



The 2017 **Corporate
Development**
CONFERENCE

Transformational Dealmaking
and the Road to Value Creation

October 12–13, 2017
New York Marriott Downtown
New York, NY

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Transformational Dealmaking and the Road to Value Creation

Agenda

Day One

Thursday, October 12, 2017

Registration & Continental Breakfast: 8:00 – 8:45 am

Welcome and Opening Remarks 8:45 – 9:00 am

General Session A 9:00 – 9:45 am

Finding Opportunities in this Uncertain Global Dealmaking Economy

As the foundation for the conference, we will explore the current trends and outlook for the global dealmaking economy and what it means for deals professionals. How can you find opportunities despite global uncertainty? What characterizes the current wave of transactions and how prepared are you to meet the growing expectations of shareholders? We will also discuss the increasingly crucial role of diversity as a strategy in transactions and how it drives value creation in unexpected ways.

Bob Saada, Partner, US Deals Leader, **PwC**
Mark Avagliano, VP, Corporate Development, **Pfizer**
Annette Rodriguez, Managing Director, **Warburg Pincus**

General Session B 9:45 – 10:45 am

Building the M&A Function of Tomorrow: Diversity Across Portfolios, People and Points of View

Join leading private equity, corporate and investment banking deals professionals to discuss the importance of diversity on the future of dealmaking. With increased globalization, comes the need for a new approach to manage complexity across diverse, multi-functional boundaries and teams. As organizations look to manage their growth strategy, consideration needs to be given to the opportunities and risks that new, diverse transactions bring. We will explore topics like the importance of gender-balanced teams, the rising consumer power of women, the impact women dealmakers have on deals economics and how women's access to capital can change the future M&A landscape.

Anita Balaji, Managing Director, **Carlyle**
Lori Cuneo, Managing Director, **JP Morgan**
Mwemba Mwemba, Finance Director - Mergers and Acquisitions, **The Dow Chemical Company**
Laura Parrott, Head of Private Placements, **TIAA**

Morning Break: 10:45 – 11:00 am

General Session C 11:00 am – 12:00 pm

The Habits of Serial Acquirers

One thing is certain, successful acquirers focus more effort up front. Starting with deal strategy and pre-deal analytics (which can identify potential problems early) continuing through negotiations (which can drive smoother, more successful post-deal outcomes), the markets are more likely to reward companies that employ a rigorous, disciplined approach early and throughout the process. How do the most experienced, busiest acquirers structure and fine-tune their capabilities to acquire new businesses? How do they capture the most value? We will explore the importance of diversity along the path to a successful acquisition.

Carol Challed, VP, Business Operations, **Henry Schein**
Robert Duffy, VP, Global Business Development, **General Electric**
James Harris, Principal, Corporate Development Integration, **Google**

Luncheon: 12:00 – 1:15 pm

Concurrent Session D1 1:15 – 2:15 pm

Divesting for Value

As companies look more critically at their business mix with shareholder activism as the new norm, divestitures are taking center stage in corporate strategy. How should a seller prepare for a disposal? How are data analytics changing seller's preparation? Is sell-side due diligence helpful for a buyer? What are the missteps that lead to leaving money on the table? How best to untangle a carve-out from the parent? These questions will be discussed along with implications for the Chief Development Officer and private equity executive.

Mike Niland, US Divestitures Services Leader, **PwC**
Michael Annes, SVP, Business Development, **Motorola Solutions, Inc.**
David Cole, VP and Head of Integration, **Intuit**

Concurrent Session D2 1:15 – 2:15 pm

Overcoming the Challenges of Globalization: Cross-border M&A

Companies considering a cross-border deal for new opportunities are presented with cultural, regulatory and political hurdles layered on top of already complex deals. Having a finely tuned cross-border strategy is essential. Confronted with this dilemma of moving quickly but with great care, the need to think well ahead and take into account a far wider set of dynamics is critical for success.

Trampas Gunter, Staff VP, Corporate Development & Integration Planning, **FedEx**
Peter C. Hawthorne, VP, Strategy & Business Development, **Cargill**
Elizabeth Satin, SVP, Head of M&A, **Wolters Kluwer**
Gwen Watanabe, VP of Global Corporate Development and Strategy, **Teleflex**

Afternoon Break 2:15 – 2:30 pm

General Session E 2:30 – 3:30 pm

Conducting Deals in the Digital Age

A competitive deal market puts a premium on due diligence. Leading dealmakers today take a comprehensive approach to due diligence that goes far beyond the simple financial models of yesteryear. At what point, though, do diminishing returns set in? How can the due diligence team be sure it is focusing on the right questions? In these complicated times, how do you consider a company's digital and social media footprint? How does cyber, people and cultural due diligence impact the deal?

