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The 2016 **Corporate
Development**
CONFERENCE

Orchestrating Corporate Deal Strategy and
Accelerating Growth in the New Normal

Pre-Conference Seminar:
Digital Due Diligence for M&A
October 5, 2016

Conference:
October 6-7, 2016
Westin New York
at Times Square
New York City

Lead Sponsor:



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Pre-Conference Seminar

Wednesday, October 5, 2016

Digital Due Diligence for M&A

Understanding a company's digital assets, the level of risk and digital debt will help to ensure both a proper valuation of the company's digital assets, as well as the potential risks and cost of integrating a company's digital presence, systems, data and vendors.

In this seminar you will learn:

- How to create an effective team to conduct an exhaustive digital due diligence assessment as part of the overall due diligence process
- The questions to ask to and the tools to use to identify digital assets, risks and the level of "digital debt" you will be acquiring
- How to examine a company's digital and social media assets, systems and data, digital vendor commitments, security and privacy policies and compliance considerations, and create an effective integration plan

Agenda

Day One: Thursday, October 6, 2016

Registration and Continental Breakfast: 8 – 9 am

Chairperson's Welcome and Opening Remarks: 9 – 9:15 am

Craig Kocak, US Deals Partner, **PwC**

Casey Greenzweig, Program Director, **The Conference Board**

General Session A: 9:15 – 10:15 am

Opening Keynote: Evolving Capabilities and Strategies to Seize Market Opportunities in Today's Fast – Paced Environment

We set the stage for the conference, exploring the current state of the transaction landscape, the megadeals that continue to shape the world as we know it, and the disruptive forces prevailing globally. We will explore which transactions have the potential to generate transformational growth and value and the risk factors associated with each. We will discuss how corporate development officers and teams have reinvented themselves in many organizations and what CDOs need to do to build the capability to be "deal ready" at all times.

Bob Saada, US Deals Leader, **PwC**

Matt Goldberg, Senior Vice President, Corporate Development, **QVC, Inc.**

General Session B: 10:15 – 11:05 am

The Evolving Role of the CDO and the Acceleration of Corporate Strategy

The corporate development function has evolved into a strategic driver of the corporate agenda and a critical part of the organization's growth strategy. This is an unprecedented opportunity for CDOs to reinvent themselves for the new normal. What are some "value added" activities that will get you recognized as a true contributor? Who are the key stakeholders you need to engage to promote deal strategy as an accelerator of corporate strategy?

What mechanisms will ensure you are fostering close relationships with business leaders, thus benefiting from internal collaboration and knowledge sharing?

A. Roger Marinzoli, Senior Managing Director, Corporate Strategy & Development, **TIAA-CREF**

Networking and Refreshment Break 11:05 – 11:20 am

General Session C: 11:20 am – 12:20 pm

Challenges and Opportunities of Cross-Border Transactions

Even the most effective organization is challenged by deal-making issues overseas: poor financial data, questionable business practices, local labor laws, political uncertainty, and cultural differences. Explore common cross-border transaction pitfalls and find approaches to help mitigate the associated risks. 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 rules that require rigorous due diligence before a deal can close. This session will arm participants with the knowledge to navigate regional nuances as an esteemed panel of experts have been assembled to share their experiences in virtually every part of the world.

Moderator:

Julian Brown, Managing Director, **PwC Corporate Finance LLC**

Panelists:

Dunston Almeida, Executive Vice President, Strategy and Business Development, **eviCore healthcare**

Mayerlin Kanterman, Vice President Global Corporate Development, **BNY Mellon**

Curt Moldenhauer, Partner, US Acquisitions and US China Inbounds Leader, **PwC**

Jerry Will, Vice President, Corporate Development & 3M Ventures **3M**

Lunch 12:20 – 1:20 pm

General Session D: 1:20 – 2:20 pm

Talent Management Imperative in Unlocking Deal Value

Retaining and integrating existing talent, as well as bringing on board new talent integral to the deal, are the most underappreciated determinants of deal success. Join the discussion as a panel of experts shares how they have tackled the issues that encompass the softer side of the deal: talent management, management retention, cultural integration across barriers, and workforc/stakeholder engagement. The panel will discuss how to conduct a thorough talent assessment to select the right people for the right roles and how to reenergize and motivate all employees around the deal.

