

LEADERSHIP & MANAGEMENT | COURSE BROCHURE

Leading Mergers, Acquisitions and Post-Merger Integration

5 days | Classroom training | English

SMART HORIZON

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The Netherlands

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Course content

Why attend

A large share of mergers and acquisitions fail to deliver expected value, often because of poor integration and people issues. This course focuses on the leadership side of M&A: preparing for a deal, planning integration, combining cultures and structures, retaining key talent, communicating with stakeholders and capturing synergies. Participants work through an integration case and develop a 100-day integration plan.

Integration is where deal value is won or lost. This course gives leaders the frameworks and practical tools to manage the human, operational and cultural challenges of combining organisations.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

The course includes M&A case studies, integration planning workshops, culture assessment exercises, communication simulations and a capstone 100-day plan.

Course objectives

By the end of this course, participants will be able to:
• Understand the M&A life cycle and the leader's role
• Plan integration governance and the integration management office
• Assess and combine organisational cultures
• Retain key talent and manage organisational design decisions
• Communicate effectively with employees, customers and other stakeholders
• Track synergies and integration performance

Target audience

This course is suitable for:
• Senior executives involved in M&A
• Integration managers and PMO leads
• HR directors
• Business unit heads
• Corporate development professionals



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Target competencies

Participants will develop competencies in:
- Integration planning
- Cultural integration
- Talent retention
- Change communication
- Synergy tracking
- Integration governance

Course outline

Day 1: M&A and Integration Fundamentals

09:00–09:54	Types of deals and integration approaches
09:54–10:48	Why integrations fail
10:48–11:00	Leadership roles during the deal
11:00–11:30	**Coffee break**
11:30–12:12	Leadership roles during the deal (continued)
12:12–13:06	Integration strategy
13:06–14:00	Exercise: Reviewing a failed integration

Day 2: Planning the Integration

09:00–09:54	Integration management office
09:54–10:48	Day one readiness
10:48–11:00	Workstreams and priorities
11:00–11:30	**Coffee break**
11:30–12:12	Workstreams and priorities (continued)
12:12–13:06	Risk management
13:06–14:00	Workshop: Integration governance design



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Day 3: Culture and People

09:00–09:54	Culture assessment and gaps
09:54–10:48	Organisational design and leadership selection
10:48–11:00	Retention of key talent
11:00–11:30	**Coffee break**
11:30–12:12	Retention of key talent (continued)
12:12–13:06	Managing uncertainty and morale
13:06–14:00	Case study: Combining two cultures

Day 4: Communication and Stakeholders

09:00–09:54	Employee communication planning
09:54–10:48	Customer and supplier communication
10:48–11:00	Regulators and investors
11:00–11:30	**Coffee break**
11:30–12:12	Regulators and investors (continued)
12:12–13:06	Handling rumours and resistance
13:06–14:00	Simulation: Announcement day

Day 5: Delivering Value

09:00–09:54	Synergy identification and tracking
09:54–10:48	Operational integration
10:48–11:00	Measuring integration success
11:00–11:30	**Coffee break**
11:30–12:12	Measuring integration success (continued)
12:12–13:06	Lessons learned
13:06–14:00	Capstone: 100-day integration plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the



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sessions. They are indicative only and do not constitute a binding commitment.

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Istanbul Confirmed dates	16 Nov 2026	20 Nov 2026	**€2,650.–**
Online Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,250.–**
Barcelona Confirmed dates	30 Nov 2026	4 Dec 2026	**€2,840.–**
Online Confirmed dates	30 Nov 2026	4 Dec 2026	**€1,250.–**
Amsterdam Confirmed dates	7 Dec 2026	11 Dec 2026	**€2,540.–**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.–**
Singapore Confirmed dates	14 Dec 2026	18 Dec 2026	**€2,820.–**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
London Confirmed dates	4 Jan 2027	8 Jan 2027	**€2,450.–**
Online Confirmed dates	4 Jan 2027	8 Jan 2027	**€1,250.–**
Dubai Confirmed dates	18 Jan 2027	22 Jan 2027	**€3,150.–**
Online Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,250.–**
Frankfurt Confirmed dates	1 Feb 2027	5 Feb 2027	**€2,650.–**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,450.–**
Online Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,250.–**
Paris Confirmed dates	1 Mar 2027	5 Mar 2027	**€2,860.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	1 Mar 2027	5 Mar 2027	**€1,250.–**
Rome Confirmed dates	8 Mar 2027	12 Mar 2027	**€2,450.–**
Online Confirmed dates	8 Mar 2027	12 Mar 2027	**€1,250.–**
Istanbul Confirmed dates	15 Mar 2027	19 Mar 2027	**€2,650.–**
Online Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,250.–**
Amsterdam Confirmed dates	5 Apr 2027	9 Apr 2027	**€2,540.–**
Online Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,250.–**
Singapore Confirmed dates	19 Apr 2027	23 Apr 2027	**€2,820.–**
Online Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
London Confirmed dates	3 May 2027	7 May 2027	**€2,450.–**
Online Confirmed dates	3 May 2027	7 May 2027	**€1,250.–**
Cape Town Confirmed dates	10 May 2027	14 May 2027	**€1,890.–**
Online Confirmed dates	10 May 2027	14 May 2027	**€1,250.–**
Dubai Confirmed dates	17 May 2027	21 May 2027	**€3,150.–**
Online Confirmed dates	17 May 2027	21 May 2027	**€1,250.–**
Frankfurt Confirmed dates	7 Jun 2027	11 Jun 2027	**€2,650.–**
Online Confirmed dates	7 Jun 2027	11 Jun 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,450.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.-**
Paris Confirmed dates	5 Jul 2027	9 Jul 2027	**€2,860.-**
Online Confirmed dates	5 Jul 2027	9 Jul 2027	**€1,250.-**
Vienna Confirmed dates	12 Jul 2027	16 Jul 2027	**€2,940.-**
Online Confirmed dates	12 Jul 2027	16 Jul 2027	**€1,250.-**
Istanbul Confirmed dates	19 Jul 2027	23 Jul 2027	**€2,650.-**
Online Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,250.-**
Amsterdam Confirmed dates	2 Aug 2027	6 Aug 2027	**€2,540.-**
Online Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,250.-**



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Dates, venues and fees (continued)

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Singapore Confirmed dates	16 Aug 2027	20 Aug 2027	**€2,820.-**
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,250.-**
Cape Town Confirmed dates	30 Aug 2027	3 Sept 2027	**€1,890.-**
Online Confirmed dates	30 Aug 2027	3 Sept 2027	**€1,250.-**
London Confirmed dates	6 Sept 2027	10 Sept 2027	**€2,450.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,250.-**
Dubai Confirmed dates	20 Sept 2027	24 Sept 2027	**€3,150.-**
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.-**
Frankfurt Confirmed dates	4 Oct 2027	8 Oct 2027	**€2,650.-**



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Dates, venues and fees (continued)

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Online Confirmed dates	4 Oct 2027	8 Oct 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,450.–**
Online Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,250.–**
Paris Confirmed dates	1 Nov 2027	5 Nov 2027	**€2,860.–**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,250.–**
Rome Confirmed dates	8 Nov 2027	12 Nov 2027	**€2,450.–**
Online Confirmed dates	8 Nov 2027	12 Nov 2027	**€1,250.–**
Istanbul Confirmed dates	15 Nov 2027	19 Nov 2027	**€2,650.–**
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Dates, venues and fees (continued)

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Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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View the latest course details online