



The 2019  
**Joint Ventures and  
Strategic Alliances**  
CONFERENCE

Accelerating Along the Curve to Success

April 11–12, 2019  
New York Marriott Downtown  
New York, NY

Lead Sponsor:

**McKinsey  
& Company**

[www.conferenceboard.org/jointventures](http://www.conferenceboard.org/jointventures)

---

## Agenda

### Day One - Thursday, April 11, 2019

8:15 – 9:00 am

#### Registration and Breakfast

9:00 – 9:15 am

#### Welcome, Introduction and Purpose

We will use these short few minutes to set forth the major themes and objectives for our 2019 conference and to begin sharing the information we have gathered from our “pulse” poll.

**Julia Samorezov**, Conference Chair, **McKinsey & Company**

9:15 – 10:00 am

#### Session A

#### Programmatic Deal Making

Deal making is one of the top activities undertaken by companies. One approach to deal making, the “programmatic” approach, may well pay the greatest benefits to a company. Our keynote will focus on this issue and on the research that underlies it.

**Andy West**, Senior Partner, Global Transactions Leader,  
**McKinsey & Company**

10:00 – 10:45 am

#### Session B

#### Looking Back at a Successful Strategic Alliance – What Went Right and What Didn’t

Our two speakers, one from Cognizant and one from Dell have been creating strategic alliances and other partnerships for their firms for some time. In this session, they will talk about their work and focus on a partnership as a case study of what goes right, what wrong, some of the emerging factors affecting future partnerships and the learnings that emerge from such work.

**Brian Glidden**, Senior Director, Strategic Partnership Group,  
**Cognizant**

**Patrick Wolff**, Senior Director, SI Partner Growth, Global Alliances, **Dell EMC**

10:45 – 11:00 am

#### Refreshment Break

11:00 – 11:45 am

#### Session C

#### New Trends in Joint Venture/Strategic Alliances Law and Regulation - China

Cummins, Inc. has been successful building a portfolio of joint ventures and strategic alliances in China beginning its work in that market in the mid-1970's. It currently has 17 joint ventures underway. Our speaker, who has experience with joint ventures not only in China, but in Russia, India and Japan as well, will present on the “how and why” that underlie Cummins success with a special look at the potential impact that today's U.S. - China economic dynamic has on the ability of U.S. firms to succeed in that market.

**Steve Chapman**, Group Vice President, China and Russia,  
**Cummins, Inc.**

11:45 am – 12:45 pm

#### Lunch

Breaking into small groups, each table will discuss a topic and later present a summary of the table discussion. Some themes to be explored will include the strategy for determining whether to embark on a JV or a strategic alliance versus a merger, the impact of new technologies on joint ventures and strategic alliances, digital privacy, trends in regulation and compliance, and international trends, especially the EU among others.

12:45 – 1:15 pm

#### Themed Roundtable Reports

Moving quickly, each table will report to the rest of the conference attendees on the results of its discussion.

1:15 – 2:00 pm

#### Session D

#### Building a Successful Relationship with Partners

Having successful, functioning relationships between partners is central to the success of any joint venture or strategic alliance. However, it is the rare partnership that does not have conflict at some point or another whether it be over operations, value and valuation or metrics. During this session, we will look at the key practices to handle and solve conflict, to recover when conflict occurs and to focus on the best ways to work together when partners.

Moderator:

**Nithya Vinjamoori**, Engagement Manager, **McKinsey & Company**

Speakers:

**Dr. Abhijit Banerjee**, Senior Director Business Development,  
**Oregon Health and Sciences University**

**Stefan Doerr**, Senior Vice President, **BASF**

**Bram Stolk**, VP and GM Global Research, **GE Healthcare**

2:00 – 2:45 pm

#### Session E

#### Things You Really Need to Think About When Creating A Cross Border Joint Venture

If undertaking a cross border merger and acquisition is difficult, there is a strong school of thought that suggests that creating a cross border joint venture is even more difficult. Our panelists who are seasoned practitioners in this area focus on the key items you really need to think about before you create that international joint venture.

Moderator:

**Ren Zhang**, Engagement Manager, **McKinsey & Company**

Panelists:

**Hyman Buchwald**, Vice President Corporate Development,  
**Xylem Inc.**

**Deepak Gupta**, Vice President, Mergers and Acquisitions,  
**Covanta Energy**

For sponsorship opportunities, please contact [michael.felden@conferenceboard.org](mailto:michael.felden@conferenceboard.org)

2:45 – 3:30 pm

**Session F**

**Case Study: Challenges in Operationalizing a Strategic Alliance**

Operationalizing a Strategic Alliance can be difficult. It has no employees. It does not own data. It may not have any physical resources. It springs from different cultures yet has no culture of its own. During this session, we will look at a few of the key challenges facing getting a strategic alliance going and keeping it going effectively.

