Post Merger Integration

Develop your very own AI supported PMI Playbook

☑ **SIDC CPE Approved** (10 CPE Points)

☑ **HRD Corp Claimable** (SBL Khas: Scheme)

6 – 8 July 2026
The Majestic Hotel Kuala Lumpur, Malaysia

BUILD YOUR PLAYBOOK

This is not another lecture-style M&A course. Over three days you do not just learn post-merger integration — you build your own complete AI-supported integration playbook, section by section, ready to apply to your live deal.

The workshop is structured around 21 playbook modules and one guided BUILD prompt per module. As each topic is taught, you complete the matching section of your playbook — from the 3 Key Events through strategy, due diligence, synergies, communication, culture and every functional integration.

Each module is reinforced with AI-ready prompts you can copy straight into Claude, ChatGPT or any assistant — so the methodology keeps working long after the workshop ends. Since 1995, almost 100,000 M&A deals worth over USD 2,000 billion have been announced across ASEAN; more than half fail to meet expectations. This programme exists to put you on the right side of that number.

WHAT MAKES THIS DIFFERENT

- You leave with a finished, deal-ready M&A integration playbook – not just notes.
- 21 structured playbook sections, completed one BUILD prompt
- at a time.
- Built on the 3 Key Events: Executive Alignment, Week One,
- Synergy Working Session.
- Human-Centric M&A Integration — because, after all, it is people
- that generate the numbers.
- AI-enabled: every module ships with prompts for Claude, ChatGPT or any AI assistant.

WHO SHOULD ATTEND

CEOs, CFOs, SVPs & VPs, Directors, Heads, Senior Managers & Managers for: Mergers & Acquisitions · Finance / Corporate Finance · Corporate Strategy · Business Development · Integration Management Office · Risk Management · Investment Management · HR · Organization Development · Strategic Alliance · M&A Advisors / Consultants.

WHAT YOU WILL GAIN

- Your own 21-section integration playbook customised to your company and your deal.
- A sequenced plan for the 3 Key Events — who must be in the room, and the non-negotiable outputs of each.
- A Week One blueprint that separates Day One tasks from transition tasks and names owners for every workstream.
- A Synergy Working Session roadmap with probability-of-implementation attached to every target.
- Functional integration sections for Sales, Marketing, R&D,
- Procurement, IT, Finance and HR.
- A governance, reporting and PMI knowledge – based design you can reuse on the next deal.

WHAT YOU WILL LEARN

- Capture deal value faster and drive the integration programme pro-actively.
- Use the O.E.P. Framework — Orient, Engage, Prioritize — to avoid the most common failures.
- Master internal and external communication and control the mood of the company.
- Employ the "clean room" approach to jump-start planning under regulatory constraints.
- Design integration governance, reporting cadence and a one-page PMI dashboard.
- Balance integration work against business-as-usual without creating overwhelm.
- Align cultures and retain key people using the Ability-Desire-Empathy model.
- Build an internal talent pool and knowledge base for your next acquisition.

KEY TAKEAWAYS

- A fully built, deal-ready M&A integration playbook (all 21 sections).
- The complete set of AI BUILD / DEEPEN / PERSONALIZE prompt cards.
- A proven program-management process with tools and templates.
- A sector-independent, widely proven synergy value-creation methodology.

Thomas Kessler — Expert Trainer

M&A Integration Expert · Executive Trainer · Strategic Advisor

With 30+ years of M&A experience across the US, Europe and Asia, Thomas H. Kessler has led major landmark transactions including Deutsche Post / Global Mail, Deutsche Telekom / Orange Netherlands, Goodyear / Sumitomo Rubber, Avaya Global Connect / Tata and the Albany International / Geschmay merger — the latter a Harvard Business School case study. He has delivered 47 direct M&A integration mandates and transactions worth more than USD 60 billion and has trained 1,700+ senior executives on three continents. A Cambridge Judge Business School mentor, Wiley co-author and one of the Top 30 Global M&A Voices, Thomas is a recognised mid-market integration specialist.

Program Timings

The program will commence at 9.00am each day and continue until 5.00pm.

Organised By

Traxius Global Sdn Bhd
(1125473-D)

Traxius Global

Traxius Global

Workshop Agenda

Day One: 6 July 2026 | Monday

INTRODUCTION TO POST MERGER INTEGRATION

Setting the Stage on M&A, Current Trends & the M&A Life Cycle

- Overview of the M&A landscape, current trends and the end-to-end M&A life cycle.
- Introduction to the three key phases: Pre-Deal, Deal and Post-Deal.
- Understanding the key integration factors that drive successful value creation and integration outcomes.

