



**ARMY INSTITUTE OF MANAGEMENT & TECHNOLOGY**  
(NAAC Accredited; Affiliated to GGSIP University, Delhi)

## **Guest Session: “Managing Culture after Merger and Acquisition”**

*“Whenever you look at any potential merger or acquisition, you look at the potential to create value for your shareholders”*

-Dilip shanghvi

Every sphere of the corporate world has seen the integration through Merger and Acquisition. Mergers are like marriages. They are bringing together two individuals. If you wouldn't marry someone for the 'operational efficiencies' they offer in the running of a household, then why would you combine two companies with unique cultures and identities for the reason?

In fact Mergers and acquisitions (M&A) have been a hot topic recently, with several large transactions being executed recently like the Tata's acquiring the big basket. So it's a must that every manager should have a sound knowledge of this topic and so was believed by our AIMT management; to know more about merger and acquisition **Army Institute of Management and Technology** organized a guest session on : **“Managing culture after Merger and Acquisition”** on 28<sup>th</sup> May 2021.

It was indeed a special privilege to have Mr. Nikhil Mathur, Head HR and OD at Dalmia Bros. to shed light on the topic managing culture after Merger and Acquisition.

Mr. Mathur deliberated that mergers and acquisitions are very similar corporate actions. They combine two previously separate firms into a single legal entity. Significant operational advantages can be obtained when two firms are combined and in, fact, the goal of most mergers and acquisitions is to improve company performance and shareholder value over the long term. The session began with Mr. Mathur distinguishing between the two terms viz., Merger and Acquisition. Further discussions with him made the students to realise that the most common difference between a merger and an acquisition relates to the size of the companies involved. When one company is much larger than the other, it is likely that it will integrate the smaller one into the larger one in an acquisition. The smaller company may still retain its legal name and structure, but is now owned by the parent company. In other instances, the smaller company ceases to exist completely, that's an acquisition. But when the companies are of a similar size, they may come together to form a new entity which is when a merger occurs.

Mr.Mathur further discussed the key steps in an M&A deal as:

### **Preliminary discussions and non-disclosure agreements**

1. Assessment and evaluation of target
2. Due diligence in a Virtual Data Room
3. Signing the contract and closing the deal
4. Post deal integration

To get better insight of M&A students were exposed to its benefits, for instance; it improves work ethics, business expansion, increased market share, reduced labour cost, acquisition of talent etc. Now with the above all discussion with Mr. Nikhil, students got a fair idea of core concept of M&A, 7 criteria of merger distribution and the 6 frames of assessment criteria which are used to study every aspect of merger, talent acquisition and talent management for a successful M&A.

Phase II of the discussion was devoted to the discussion on impact of M&A on culture of company. Managing culture after Merger and Acquisition is all associated with efficient talent management, talent development and talent well-being, with talent development being most important, Mr. Mathur added. Talent development is the assessment of critical people by a neutral agency, and these critical people are not the managing leaders but the sales person of the firm as they are the ones who bring the real business to a company. Their training and skill up-gradation, retention and pension, succession planning, consolidation of career paths and delegation and empowerment is of utmost importance.

Proceeding with the captivating discussion, Mr. Mathur elaborated that the talent management has 3 main pillars viz. Equality, Diversity and Inclusion. The speaker beautifully equated **Engagement hierarchy with maslow's hierarchy need**. Here then, to cope with this a new term talent well being was introduced to the students at the end of the session; simple and straight forward, the key concept of talent well-being is maintaining right balance in acquiring talent by being strict on rules and being soft on human aspects.

The session culminated into the emphasis on the importance of M&A for the development of corporations. M&As are one of the most useful methods to overcome current difficulties and result into the development of companies. M&As support the growth of global economics. Therefore, the competition advantages of companies bring them to success and prosperity. Mergers and acquisitions are extremely noticeable ways to tackle with difficulties in the 21st century.

The session ended with question answer session where Mr Nikhil Mathur answered the queries put up the inquisitive minds of AIMT. In the end, Dr. Babita Bhati, Asst. Professor (HRM & OB) presented the vote of thanks.



