## PRIVATE FITNESS AND WELLNESS OFFERINGS

State-of-the-art fitness center features extensive fitness equipment; a walking/jogging track; basketball/racquetball/squash/tennis courts; a swimming pool; locker rooms with whirlpool/steam/sauna; fitness classes; personal trainers; nutritionists, and more.

## HISTORIC AND CULTURAL HUB

HBS is located in the historic Boston-Cambridge area. Harvard Square is within walking distance, and you'll find a rich array of arts, music, sports, dining, shopping, and other recreational activities easily accessible from campus.





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## Connecting. Learning. The HBS Experience.

Though it comes from within, transformation often requires a catalyst. And for many business leaders, HBS Executive Education has been that catalyst. Here, you're fully immersed in a transformational living-learning experience, networking with executives from around the world, and engaging in programs led by experienced HBS faculty. It's a holistic experience that will enrich your career—and your life.

### ADMISSIONS

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We admit candidates to specific sessions on a rolling, space available basis, and encourage you to apply as early as possible. Although most programs have no formal educational requirements, admission is a selective process based on your professional achievement and organizational responsibilities.

### FOR MORE INFORMATION

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[www.exed.hbs.edu](http://www.exed.hbs.edu)

### FOR A PERSONALIZED CONSULTATION

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Program content, dates, schedule, fees, technology platforms, and faculty are subject to change.

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