M&A Strategy & Strategic Selection

- Mergers & Acquisitions vs Strategic Alliances: when to acquire, partner, or pursue alternative growth strategies.
- Strategic archetypes and the Build-Borrow-Buy framework.
- The six-step target selection process.
- Defining the M&A End-State Vision and identifying acquisition targets that are easier to integrate.
- Key considerations during strategic selection that facilitate successful post-merger integration.
- BUILD: Document the strategic archetype, deal rationale and end-state vision for your own transaction.

The 3 Key Events Framework

- Understanding the role of Executive Alignment, Week One Planning and the Synergy Working Session.
- Why these three events must occur in sequence and how each contributes to integration success.
- BUILD: Develop a timeline aligned to your signing and closing dates.

PRE DEAL IS POST DEAL

Due Diligence – The Next Generation Framework

- Moving beyond traditional financial and legal due diligence.
- Integration Due Diligence and its role in increasing post-deal success.
- Understanding Adjusted EBITDA versus Pro Forma EBITDA.
- Translating due diligence findings into integration priorities and the first 100-day plan.
- How next-generation due diligence improves integration readiness and value capture.

POST SIGNING & PRE CLOSING

Integration Planning Framework & Team

- Building an effective integration management structure.
- Critical integration planning steps, governance, team composition and required skill sets.
- Establishing the capabilities needed to realise deal synergies and expected value.
- BUILD: Develop the integration planning section using the O.E.P. Framework.

Clean Room Methodology & Regulatory Constraints

- Planning integration activities while complying with regulatory and antitrust restrictions.
- Applying the Clean Room methodology to enable preparation without inappropriate information sharing.
- Chemicals industry case study examining regulatory intervention and integration planning challenges.
- Lessons learned and practical approaches for maintaining deal momentum during regulatory review.

Day Two: 7 July 2026 | Tuesday

Leadership & Governance

- The Most Critical Leadership Question
- Determining who will lead the merged organization.
- Establishing leadership accountability and decision-making authority throughout the integration process.

Managing the Integration Proactively

- Integration Management Office (IMO/PMO) & Governance Structure
- Designing an effective integration management framework.
- Structuring the PMO, governance model, reporting lines and meeting cadence.
- Defining resource requirements, workstream ownership and accountability.
- Establishing reporting, escalation and decision-making mechanisms.
- Practical application of integration templates, tools and reporting frameworks.
- BUILD: Design your PMI governance structure, including Steering Committee (SteerCo), PMO and workstream leaders.

Synergy Analysis & Value Capture

- Linking the Business Case to Implementation Reality
- Applying a proven synergy assessment framework covering revenue, cost and financial synergies.
- Identifying, evaluating and prioritising synergy opportunities.
- Understanding why synergy value can erode from announcement rather than closing.
- Integrating data collection, evaluation, timing, decision-making and reporting processes.
- Establishing measurable criteria and tracking mechanisms for post-implementation monitoring.
- BUILD: Prioritise key synergies and develop a one-day Synergy Working Session agenda.

Day One & Week One Planning

- Securing Operational Control
- Planning Day One, Week One and transition activities.
- Defining responsibilities, milestones and ownership structures.
- Reducing implementation complexity and avoiding organisational overwhelm.
- Selecting appropriate methodologies, tools and platforms for integration management.
- Establishing reporting structures, escalation procedures and fact-based decision-making processes.
- BUILD: Develop a Week One Blueprint, including top priorities, workstream owners and critical milestones.

Stakeholder-Oriented Communication

- Managing Expectations & Building Confidence
- Developing communication strategies that reduce uncertainty and support value creation.
- Creating clear, credible and consistent messaging across stakeholder groups.
- Understanding issues beyond those that typically reach senior management.
- Communication considerations for publicly listed organisations.
- Conducting stakeholder analysis and message mapping.
- Case Study: Albany International – Geschmay Integration.
- BUILD: Map key stakeholders and define communication objectives and core messages.

Organizational Reframing & Design

- Designing the Future Organisation
- Clarifying roles, responsibilities and organisational structures.
- Defining the Target Operating Model (TOM).
- Evaluating operating model options: Separate, Converge or Fully Merge.
- Understanding business processes and key value-creation areas.
- Determining when to apply best-practice implementation versus accelerated value-led integration.
- Identifying areas requiring rapid integration versus a phased approach.
- BUILD: Select the operating model and develop the organisational design roadmap and implementation timetable.