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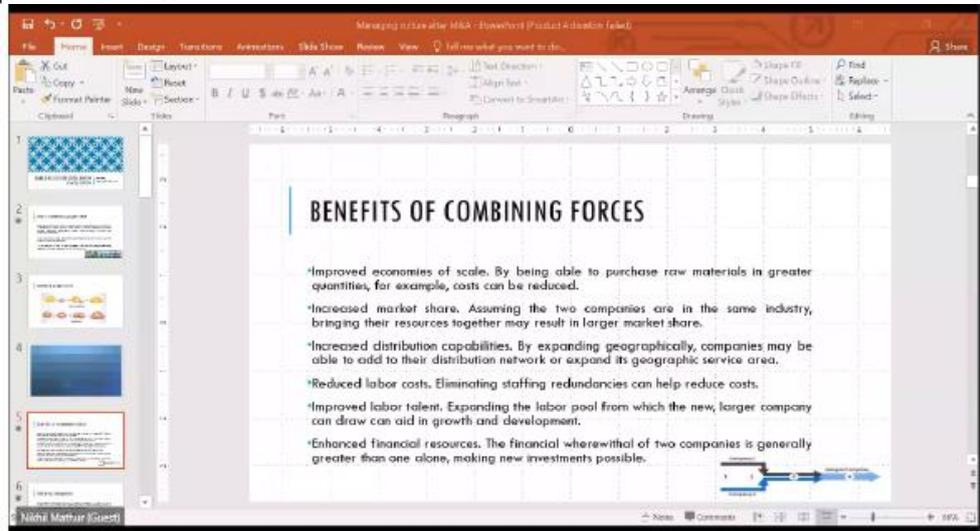
**MR. NIKHIL MATHUR**  
(OD, L&D) DBPL

**JOIN OUR GUEST LECTURE**  
**MANAGING CULTURE AFTER M&As**  
**28TH MAY | 2:40 PM - 4:40 PM**  
AN IQAC INITIATIVE

SIDHIANT PANT (MBA-2020)



Zoom Meeting Grid showing participants: Ms. Anshya, +96, and other attendees.

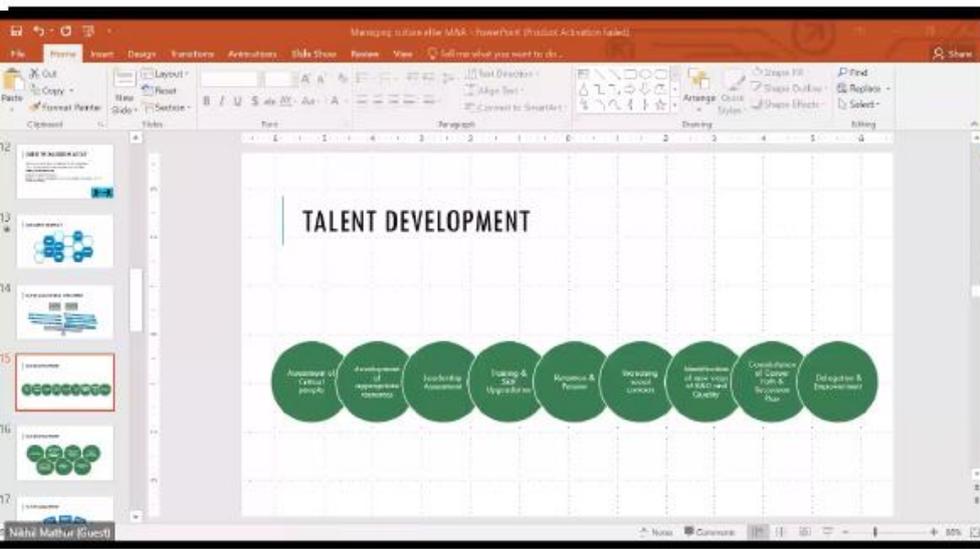


**BENEFITS OF COMBINING FORCES**

- Improved economies of scale. By being able to purchase raw materials in greater quantities, for example, costs can be reduced.
- Increased market share. Assuming the two companies are in the same industry, bringing their resources together may result in larger market share.
- Increased distribution capabilities. By expanding geographically, companies may be able to add to their distribution network or expand its geographic service area.
- Reduced labor costs. Eliminating staffing redundancies can help reduce costs.
- Improved labor talent. Expanding the labor pool from which the new, larger company can draw can aid in growth and development.
- Enhanced financial resources. The financial wherewithal of two companies is generally greater than one alone, making new investments possible.



Zoom Meeting Grid showing participants: Nikhil Mathur, SIDHIANT, PRABHAKA, Nikhesh Da., MANISHA, AMIT KUM., Prof. Pawan, and +102.



**TALENT DEVELOPMENT**



A horizontal flow diagram with eight green circular nodes:

- Assessment of Current People
- Assessment of Organizational Requirements
- Job/Role Assessment
- Training & Skill Upgrade
- Recruitment Process
- Provision of Incentives
- Identification of new ways of doing things
- Contribution of Current People to Business Plan
- Delegation & Empowerment



Zoom Meeting Grid showing participants: Nikhil Mathur and +107.