Moderator:

David Baral, Human Capital Practice Leader, Delivering Deal Value, **PwC**

Panelists:

J. Dana Hughes, Vice President, Business Development, **Pfizer**

Eric Tobin, Group Director Corporate Development,

Ryder System, Inc.

General Session E: 2:20 – 3:10 pm

Science of the Deal: Emerging Capabilities in Data and Advanced Analytics to Capture the Deal's Full Value

Advancements in data and analytics are transforming the ways organizations are approaching transactions, increasing the speed and agility at which they can capitalize on opportunities, and enhancing dealmakers' process. Learn how to capitalize on these innovations. See the ways new technologies, analytical science, and an abundance of data are changing the deal environment as we know it. Discover how to use these tools to evaluate and pressure test proposed transactions in the fastest and safest way possible.

Leanne Sardiga, Partner, Deals Innovation and Technology Leader, **PwC**

Jack Horgan, Director of Corporate Development, **MilliporeSigma**

Nate Barnes, Deals Innovation and Technology Manager, **PwC**

Networking and Refreshment Break 3:10 – 3:30 pm

Concurrent Session 1

Concurrent Session F1: 3:30 – 4:20 pm

Navigating the Complexities of Joint Ventures and Business Alliances

Both joint ventures and strategic alliances can allow organizations to benefit from each other's strengths to find new areas of growth. But companies must enter them carefully to ensure that the relationship will enhance core competencies while finding new avenues of opportunity. Gain insights into the art and science of designing, launching, and managing successful joint ventures and strategic alliances. Learn the three laws of success for creating value with external relationships of all types.

Benjamin Gomes-Casseres, Professor, **Brandeis University**, **International Business School**, Author, *Remix Strategy: The Three Laws of Business Combinations*

William Striebe, Vice President Business Development, **UTC Building & Industrial Systems**

Concurrent Session 2

Concurrent Session F2: 3:30 – 4:20 pm

Divestiture Guiding Principles: Identification to Preparation to Transition to Value Realization

The past few years have seen an increase in both the value and volume of divestitures, but the nuances of a divestiture cannot be taken for granted. Explore the critical components of a successful divestiture from identification to execution. Hear firsthand how to manage all aspects of the process to achieve desired deal value, prevent value leakages, and minimize disruptions to the business. The discussion will emphasize the importance of proactive portfolio optimization and key strategies for effectively managing shareholder activism. Explore what you can do to avoid common pitfalls and position your company to expedite deals and realize full value.

Inez Thijs-Cherry, M&A Finance Project Director, **Dow Chemical**

Concurrent Session G1: 4:25 – 5:15 pm

Megadeals: Changing the Deal Landscape

The recent influx of megadeals (deals valued at \$5b+) is drastically affecting the deal landscape. Learn how you can evaluate potential targets while considering a megadeal's impact on your organization. Explore new strategies for executing these deals and nuances of engagement, diligence, and integration. There is much more at stake with megadeals, making it more important to ensure their success and avoid costly business interruptions.

Greg Psihas, Head of Corporate Development, **Lockheed Martin**

Concurrent Session G2: 4:25 – 5:15 pm

Harness the Ability to Capitalize on Innovation Driven Deals

In today's innovation-hungry environment, many forward-thinking organizations have looked at M&As, JVs, and alliances to complement their internal R&D efforts and improve speed to market. However, innovation focused deal making presents unique challenges and obstacles. Explore the key components of an innovation-focused deal to understand how to identify and validate targets and get needed support.

Ted Gillick, CFA, Vice President, Corporate Development, **Dell Technologies**

Networking Cocktail Reception: 5:15 – 6:15 pm



Hosted by **pwc**

Day Two: Friday, October 7, 2016

Registration and Continental Breakfast 8 – 8:30 am

General Session H: 8:30 – 9:30 am

Moderated Roundtable Sessions Highlighting the Most Critical Issues of Corporate Development Today and into the Future

During this session join your peers in a discussion led by a seasoned corporate development practitioner. Select from a roundtable topic to chat about common challenges in a relaxed and open environment. Ask questions of the roundtable moderator, chosen for his or her expertise on this topic. Take away actionable insights for improving deal strategies.