Culture & People Integration

- Retaining High Performers and Driving Cultural Alignment
- Understanding behavioural and cultural differences between merging organisations.
- Evaluating cultural integration approaches, including assimilation and transformation.
- Building a shared culture that supports business objectives.
- Managing employee concerns during the first 90 days.
- Applying incentives and change-management techniques to drive desired behaviours.
- Using the Ability-Desire-Empathy framework to identify, engage and retain key talent.
- BUILD: Complete the Culture & People Integration Plan, including retention strategies for critical employees.

First 100 Days – Functional Integration

- Executing the Integration Plan
- Finance, IT and HR integration, including reporting, systems, payroll and data management.
- Sales, Marketing and Customer Service integration to protect revenue and customer relationships.
- Communication planning, quick-win identification and ongoing stakeholder engagement.
- Performance measurement, implementation tracking and reporting.
- Building internal PMI capabilities, talent pools and integration networks for future transactions.
- BUILD: Complete the Functional Integration and Performance Reporting sections of the playbook.

Day Three: 8 July 2026| Wednesday

What Happens on Day One?

- Transition from Deal Phase to Operational Integration
- Understanding the transition from transaction execution to operational integration.
- Finalising the integration playbook and preparing for execution.

Turnkey Events That Make-or-Break Integration

Creating Alignment, Momentum and Value

- The purpose of the Synergy Working Session in driving value creation, executive alignment and reaffirming the merger vision.
- Developing a communication strategy that provides clear strategic direction to the integration team.
- The role of the Transition Team Launch in creating alignment, momentum and accountability across workstreams.
- Establishing team operating principles, governance protocols and sponsor engagement.
- Practical guidance on organising integration meetings and maintaining focus on value creation.
- Detailed walkthrough of the Synergy Working Session and Transition Team Launch.
- Case Study: Albany International – Geschmay Integration (HBR Case and practical PMI experience).

Day One Communication

Stabilising the Organisation and Building Confidence

- Defining key Day One messages for employees, customers and stakeholders.
- Maintaining stability, revenue focus and operational continuity.
- Communicating strategic direction and immediate priorities.
- Motivating employees and management teams to work together as one organisation.
- Encouraging joint initiatives that support value creation.

- Understanding stakeholder information needs and expectations.
- Establishing effective two-way communication channels to maintain organisational awareness and responsiveness.

FIRST 100 DAYS – EXECUTION & VALUE REALISATION

Cultural Alignment

Bringing Two Organisations Together

- Managing cultural differences and integration challenges.
- Building collaboration and trust across legacy organisations.
- Addressing cultural risks and employee concerns during the transition period.
- Resolving issues constructively while reinforcing the desired future culture.

Functional Integration

Executing Critical Business Integration Activities

- Integrating Finance, IT and HR functions.
- Aligning financial reporting, controlling and governance processes.
- Managing IT systems integration, infrastructure, security standards and shared directories.
- Integrating payroll systems and HR data.
- Identifying additional business functions requiring immediate post-Day One attention.
- Integrating Sales, Marketing and Customer Service functions to protect revenue and customer relationships.
- Maintaining customer confidence, loyalty and business continuity throughout the integration process.

Communication Strategy & Quick Wins

Maintaining Momentum During the First 100 Days

- Sustaining communication and stakeholder engagement throughout implementation.
- Identifying and celebrating quick wins to reinforce confidence and commitment.
- Conducting a second stakeholder analysis to identify emerging concerns and opportunities.
- Applying stakeholder feedback to address internal and external trends affecting the combined organisation.

Implementation Tracking & Reporting

Measuring Progress and Driving Accountability

- Establishing integration tracking and reporting frameworks.
- Defining performance indicators, milestones and accountability measures.
- Understanding the principle of "What Gets Measured Gets Done."
- Providing senior management with timely, accurate and actionable information.
- Creating governance structures that support effective decision-making throughout the integration journey.

Building a Firm-Wide PMI Capability

Preparing for Future Transactions

- Developing an internal Post-Merger Integration (PMI) network.
- Identifying and retaining integration talent and specialised skill sets.
- Creating repeatable integration capabilities and institutional knowledge.
- Building a talent pool and integration framework to support future M&A transactions.

YOU LEAVE WITH A FULL PLAYBOOK

By the close of Day Three you will have completed all 21 BUILD prompts and walk out with a finished, deal-ready M&A integration playbook — plus the AI prompt cards to keep refining it on every future deal

YOUR 21 PLAYBOOK SECTIONS

One BUILD prompt per module — complete all 21 and you leave with a fully built integration playbook.