Steven Cutler, Head of Mergers and Acquisitions, **IAC**
Mike Cunning, Managing Director, **PwC**
Alastair Rimmer, Global and US Deals Strategy Leader, **PwC**

General Session F 3:30 – 4:30 pm

Influencing the Board: What the Board Needs to Know About Dealmaking

Understanding best practices for addressing your board and what they look for in a potential deal is often critical for deal momentum and ultimately for success. **Paula Loop** will host a fireside chat with **David Calhoun** followed by a panel discussion around questions to expect from the board before, during and after the deal.

David L. Calhoun, Senior Managing Director and Head of Private Equity Portfolio Operations, **The Blackstone Group** Director, **Caterpillar Inc.** and **The Boeing Company**
Charles Elson, Director, **HealthSouth Corp.**; Director, **Bob Evans Farms, Inc.**; and the Edgar S. Woolard, Jr. Chair of Corporate Governance and Director of the John L. Weinberg Center for Corporate Governance, **University of Delaware**
Paula Loop, Leader, Governance Insights Center, **PwC**
Margaret Whelan, CEO, Whelan Advisory Services; Independent Director, **TopBuild Corp.**

General Session G 4:30 – 5:15 pm

M&A as a Catalyst for Transformation

Mergers can provide organizations with a unique opportunity to bring innovation and new ways of thinking to their operation. They can expand into new markets, acquire new products and channels and gain access to innovation or crucial technical expertise. But in order to do so, leaders must avoid the one-sided, top-down approach in which the parent absorbs the target and imposes "the way we've always done things." The most successful acquirers embed the deal rationale and the principle of "better together" into their integration architecture, decision-making governance, and transition planning. This means engagement teams staffed from both companies equally to identify sources of value early on, and capture the best-of-both approach from both companies for the merged organization. What steps, structures, and processes can help merging organizations ensure they maximize this opportunity?

Vinay Bassi, SVP, Corporate Development, **The Nielsen Company**
Mike Zimmerman, VP, Corporate Development, **Dell Technologies Capital**

Reception: 5:15 – 6:15 pm

Hosted by:



Day Two

Friday, October 13, 2017

Continental Breakfast 8:00 – 8:45 am

General Session H 8:45 – 9:45 am

Moderated Roundtable Discussions Highlighting the Most Pressing Dealmaking Opportunities

During this session join your peers in a discussion led by seasoned dealmaking practitioners. Select from a roundtable topic to chat about common challenges in a relaxed and open environment. Take away actionable insights for improving deal strategies.

General Session I 9:45 – 10:45 am

Capture the Promised Value: Building a Leading Integration Capability

Building capabilities is vital to capturing long-term value in a merger and it does not automatically come with experience. Successful acquirers make a deliberate investment in understanding where their capability gaps are and tailor a learning program that both equips them to manage integration more effectively and capitalize on the merger to build their tools, experience and knowledge.

Matamba Austin, Partner, **PwC**
Tim McBride, General Manager, M&A Integration, **Microsoft**

Networking and Refreshment Break: 10:45 – 11:00 am

General Session J 11:00 – 11:45 am

Disrupt or be Disrupted: Non-Tech Acquirers and Their Increasing M&A Appetite for Tech

A continuing dealmaking trend is the convergence of technology in all sectors. Some of the most interesting acquisitions involve those done by non-technology organizations. Most recently, M&A transactions have been broadly focused on communication technology, Internet of Things (IoT), semiconductor consolidation as well as consumer IoT applications. What's going to sustain this trend in the future? What do non-tech acquirers have to gain by scooping up tech targets? What role does the IoT, virtual reality and artificial intelligence play in driving deals? We will explore the tech deal dynamics with those who've played a hands-on role in it.

Ronny Iversen, VP, Corporate Development, **Pitney Bowes**
Tara Long, VP, Strategy & Corporate Development, **Seagate Technology**
Emily McNeal, VP, Corporate Development/M&A, **Walmart**

General Session K 11:45 – 12:30 pm

Closing Keynote

Kristen Scholer, Senior Anchor, **Cheddar**

Adjournment 12:30 pm

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

Pricing:	
Members	\$2,295
Non–Members	\$2,895

Fees do not include hotel accommodations.

Location

New York Marriott Downtown

85 West Street at Albany Street

New York, NY 10006 USA

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

Hotel reservations cut-off date:

September 20, 2017

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 CPE credits

Management Services 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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