

# MERCER



MARSH MERCER KROLL  
GUY CARPENTER OLIVER WYMAN



READY™

## Mercer M&A Ready™ 2008

Creating value:  
Workshops for HR and other professionals

Americas, Europe and Asia-Pacific

Consulting. Outsourcing. Investments.

Overview

Details, dates and fees

To register, visit [www.mercer.com/maready](http://www.mercer.com/maready)

*Despite credit and currency challenges, the pace and volume of mergers, acquisitions, divestitures and joint ventures in 2007 were substantially ahead of those of 2006, marking a third straight year of increasing deal activity globally. While these challenges may continue for some time, all signs point to 2008 being another year for record deal activity.*

*Yet many deals will continue to repeat the hard lessons of the past, failing to meet the strategic, operational and financial objectives underlying the deal rationale. Why? Market experts indicate the most common reason for this failure is lack of attention paid to the human capital aspects of due diligence, culture and integration.*

### **Successful deals**

Successful deals give equal attention to financial and human capital risks and opportunities. In too many cases, however, HR expertise is brought in only after the transaction has closed and the financial and human capital fundamentals of the deal are fixed. While HR increasingly has a “seat at the deal table,” the practice is not widespread, and too many deals fail to take advantage of the insight and perspective that HR can bring.

### **HR's role**

So how can HR contribute to deal success? We believe that HR's best value is serving as the strategic and tactical adviser to the deal team on all people aspects of the deal. This is a complex role, requiring an understanding of legal, employee and financial issues, and the flow of information and decision making across deal phases. It requires managing the

increased need for information that will come from employees as they try to understand how the deal impacts them. And finally, it requires being able to continue to deliver on HR's “day job” while at the same time making and implementing decisions about the post-deal HR organization.


HR's job is already a difficult one, and a deal makes it more so. But a deal is also the ideal setting for HR to prove its strategic value to the business and an exciting opportunity for growth and contribution for HR professionals.

### **Is HR ready?**

But when HR is called, it needs to “be ready.” Does your HR team have the knowledge, perspective, tools and processes to add value when the opportunity comes? Can you make the business case that HR should be at the deal table?

**Mercer M&A Ready™** workshops are designed specifically to help HR get ready for deal work. By creating an intense, practical learning environment, these workshops deliver business, transaction and HR knowledge that allows the HR professional to return to the deal table with confidence and a greater ability to contribute.





Mercer's M&A Ready™ workshop conducted in-house was extremely rewarding for all those who attended. We were able to gain insight into best practice M&A and potential pitfalls and share and discuss personal experiences, and doing this allowed all of us to move onto the same page. As a result our team has a better understanding of what we need to do to prepare for any potential merger or acquisition.

— Wayne Achurch  
HR Director, BAE Systems Australia



Mercer M&A Ready™ is a workshop for HR and other professionals responsible for identifying and managing the “people” issues vital to a successful M&A transaction.

### Why attend?

Mercer M&A Ready™ is designed to prepare HR professionals for the challenges an M&A presents, by providing them with strategic focus, proven processes and valuable tools. By being better-prepared, HR can make a critical contribution to helping the organization realize the full value of a merger, acquisition, joint venture, divestiture or other major business transaction.

### What are our workshop objectives?

The aim is to strengthen HR's contribution to deal success by creating an understanding of the following:

- M&A transactions in the context of an organization's business strategy
- M&A phases, processes and vocabulary
- Deal and HR team structures, roles and relationships
- Key human capital issues and HR's role in each deal phase
- How HR can help advance deal objectives and advise the deal team

### Who should attend?

Our workshops are highly focused and practical. They are designed for HR and other professionals likely to be involved in M&A activities who want to:

- Understand M&A fundamentals
- Advise the deal team on how human capital policies, programs and practices affect deal success
- Help their organizations generate better short- and long-term results for employees, customers and shareholders alike

Mercer M&A Ready™ is highly interactive, engaging delegates with practical tools and real-life experiences rather than theoretical models.

### What attendees will take away

As part of the workshop package, delegates will take away proprietary Mercer M&A reference materials, tools and sample templates.

## **Mercer M&A Ready™ two-day workshops**

Our two-day workshops cover each deal phase from Strategy and Planning through to Extended Integration, describing the critical processes and HR program management approaches specific to complex transactions. Focusing on strategic approaches to M&A, these workshops blend facilitated discussions followed by interactive exercises built around a typical deal, to illustrate and simulate the M&A principles and processes involved.

## **Mercer M&A Ready™ one-day workshops**

In addition to our two-day courses, we offer one-day courses in some locations. The content is a condensed version of the two-day course but still takes delegates through an end-to-end framework for managing an M&A transaction.

## **Our workshops begin with an overview of M&A terminology and concepts and then provide an in-depth look at each phase of a deal:**

- Pre-deal strategy and planning
- Culture in transactions
- HR program management office (PMO)
- HR due diligence issues and process
- Organizational and stakeholder engagement
- Do by close
- Integration planning
- Integration implementation

## **Issues addressed in our workshops:**

- Ensuring that HR's activities are strategically aligned with the business rationale for the deal
- Managing human capital risks created by the deal itself, such as retention and productivity risks
- Understanding the cultures of the parties to the deal and what model of cultural integration best serves the deal rationale
- HR liabilities in due diligence, such as pension plans, stock options, change in control risks and compliance
- Staffing of deal teams and the post-deal company
- Planning for and conducting HR integration activities, such as organization design, leadership selection, change communication, total rewards strategy for the post-deal company and the post-deal HR organization

