

# Merger Week

**Creating value through strategic acquisitions and alliances**

**In-person**

Oct. 20-25, 2024

May 11-16, 2025

Oct. 19-24, 2025

\$10,700\*

Mergers and acquisitions are anything but one-dimensional. This program will teach you how to take a multifaceted approach to any restructuring deal, considering how finance, leadership, negotiations and strategy each contribute to your organization's success.

Learn how to evaluate M&As from all angles and then implement a process that leads to the greatest value generation for your organization. This program will take you through the entire M&A process, from assessing strategic fit to considering market trends to making financing decisions and forming strategic alliances. Other topics include the search process, valuation techniques, negotiations, tax-free versus taxable transactions, joint ventures and international M&As.

Taught by leading scholars and practitioners — experts in the fields of finance, accounting, management and organizational change — this interdisciplinary learning experience blends academic theory with real-world application. You'll leave the program inspired and prepared to tackle new opportunities in the global marketplace.

**“This was an excellent program that covered both the strategic and tactical elements of mergers, acquisitions and alliances. Subject matter experts, from both industry and academia, shared theory and current best practices. I highly recommend the program for those who want to go beyond the quantitative elements of basic M&A coursework.”**

DIRECTOR OF RESIDENTIAL PRODUCTS, THERMA-STOR LLC

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## Key benefits

- Determine the shareholder value of a target company
- Identify and quantify sources of strategic fit
- Develop new strategies for acquisition and restructuring
- Develop a high-impact integration plan
- Manage and derive value from negotiations
- Test post-merger assumptions
- Apply new skills in a simulated acquisition

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## Who should attend

- Executives and managers directly or indirectly involved in acquisition/alliance activities
- Managers with corporate development, planning and finance responsibilities

Learn more and apply: [kell.gg/kxmweek](https://kell.gg/kxmweek)

\* Your in-person program fee includes accommodations, meals and course materials.  
Dates and program fees are subject to change.

## Program content

### Drivers of acquisition success

- Elements of successful acquisition processes
- Analytical techniques that support acquisition success
- Steps to manage culture gaps and other behavioral pitfalls

### Developing winning acquisition strategies

- Determine strategic segmentation and segment attractiveness
- Pressure-test skill, scope and scale benefits
- Search and screen acquisition targets

### Financial analysis and valuation

- Learn alternative valuation approaches
- Measure and quantify risk
- Test assumptions and get beneath cash flow forecasts
- Determine the optimal bidding range
- Evaluate international acquisitions

### Due diligence and negotiation

- Manage the due diligence process
- Evaluate commercial stability and growth prospects
- Manage internal and external experts
- Recognize potential deal killers
- Prepare for and manage the negotiation process

### Structuring winning deals

- Strategic alliances versus mergers and acquisitions
- Costs and benefits of joint ventures, licensing agreements and other strategic alliances
- Critical legal issues
- Tax implications of alternative structures
- Financial reporting considerations of alternative deal structures

### Post-merger integration best practices

- Develop a tailored integration approach
- Sync action planning and prioritization

## The faculty

The scholars and practitioners leading this program create a rich learning environment that marries academic theory with practical experience.

#### Artur Raviv

Co-Academic Director; Alan E. Peterson Professor of Finance

#### Peter Walter

Co-Academic Director; Managing Director and Partner in L.E.K. Consulting

#### Jeanne Brett

Professor Emerita of Management & Organizations

#### Harry M. Kraemer

Clinical Professor of Management & Organizations

#### Thomas Lys

Professor Emeritus of Accounting Information & Management

#### Sergio Rebelo

MUFG Bank Distinguished Professor of International Finance; Professor of Finance

#### Joel Shapiro

Clinical Associate Professor of Managerial Economics & Decision Sciences

#### Edward Zajac

James F. Bere Professor of Management & Organizations

*Please note:*

*Faculty is subject to change.*



### Your learning experience

Whether you choose to join us in-person or in a live virtual format, you'll be immersed in a rich learning environment that fosters personal growth. You'll be guided through a transformative experience with our world-renowned faculty and active engagement with your peers.

Learn more and apply:  
**[kell.gg/kxmweek](https://kell.gg/kxmweek)**

Consult with an Advisor:  
**[execed@kellogg.northwestern.edu](mailto:execed@kellogg.northwestern.edu) 847.467.6018**