

Raynaud, Marc

Air France KLM: Lessons from a successful merger - Presentation 30 mins -

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Abstract

Critical to the success of a merger or an acquisition, the integration phase is necessarily full of unforeseen events. However, the risk of failure may be significantly reduced if a genuine integration scheme is prepared, taking cultural as well as human aspects into consideration. If the new top management team succeeds in showing firm leadership from the start, focuses on the most important integration projects and makes a priority of the cultural dimension, they will be holding all the cards to fully exploit the potential announced to the market.

Marc's presentation will focus on why Culture may turn out to be the main obstacle to the implementation of a merger or an acquisition:

- Integration, a high risk experiment for all leadership
- Cultural integration, a particularly complex operation of change
- The classical mistakes to avoid and pitfalls to anticipate
- The lessons drawn for the successful Air France KLM Combination that has made them a worldwide leader in the airline industry
- Conclusion: Recipes for effective cooperation across borders.

Learning outcomes for participants

Marc's Session will allow you to:

- Understand why so many mergers, acquisitions and alliances fail
- Share numerous examples and best practices of successful combinations
- Learn how to identify cultural pitfalls that may ruin the payback of the acquisition
- Identify the three success factors that make cooperation work after the deal.

Profile

After his MBA in Canada, Marc started as a manager with Air Canada and Bell Canada, He then became General Manager of Alcan in France, Belgium & Luxemburg.

With 20 years of experience "Making Cultural Integration Work" as an ICM Partner, Marc has helped and still helps hundreds of Global companies perform in 50 different cultures.

He coaches Leaders and Managers to prepare an effective post-acquisition plan that takes into account the HR and cultural aspects. Doing so the acquisition achieves its goal and deliver the expected performance.

With his two ICM Partners Marc is Co-author of "Successful Mergers, Acquisitions and Strategic Alliances" (McGraw Hill) and has published numerous articles, including "Confusions and Acquisitions: Post-Merger Culture Shock and Some Remedies", and "Cultural Adventures & Dangerous Liaisons".

Marc also supervises ICM's development in Asia, where ICM has been present for 15 years.