**Dana Hughes**, Vice President, **Pfizer Inc.**

3:30 – 3:45 pm

**Refreshment Break**

3:45 – 4:30 pm

**Session G**

**From Entrance to Exit – Planning for the JV/SA Life Cycle**

Because many joint ventures do not live in perpetuity, designing a joint venture with the full lifecycle in mind—from day-one to the end-game—can be critical. However, these end-game options may change over time. Understanding and anticipating this evolution is a key skill for any JV.

Moderator

**Steve Miller**, Partner, **McKinsey & Company**

4:30 – 5:00 pm

**Session H**

**The Rush to Completion and its Effect on Successful Joint Ventures or Strategic Alliances – Avoiding the JV/SA Blind spots**

From the moment a joint venture or strategic alliance is conceived, there is pressure from investors, board members and leadership to get the deal done. Yet, speed is not necessarily an asset when seeking a successful outcome. This session will utilize McKinsey research to highlight the key problems that occur when speed is paramount and how to avoid them.

Moderator:

**Eileen Kelly Rinaudo**, Senior Knowledge Expert, **McKinsey & Company**

Speaker:

**Singleton Cox**, Director, Mergers and Acquisitions, **DaVita Inc.**

**Gene Slowinski**, Director of Strategic Alliance and Open Innovation Research, **Graduate School of Management, Rutgers University**

5:00 pm

Reception Hosted by

**McKinsey  
& Company**

---

**Day Two - Friday, April 12, 2019**

8:30 – 9:am

**Continental Breakfast**

9:00 – 9:45 am

**Session I**

**Partnership Management – Ensuring Your Team Works in Harmony Toward the Common Goal**

Internal management and direction setting for your joint venture or strategic alliance goal can be difficult, complex and fraught with unintended consequences. During this session, McKinsey Partner Ruth de Backer will look at some of the best ways to ensure internal harmony in order to be able to more easily reach a successful conclusion.

**Ruth de Backer**, Partner, **McKinsey & Company**

9:45 – 10:30 am

**Session J**

**Bringing Your Stakeholders Along with You**

Negotiating with your key stakeholders can be as difficult as negotiating with your new partner. What are the political and leadership challenges that arise when getting a joint venture or strategic alliance off the ground? Where might the challenges to a successful new business alliance arise and how can you anticipate them and resolve them? Ultimately, how do you manage and communicate effectively with all the various stakeholders? Our speakers will use a case study approach (Genpact) to focus on managing expectations through communications and on the issue itself.

**Eileen Murray**, Co-CEO, **Bridgewater Associates**

**Russell Sherman**, Partner, **Prosek Partners**

10:30 – 10:45 am

**Refreshment Break**

10:45 – 11:30 am

**Session K**

**Governance Best Practices**

Governance in any organization is a challenge – governance in a joint venture is complex and difficult to execute. There are the many strategic decision makers – the JV CEO, the partners and ultimately--The Board. Successful joint ventures should have a balanced governance structure that matches the JV vision and strategy. What are the best ways to ensure that your governance structure is aligned with the structure of the JV? How do you select the right board members that will help steer the JV to success? What are the proven JV governance best practices?

**Peter Sykes**, Global Vice President for Mergers and Acquisitions, **Dow Chemical**

11:30 am – 12:15 pm

**Session L**

**Stock Taking – How do you know when the Joint Venture or Strategic Alliance is a Success?**

As Joint Ventures or Strategic Alliances grow and mature, they change and the world around them changes. What are some ways you can reasonably measure and evaluate the success of your activity? We will end our formal program with a JV/SA health and success check.

**Peter C. Hawthorne**, Managing Partner, **P. Chandler Partners** and former Vice President, Corporate Strategy & Development, **Cargill**

12:15 pm

## Concluding Thoughts and Adjournment

---

# REGISTRATION INFORMATION

**Online** [www.conferenceboard.org/jointventures](http://www.conferenceboard.org/jointventures)

**Email** [customer.service@conferenceboard.org](mailto:customer.service@conferenceboard.org)

**Phone** 212.339.0345

*8:30 am – 5:30 pm ET, Monday – Friday*

<b>Pricing:</b>	
<b>Members</b>	<b>\$2,395</b>
<b>Non-Members</b>	<b>\$2,895</b>

Fees do not include hotel accommodations.

### Location and Hotel Accommodation

#### **New York Marriott Downtown**

85 West St

New York, NY 10006

Tel: **(212) 385-4900**

**Hotel cut-off date: March 20, 2019**

### Cancellation Policy

Full refund until three weeks before the meeting. \$500 administration fee up to two weeks before the meeting. No refund after two weeks before the meeting. Confirmed registrants who fail to attend and do not cancel prior to the meeting will be charged the entire registration fee.

### Team Discounts per Person

For a team of three or more registering from the same company at the same time, take \$300 off each person's registration. One discount per registration. Multiple discounts may not be combined.