

“WHAT IS THE VALUE OF A CROSS-CULTURAL DUE DILIGENCE?”

CROSS-CULTURAL DUE DILIGENCE IN INTERNATIONAL M&A'S

**"HOW DO I ADD THE CROSS-CULTURAL FACTOR
TO OUR DUE DILIGENCE PROGRAMME?"**

Is this training seminar for you?

- Yes, if you are involved in cross-border M&A's and need to persuade senior leadership of the value of a cross-cultural DD.
- Yes, if you need to assess and predict potential impact of cross-cultural factors on the success of the integration.
- Yes, if you need to add a cross-cultural perspective to your due diligence programme.
- Yes, if you require a good understanding of how cultural diversity can be explored and exploited for subsequent enhanced integration.
- Yes, if you are willing to invest 2 days to strengthen your own cross-cultural effectiveness.

**A 2-DAY TRAINING COURSE
BY DRIES DEBACKERE**



This course is an intensive, no-nonsense programme, specifically designed for senior leadership and M&A-consultants involved in cross-border M&A's. Major emphasis will be given to cross-cultural awareness during the due diligence process and the practical skills and tools required to effectively assess and exploit cultural differences.

**25 - 26 October
2004**

Debackere Dries Cross-cultural & cross-language communication
Roeselare - Belgium

PROGRAMME AGENDA

Day 1

Morning session: Raising cross-cultural awareness

This session will increase your cross-cultural awareness in the following areas:

- What culture is & how different forms of culture can interplay
- Cooperation and resistance in a cross-cultural setting
- Culture and personality: values, differences, similarities & uniqueness
- Your own values & value judgements and how they reflect in your cross-border activities
- How people arrive at meanings and understandings across cultural boundaries
- How mutual perceptions can be coloured by cultures

Afternoon session: Culture's impact on business models and operational realities

This session will provide you with a good understanding of the following:

- Culturally sensitive areas in cross-border M&A's
- Tools for cross-cultural assessment
- What the integration managers really need
- Qualitative needs assessments & quantitative research studies

Day 2

Morning session: Developing your cross-cultural DD skills

This session will enhance your abilities to do the following:

- Assess how the acquirer's cultural preferences can affect the integration process
- Assess how the target's cultural outlook can affect the integration process
- Identify cross-cultural pitfalls
- Identify areas of synergy between culturally diverse organisations
- Evaluate senior leadership's cross-cultural competency
- Adapt content and methodology of your DD to include the cross-cultural factor

Afternoon session: Cross-cultural competence

This session will enhance your abilities to do the following:

- Maintain your sense of self in culturally diverse and ambiguous situations
- Build trust and maintain a result-oriented dialogue with leaders who have culturally different views on integration
- Suggest workable strategies for Day 1 project teams
- Help design integration programmes that value and benefit from cultural diversity
- Better prepare post-contract integration managers for cross-cultural realities

Personal action plan

Programme evaluation

VALUE FOR MONEY

Here is what you'll get

- 16 hours of learning with a proven expert
- A concrete and realistic action plan for further personal development
- A framework for assessment of acquirer and target company cultures
- Personalized feedback on how to improve your cross-cultural DD (content, methodologies and other aspects of your cross-cultural DD that you value)
- A full set of handouts (over 200 pages)
- Lots of practical tips & tricks, dos and don'ts
- Ample networking opportunities
- Serious post-training feedback: *" My personal satisfaction comes from seeing my customers succeed. My commitment to serious post-training feedback on those aspects of your M&A activities for which you value my feedback makes a definite difference and makes this course stand out from other similar courses."*

In addition to the comprehensive course material, there will be sufficient time for peer networking and learning from other participants' best practices.

Your trainer

Dries was born in a small village in West Flanders, Belgium, and grew up in a Flemish-speaking family. He learned 'standard' Dutch at school before tackling French, Latin, Greek, English and German. He was awarded a degree in translation and set up business as a translator and foreign language trainer, specializing in management and human resources. He has also continued his studies and developed skills in export management, the training of trainers and the management of small and medium-sized businesses (SMEs).

Since 1994, he has been helping leaders and managers of large, medium-sized and small businesses overcome linguistic and cultural barriers.

Although an expert in Belgian culture, he is a generalist/facilitator who specializes in developing the transcultural potential of an organisation, a team or an individual.

He is a dynamic speaker and his style is sharp and direct, which guarantees that the experience, knowledge and skills that he will share with you, will have a lasting effect.

What previous participants said about similar cross-cultural courses:

- "The content given was relevant and can be easily applied."
- "Excellent knowledge of the subject matter."
- "Attractive and motivating methodology."
- Please contact us for more customer feedback.

Save by hosting a customized seminar at your own site.

We can conduct this seminar at your own site. With 3 or more registrants, you may save by hosting a customized seminar at your location. We can also include a specific geographical focus. Please contact us for more details.

