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The Corporate Development CONFERENCE

Value Realization through Deal
Strategy, Execution, and Readiness

October 8-9 2015
New York Marriott East Side
New York City

Sponsored by:



Marketing Partner:



Agenda

Day 1: Thursday, October 8th, 2015

Registration and Continental Breakfast 8:00 – 9:00 am

Chairperson's Welcome and Opening Remarks 9:00 – 9:10 am

General Session A: 9:10 – 10:05 am

Ready, Steady...Go! The Evolving Role of the CDO and Building the Organizational Capability for Deal Readiness

Amid the complexities of an uncertain economy, disruptive technologies, rapid change, and intricacies of operating in global markets, corporate development officers and their teams have spent the past few years successfully reinventing themselves in many organizations. They have become more influential than ever, taking a more active role in shaping corporate strategy and the strategic focus of the organization. To set the stage for the conference, we will explore the current state of the transaction landscape and the macroeconomic trends that continue to shape and evolve the role of the CDO. Discussions will include the ways in which corporate development teams need to be prepared to fulfill new expectations to ensure that they have the capability to be "deal ready" at all times and respond to the needs of the business, thereby capturing value and growth opportunities wherever possible.

Julian S. Brown, Managing Director, PwC Corporate Finance LLC

General Session B: 10:05 – 11:00 am

Shaping Deal Strategy to Accelerate Corporate Strategy

Close alignment between the overall corporate strategy and transaction strategy can accelerate a company's vision and inspire engagement at all levels of the organization. But how can you ensure this alignment? What mechanisms need to be in place to ensure you are fostering close relationships with business leaders, allowing you to benefit from internal collaboration and knowledge sharing? Furthermore, as this role has evolved in recent years, how can the CDO help shape corporate strategy at the C-Suite level? Explore proven techniques, including ways to break down internal silos to drive cross-functional engagement across the enterprise, forging mutually beneficial relationships that will drive value.

Panelists:

Michael Cho, Senior Vice President, Corporate Development, Zebra Technologies

Raymond Liguori, Vice President, Corporate Development, Campbell Soup Company

A. Roger Marinzoli, Senior Managing Director, M&A and Corporate Development, TIAA-CREF

Suketu Upadhyay, Executive Vice President, Chief Financial Officer, Endo International plc

Networking and Refreshment Break 11:00 – 11:15 am

General Session C: 11:15 am – 12:15 pm

Creating Value with Alliances and Joint Ventures – The Three Laws of Success

Alliances and joint ventures are increasingly common tools in business development. They can help you enter new markets, access new technologies, and accelerate innovation. But such

ventures are tricky to manage, as they don't give you the same level of control as an acquisition. Furthermore, some alliances involve more than two partners, adding to complexity.

Ben Gomes Casseres, author of the new book "*Remix Strategy: The Three Laws of Business Combinations*," will provide a comprehensive roadmap for creating value with external relationships of all types. He will detail the three laws that matter the most and share this framework and tools for designing alliances and managing collaboration. He will be joined by leading practitioners who will share lessons learned in finding success through business alliances and avoiding costly disruptions.

Benjamin Gomes-Casseres, Professor, Brandeis University, International Business School
Author, *Remix Strategy: The Three Laws of Business Combinations*
Mahmood Ladha, Executive Director, Corporate Business Development, AstraZeneca
William Striebe, Vice President Business Development, UTC Building & Industrial Systems

Lunch 12:15 – 1:15 pm

General Session D: 1:15 – 2:10 pm

Peer-to-Peer Learning Experience: Roundtable Session

Participants will share practical approaches and actionable ideas with others facing similar challenges, gaining fresh approaches to the most common struggles and issues.

J. Neely, Global Deals Lead, Strategy&

General Session E: 2:10 – 3:10 pm

The Dynamics of the What, When, and How of New Market Entry and Selection

Entering new markets has great potential for real growth but comes with significant number of challenges, uncertainty and risk. When is the right time to expand to a new market, and what factors need to be included in your selection criteria? During this session we will explore the global trends and opportunities for you to be prepared with a framework to evaluate when and how to enter new markets. We will explore the risks and rewards in certain emerging markets to help you effectively plan an entry strategy that is right for your organization.

Panelists:

J. Alan Butcher, Senior Vice President, Licensing & Business Development, Purdue Pharma

Leigh Ann Groome, Vice President, Corporate Development, Equifax

Rishi Nigam, Senior Vice President, Corporate and Strategic Development, Wyndham Exchange & Rentals

Networking and Refreshment Break 3:10 – 3:25 pm

General Session F: 3:25 – 4:20 pm

Challenges and Opportunities of Cross Border Transactions

Even the most effective organization is challenged by deal-making issues overseas: poor quality financial data, questionable business practices, local labor laws, political uncertainty, and cultural

Agenda

Day 2: Friday October 9th, 2015

differences. Explore common cross-border transaction pitfalls and find approaches to help mitigate the risks associated with these challenges. We will look at the particular risks dealmakers need to consider in relation to the regulatory environment in specific countries, standard business practices that could have Foreign Corrupt Practices Act (FCPA) implications, integration challenges, differences in valuation and financial reporting metrics, and tax and accounting practices that require rigorous due diligence before a deal can close. This session will arm participants with the knowledge to navigate regional nuances and ensure that deals will not be derailed by any surprises.

