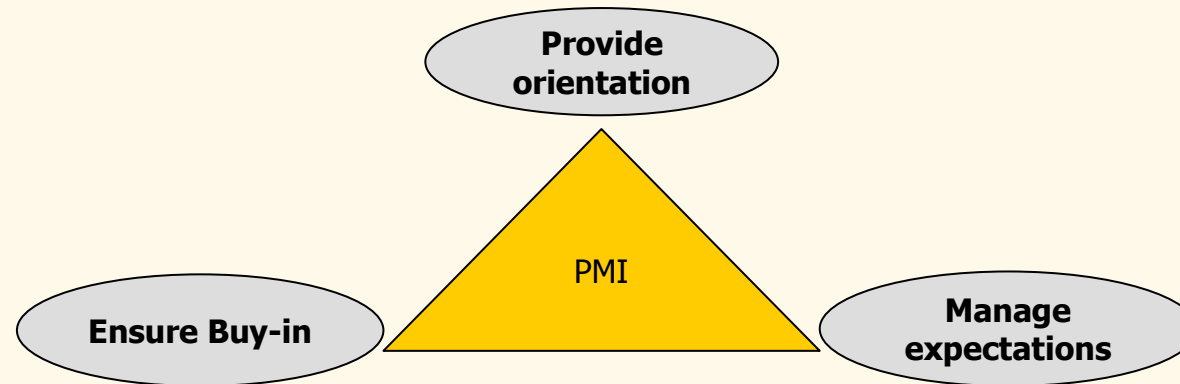


# Lessons Learnt

## 3 focal points of Post-Merger Integration

- Ensure clear vision and strategy
- Explain the "added value"
- Quickly establish mixed Top Teams, clarify structures, responsibilities
- Set clear performance goals



- Carry out cultural diagnostics, identify shared and opposed values
- Communicate a success story
- Carry out integration workshops top-down
- Maintain closeness to the people at all levels

- Agree upon partial goals for individual stages
- Celebrate "Quick Wins", sanction "Fouls"
- Anchor project management and encourage joint project work
- Monitor the changes at business management and cultural levels