REGISTRATION

Further questions?

Call [+32 51 25 05 78](tel:+3251250578) (GMT+02:00) or e-mail: contact@driesdebackere.com

Registration

Upon receipt of your registration form, we will send you a written confirmation, an invoice, seminar location details, a route description and advance preparation suggestions to allow you to make the most of this course. Your registration will be guaranteed only when full payment is received.

Location & dates

Dates

Monday, October 25, 2004: 10:00 a.m. - 6:30 p.m.

Tuesday, October 26, 2004: 9:00 a.m. - 5:00 p.m.

Location

Roeselare - Belgium

Language

Instruction and course materials will be in English. Personalized feedback can be provided on documents in English, French, German, Dutch, Spanish & Portuguese.

Investment

1.350 EUR (excl. VAT) after 15 September 2004

Save 200 EUR if you pay before 15 September 2004 (1.150 EUR excl. VAT).

This includes 2 days of training, unlimited tea, coffee, water and biscuits, written course materials, 2 lunches and Monday supper. Please await our invoice for payment instructions.

Bring your colleague, partner or secretary and deduct 25% from his/her registration fee.

Quality & limited enrolment

Enrolment is limited to enhance learning. If registering within 15 days of the programme, please call us to ensure seat availability.

Accommodation & travel

Travel and hotel costs are the responsibility of the registrant. We recommend [Parkhotel Roeselare](#), which is within walking distance of the seminar location and the Roeselare railway station.

Cancellation

The registration fee can be refunded if written notification is given 15 days before the start of the programme. Registration can be transferred to a colleague or business partner. We reserve the right to reschedule or cancel the course due to inclement weather, acts of war, curtailment of transportation, national or local emergencies. We reserve the right to close registration when the course has reached attendance capacity. In the event of a cancellation, we are not responsible for any travel or hotel costs incurred by the registrant.

Quality guarantee

I guarantee that you will go home with a concrete, realistic plan for further personal development and many directly applicable due diligence skills. I also guarantee that you will receive valuable feedback on your post-seminar feedback requests (support with skills transfer, content, methodologies, etc.). If you seriously implement your personal development plan and see no difference during your next cross-border due diligence assignment, I will give you a complete refund of your registration fee. That is my guarantee.

For Flemish registrants only

U kan deze opleiding voor de helft van de prijs volgen.

U kan Vlaamse Opleidingscheques gebruiken om deze training te betalen. Bestel tijdig uw cheques op <http://www.vlaanderen.be/opleidingscheques>

REGISTRATION FORM

CROSS-CULTURAL DUE DILIGENCE IN INTERNATIONAL M&A'S

Yes, I want to enrich my due diligence with the cross-cultural factor.

- Please register me for this course with Dries Debackere on **25 - 26 October 2004**.
I agree with the registration and cancellation terms.
- I want to qualify for the early bird discount (200 EUR). I shall make sure that payment is made by 15 September 2004.
- (For Flemish registrants only)* Ik betaal met Vlaamse Opleidingscheques.
- I am not able to attend but would like to be kept informed of similar training courses being held in the future.

<i>Family name:</i>		<i>First name:</i>	
<i>Position:</i>		<i>Organisation:</i>	
<i>Address:</i>			
<i>Postal code:</i>	<i>City:</i>	<i>Country:</i>	
<i>Telephone:</i>		<i>Fax:</i>	
<i>E-mail:</i>			
<i>(When registering): Date:</i>		<i>VAT number:</i>	<i>Signature:</i>

Please fax this form to:

+32 51 24 85 61

Or send it to:

**Dries Debackere
Debackere Dries bvba
P. Benoitstraat 11
B-8800 Roeselare (Belgium)**

The information you supply in this form will only be used to provide you with the service or information that you requested. You have the right to access and, if necessary, correct your personal data. Your information will never be disclosed to third parties and will be handled in accordance with the Belgian Act of December 1992 protecting personal privacy.



SUMMARY



Your key benefits

Having completed this course, you will be able to do the following:

Add a cross-cultural perspective to your due diligence programme

Assess cultural complementarity and predict cross-cultural pitfalls and areas of synergy

Turn assessments and predictions into a post-contract integration management tool

- **Understand how the results in the financial statements were achieved**

Additional benefits

- **Greater level of professionalism**
- **Increased confidence and less stress**
- **Greater sense of self and more job satisfaction**
- **Return home positive and enthusiastic about culture's impact**
- **+ informal, relaxed setting for enhanced learning**

Your investment

- **Two days of your time**
- **The registration fee**
- **At the end of the programme, you will design your own action plan for further personal development, which identifies the steps to be taken for successful implementation of the course objectives.**
- **Personal commitment and willingness to implement your action plan**

My commitment

- **To do everything that is reasonably possible to help you succeed in developing your cross-cultural competence as an M&A professional.**