Topics and Moderators:

- Nuances of Cross Border Transactions

Curt Moldenhauer, Partner, US Acquisitions and US China Inbounds Leader, **PwC**

Dunston Almeida, Executive Vice President, Strategy and Business Development, **eviCore healthcare**

- Shareholder Activism

Abhijeet Shekdar, Principal, **PwC Deals**

- Divestiture Best Practices from Strategy to Execution

Elizabeth Satin, Senior Vice President, Head of M&A, **Wolters Kluwer**

Colin Wittmer, Partner, U.S. Divestitures Leader, **PwC**

- M&A Integration Success Factors

Michael Fiore, Partner, Delivering Deal Value, **PwC**

Patrick Manning, VP, Corporate Development, **CommScope**

- Strategic Alliance or Joint Venture? What Makes Sense for You?

Benjamin Gomes-Casseres, Professor, **Brandeis University, International Business School**, Author, *Remix Strategy: The Three Laws of Business Combinations*

William Striebe, Vice President Business Development, **UTC Building & Industrial Systems**

- Deal Failure—Why They Failed and What to Do Next

Mile Milisavljevic, Principal, US Deals Strategy Energy Sector Leader, **PwC**

- Digital Due Diligence

J. Neely, Principal, **PwC Strategy&**

General Session I: 9:35 – 9:50 am

Highlight Session: Deals that Win

This brief highlight session will explore twelve years of data showing that focusing on targets that leverage one's capabilities provides the greatest chance of M&A success. This is the main lesson that emerged from Strategy&'s study which examined 540 major global deals in nine industries. The results found that deals that leveraged the buyer's key capabilities or helped it acquire new ones produced significantly better results, on average, than local stock market indexes in the two years following the deal. And they produced better results than deals done with other rationales in mind.

J. Neely, Principal, **Strategy&**

General Session J: 9:50 – 10:50 am

The Art and Science of M&A: Offering Techniques for Capitalizing on Opportunities and Mitigating Risks

2015 and 2016 have been record years for M&A. While experts believe this frenzy of activity will continue, there are great risks along with opportunities. Every deal is different; no one size fits all. A panel of expert practitioners will reflect on their best deal-sourcing techniques as well as the critical elements to be evaluated during a go/no go decision. Explore the steps you need to take to mitigate your risk and understand market dynamics and stakeholder concerns. Explore what it means to be a proactive acquirer to seek out strategic deals that are right for your organization and tied to your overall growth strategy to avoid common mistakes in acting to quick, or not quick enough.

Moderator:

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

Panelists:

Scott P. George, Senior Vice President, Corporate Development, **Hillenbrand Inc.**

Karen Beadie, Vice President, Strategy and Business Development, **Cargill**

Mile Milisavljevic, Principal, US Deals Strategy Energy Sector Leader, **PwC**

Aileen Stockburger, Vice President of Worldwide Mergers & Acquisitions, **Johnson & Johnson**

Networking and Refreshment Break 10:50 – 11 am

General Session K: 11 – 11:50 am

Standardizing Merger Integration Practices to Capture the Deal's Full Value

The integration phase of an M&A is the most critical and challenging part of the deal's lifecycle. Typically, if a deal falls apart, it is due to a failure at the integration phase. Groundwork for this phase needs to be done very early in the process, during the strategy and due diligence phases. Explore the fundamentals of a disciplined integration process and the benefits of a more standardized approach to deal success. The discussion will cover the importance of the integration team, resource allocation, leadership, and practices to put in place that will excite and motivate key talent/leadership to ensure business momentum.

William Greiter, Corporate Finance Director, **American Family Mutual Insurance Company**

General Session L: 11:50 am – 12:30 pm

Closing Keynote on the Presidential Election and the Impact on Future Deals Environment

On November 8, 2016, the 45th President of the United States will be elected. With this comes considerable uncertainty about the impact on the overall deal environment. During this special highlight session, we explore all the ramifications of a new Oval Office resident on your future plans, including the possible impact on our global economy and tax rules.

Leslie Picker, Deals Reporter, DealBook, *The New York Times*

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: | |
|---------------------------------|---------|
| Members | \$2,295 |
| Non-Members | \$2,895 |
| Pre-Conference Seminar Pricing: | |
| Members | \$1,015 |
| Non-Members | \$1,215 |

Fees do not include hotel accommodations.

Location

Westin NY at Times Square

270 West 43rd Street

New York, NY 10036

Tel 212 201 2700

Official Website: www.westinny.com

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.