Moderator:

Curt Moldenhauer, Partner, Deals Practice, Acquisitions Leader, PwC

Panelists:

Bruce Bowden, EVP, Corporate Strategy & Development, Nuance Communications

Michelle A. Lewis, Chief Strategy Officer, DistributionNOW

Mark Socha, Head of Enterprise M&A, The Hartford Financial Services Group

Thomas Waleski, Senior Director, Corporate Development, The Hershey Company

General Session G: 4:20 – 5:15 pm

Strategies and Structures for Managing a Successful Divestiture from Identification to Execution

The past few years have seen an increase in both the value and volume of divestitures. As this trend continues to gain momentum, what factors need to be considered to identify the best options for your organization? What tools and approaches should companies use to evaluate potential candidates? What criteria should dealmakers adopt to enhance their chances of success? And once the divestiture candidate has been determined, what's next? This session will also cover portfolio assessment to identify the best divestiture opportunities and avoid costly disruptions to the existing business.

Moderator:

Lance Robinson, Global Controller – Mergers and Acquisitions, General Electric

Panelists:

Brian Angeli, Vice President, Corporate Strategy & Development and Investor Relations, FMC Corporation

David Eisenberg, Senior Vice President Corporate Development & Strategy, Acxiom

Marta Rubcich, Director – M&A Financial Expertise Center, Dow Chemical

David A. Thrailkill, Senior Vice President, Managing Director Corporate Development, Wells Fargo & Co.

Networking Cocktail Reception 5:15 – 6:15 pm



Registration and Continental Breakfast 8:00 – 8:30 am

General Session H: 8:30 – 9:30 am

Navigating the Human and Cultural Side of the Deal

In a special highlight session, John Sviokla, author of *The Self Made Billionaire Effect: How Extreme Producers Create Massive Value*, will share the findings of the first study to explore the key attributes of self-made billionaires and what organizations can do to attract, cultivate and retain high profile talent. He will then be joined by a panel of experts to explore the human and cultural side of deal making, which is undeniably the most unpredictable and complicated aspects of the deal.

The discussion will tackle the myriad of issues that encompass the softer side of the deal to detail best practices around talent management, management retention, cultural integration and barriers, workforce and stakeholder engagement and communication to learn how to better integrate and engage human side of a deal.

Moderator:

Dr. John Sviokla, Principal, PwC, Co-Author *The Self Made Billionaire Effect: How Extreme Producers Create Massive Value*

Panelists:

Eric Tobin, Group Director, Corporate Development, Ryder System, Inc.

James Anderson, Senior Vice President, Corporate Development, Financial Planning & Analysis, CNA Insurance

General Session I: 9:30 – 10:25 am

Value Creating M&A Strategies from Sourcing to Due Diligence

M&A is one of the quickest paths to growth, but it is hardly the easiest. Deals are laden with risk and further complicated by rules, legislation, and the threat of litigation. During this session, we will reflect on the best deal-sourcing techniques and explore the critical elements that must be evaluated during a go/no-go decision, including possible ways to quantify potential exposures and opportunities. Explore the steps you need to take to mitigate your risk and understand market dynamics and stakeholder concerns to be confident in your M&A strategies and the ways to bring value to the organization.

Moderator:

David Fergusson, President and Co-CEO, The M&A Advisor

Panelists:

Greg Psihas, Head of Corporate Development, Lockheed Martin

David Keating, Vice President, Mergers & Acquisitions- North America, ABB, Inc.

Jennifer St. Pierre, Vice President, Corporate Development, EMC Corporation

Networking and Refreshment Break 10:25 – 10:35 am

General Session J: 10:35 – 11:35 am

Fundamentals of an Effective Post – Merger Integration Process to Capture the Deal's Full Value

Typically, if a deal falls apart, it is because, despite good intentions, there was a failure at the integration phase. During this session we will explore the fundamentals of a disciplined integration process that will achieve deal success and the pitfalls to be mindful of during this phase. The discussion will cover the importance of the integration team, leadership in ensuring success, and practices to put in place that will excite and motivate key talent/leadership to ensure business momentum.

Panelists:

Brian Buchert, Director, Corporate Strategy and M&A,

Church & Dwight

Denise Brower, Vice President, Corporate Development,

ITT Corporation

William Greiter, Corporate Finance Director, **American Family**

Mutual Insurance Company

General Session K: 11:35 am – 12:30 pm

Modeling, Executing, and Effectively Tracking Synergies to Achieve Value Creation

Synergies are the only tangible justification for making a deal, as synergy is the clearest demonstration that value gained outweighs the cost of the deal. While the responsibility for delivering synergies may rest with specific business units or functions, it is the responsibility of the CDO and the deal-making team to forge a well-disciplined approach and flawless execution to increase an organization's probability of achieving such synergy. Learn from a panel of leaders as they share perspectives, experiences, and best practices in analyzing and capturing synergies from their transactions and creating value from synergy realization.

Panelists:

Jennifer Jiran, Director of IMO, **Stanley Black & Decker**

Sharad Chadha, Senior Director Integration M&A, **Electrolux**

Major Appliances North America

REGISTRATION INFORMATION

Online www.conferenceboard.org/corporatedevelopment

Email customer.service@conferenceboard.org

Phone 212.339.0345 8:30 AM – 5:30 PM ET, Monday – Friday

Conference Pricing:

Register before August 28th and save \$200

Member	\$2,295
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Non-Member	\$2,895
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Fees do not include hotel accommodations.

Location

New York Marriott East Side
525 Lexington Avenue at 49th St
New York, NY 10017
+1 212 755 4000

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.

Earn up to 12.5 CPE credits

Business Management and Organization Requirements:

Attendees must sign-in each day for full credit.

Delivery Method: Group-Live,

Program Level: Intermediate,

Prerequisites: Bachelor's degree or higher, Advanced

Preparation: None



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