*My role at Thomson Financial is to manage all aspects of HR for the M&A transactions we conduct, yet I learned even more about HR's vital role in the M&A process during the workshop. In addition, the workshop inspired me to learn even more about the critical HR-related integration activities and M&A tools involved in successfully managing transactions from an HR perspective. It was also valuable to hear from Mercer and the other organizations about what worked well and/or what they would have done differently on some of their deals.*

— Caroline Bridge  
HR, M&A, Thomson Financial





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[www.mercer.com/maready](http://www.mercer.com/maready)

Course Location	Length	2008 Dates	Fees
<b>Americas</b> (M&A Ready™ workshops listed by date)			
New York, USA	2 days	08 – 09 Apr	USD 1,800
San Francisco, USA	2 days	07 – 08 May	USD 1,800
Mexico City, Mexico	2 days	20 – 21 May	MXN 17,000
São Paulo, Brazil	2 days	28 – 29 May	BRL 2,750
Bogotá, Colombia	2 days	04 – 05 Jun	COP 2,000,000
Toronto, Canada	2 days	11 – 12 Jun	USD 1,800
Chicago, USA	2 days	15 – 16 Oct	USD 1,800
<b>Europe</b> (M&A Ready™ workshops listed by date)			
Brussels, Belgium	2 days	12 – 13 Mar	EUR 1,400 + VAT
Munich, Germany	2 days	16 – 17 Apr	EUR 1,400 + VAT
Geneva, Switzerland	2 days	14 – 15 May	CHF 2,400 + local taxes
London, UK	2 days	10 – 11 Jun	GBP 950 + VAT
Amsterdam, Netherlands	2 days	24 – 25 Sep	EUR 1,400 + VAT
Paris, France	2 days	22 – 23 Oct	EUR 1,400 + VAT
Stockholm, Sweden	2 days	19 – 20 Nov	SEK 13,000 + VAT
<b>Asia-Pacific</b> (M&A Ready™ and special-focus workshops listed by city)			
<b>Shanghai, China</b>			
Culture Integration*	1 day	22 Jan	CNY 5,500
Due Diligence*	1 day	26 Mar	CNY 4,600
M&A Ready™	2 days	29 – 30 May	CNY 9,100
<b>Hong Kong, China</b>			
	2 days	12 – 13 Mar	HKD 9,500
<b>Beijing, China</b>			
Culture Integration*	1 day	10 Jun	CNY 5,500
Due Diligence*	1 day	26 Aug	CNY 4,600
M&A Ready™	2 days	23 – 24 Oct	CNY 9,100
<b>Melbourne, Australia</b>			
	2 days	05 – 06 Mar and 06 – 07 Aug	AUD 2,475 incl GST
<b>Sydney, Australia</b>			
M&A Ready™	2 days	17 – 18 Mar and 20 – 21 Aug	AUD 2,475 incl GST
M&A Ready™	1 day	17 Apr	AUD 1,650 incl GST
<b>Seoul, Korea</b>			
	2 days	16 – 17 Apr and 22 – 23 Oct	KRW 1,200,000 excl VAT
<b>Mumbai, India</b>			
	2 days	24 – 25 Apr	INR 25,000 + service tax
<b>Bangalore, India</b>			
	1 day	25 Jun	INR 15,000 + service tax
<b>Delhi, India</b>			
	1 day	27 Jun	INR 15,000 + service tax

\*Special-focus workshop

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## Your consultant facilitators

All the consultant facilitators for **Merger M&A Ready™** workshops are seasoned Mercer professionals with hands-on deal experience as part of Mercer's global M&A consulting business.

## Customized workshops

We also deliver customized workshops for organizations that prefer an approach more tailored to their individual needs. These can be conducted in local languages, with country-specific or global material. These workshops can be customized to the client's specific approach to deals, as a kickoff for the HR team on a specific deal or to address specific deal-related topics in depth. For more information about any of our customized workshops, contact Shere Detwiler at [shere.detwiler@mercer.com](mailto:shere.detwiler@mercer.com) or at +1 212 345 7259.

For further information about **Merger M&A Ready™** workshops, and to register online, please visit [www.mercer.com/maready](http://www.mercer.com/maready).

*The Mercer consultant faculty have a rich background of experiences, which allowed them to give us countless examples, a situation that favors an interchange of ideas and contributes much substance to the methodology being presented.*

— Edgar Rosas  
HR Director, Cablemas





### Terms and conditions

*The workshop fees cover all tuition, documentation, lunches and refreshments. Delegates are responsible for their own travel, accommodations and out-of-pocket expenses.*

- *Cancellations must be sent in writing to the local workshop contact.*
- *Cancellations received more than 30 days prior to the workshop will be refunded in full.*
- *Cancellations received 30 days or less in advance of the workshop will not be refunded.*
- *You may substitute a colleague for yourself at any time before the start of the workshop.*
- *No-shows on the day of the workshop will not be refunded.*
- *Data protection: Privacy statement as outlined on [mercero.com](http://mercero.com) will apply to all registration forms received.*

### Disclaimer

- *Mercer reserves the right to change or cancel any part of its published program due to unforeseen circumstances and to determine the suitability of any registrant to attend the workshop.*
- *Payment must be received in full before the start of the workshop.*

*Please note that we reserve the right to refuse admission to the workshop if proof of payment in full has not been received. An invoice will be sent upon receipt of a registration form.*

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MARSH MERCER KROLL  
GUY CARPENTER OLIVER WYMAN

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For further information, contact  
your local Mercer office or  
the firm's headquarters:

1166 Avenue of the Americas  
New York, NY 10036  
+1 212 345 7000

Or visit our website:

**[www.mercer.com](http://www.mercer.com)**

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