01 The 3 Key Events	**02** Executive Alignment	**03** Week One
04 Synergy Working Session	**05** M&A Strategy	**06** Strategic Selection
07 Due Diligence	**08** Integration Planning & Process	**09** Communication
10 Culture & People	**11** Organizational Design	**12** Integration Reporting
13 Transition Service Agreements	**14** Sales & Go-to-Market	**15** Marketing
16 R&D Integration	**17** Procurement	**18** IT Integration
19 Finance Integration	**20** HR Integration	**21** PMI Knowledge Base

THE 3 KEY EVENTS

DEEPEN 1	Explain why Executive Alignment, Week One, and the Synergy Working Session must happen in sequence – and what each event is designed to achieve in a post-merger integration.
DEEPEN 2	What goes wrong when a company rushes or skips any one of the 3 Key Events? Give me a specific failure example for each event and the value it destroys.
PERSONALIZE	We close our acquisition in 60 days, and our integration team is being built from scratch. Walk me through a realistic preparation plan for all 3 Key Events across that period.
SELF-TEST	Quiz me on the 3 Key Events framework – ask me 4 questions one at a time, wait for my answer, then give me feedback before the next question.
BUILD	I am building a PMI playbook for [describe your company and deal in 2-3 sentences]. Based on the 3 Key Events framework, write my playbook section structured as: (1) How will we sequence and time the Executive Alignment, Week One, and Synergy Working Session relative to our signing and closing dates? (2) Who from our leadership team must be present and accountable at each event? (3) What are the 3 non-negotiable outputs we must produce from each event? (4) How will we measure whether each event achieved real alignment versus surface agreement? (5) The one mistake we will never make - skipping or compressing any one of the 3 events under time pressure.

COURSE FACILITATOR PROFILE

Thomas H. Kessler

Blackboard M&A · Human-Centric M&A Integration

With 30+ years of M&A experience across the US, Europe and Asia, Thomas H. Kessler has led major landmark transactions including Deutsche Post / Global Mail, Deutsche Telekom / Orange Netherlands, Goodyear / Sumitomo Rubber, Avaya Global Connect / Tata and the Albany International / Geschmay merger — the latter a Harvard Business School case study. He has delivered 47 direct M&A integration mandates and transactions worth more than USD 60 billion, spanning hypergrowth and restructuring alike, and has trained 1,700+ senior executives. A Cambridge Judge Business School mentor, Wiley co-author and one of the Top 30 Global M&A Voices, his founding principle is simple: after all, it is people that generate the numbers.

Partial lists of clients that Thomas has provide services for:

- Deutsche Telekom & T-Mobile
- North American Chemicals Co.
- Dupont & ICI
- Delphi
- Sage Software
- Lucent Technologies
- AT&T
- ConEdison
- Elmos
- Aargauische Kantonalbank
- Deutsche Post
- Albany International
- Jack Links
- Unilever
- BKW AG
- AlphaPet
- Heraeus
- Vitafy
- Mobileum
- Mauser

PAST DELEGATE TESTIMONIALS

"Thomas was a good presenter and was able to share deep insights from his experience."
Shell Energy GRCA Manager, Shell Malaysia Limited

"Good training, very knowledgeable and very experienced in M&A."
Human Capital Manager, Danajamin Nasional Berhad

"Good to learn what really goes on, to elevate how we value companies pre- and post-merger."
Associate Research, Malaysian Industrial Development Finance Berhad (MIDF)

"Overall learning experience is good."
Legal Counsel, AmBank Group

Registration Form:

Post Merger Integration

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The Majestic Hotel, Kuala Lumpur Malaysia.

PLEASE COMPLETE and send:

Marketing
Email: marketing@traxiusglobal.com

INVESTMENT

☐ **Regular Price**	RM 9,995 per delegate

PAYMENT METHOD

☐ By Cheque crossed & payable to:
Traxius Global Sdn Bhd

☐ By Direct Bank Transfer:
CIMB Bank Berhad
Bandar Sunway, Selangor
Acc. No. (8007375369)
SWIFT Code: CIBBMYKL

VENUE INFORMATION

The Majestic Hotel Kuala Lumpur
5, Jalan Sultan Hishamuddin, Tasik Perdana,
50000 Kuala Lumpur, Wilayah Persekutuan
Kuala Lumpur, Malaysia.
Tel: +603-2785 8000
***The workshop fee does not include hotel accommodation.**

INDEMNITY

TRAXIUS GLOBAL SDN BHD reserves the right to make any changes or amendments to the programme for reasons beyond its control.

CANCELLATIONS & SUBSTITUTIONS

Substitutions are welcomed. Please notify us at least two weeks before the event (22nd June 2026). Cancellations must be in writing either by fax or email. A 10% service fee will apply.

Regrettably, there will be **no refund and a 100% liability for the cancellations received after the aforementioned date.** This will also apply to delegates who are unable to attend on the day.

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Tel:	Fax:

Signature:

Date:

STAMP REQUIRED