2020
Merger Integration
CONERENCE
M&A in Turbulent Times

New York
Pre-Conference
Divestitures Workshop
May 6, 2020
The Conference Board

Conference
May 7–8, 2020
Westin New York at Times Square

San Francisco
Pre-Conference
HR M&A Lab
June 10, 2020
Westin St. Francis

Conference
June 11–12, 2020
Westin St. Francis

In collaboration with:
McKinsey&Company

Special Team Pricing:
Many companies are sending their entire team
to take advantage of this unique training and
development opportunity!
See the registration page for more details.

www.conferenceboard.org/mergerintegration
Pre-Conference Workshop
New York

Divestitures Workshop
Separation of the Business at an Operational Level

Wednesday, May 6, 2020
The Conference Board
New York, NY
Time: 12:00 – 4:15pm

Because divestitures are not as common as acquisitions, most available training is focused on portfolio management. Cisco has put together a training that addresses how to approach the separation of the business at an operational level especially under a transition support agreement. The training is focused on divestiture terminology along with Cisco’s approach to commercial separation, separating the sales team, sales processes and key learnings.

Below are the topics Cisco will cover:

1. Overview of divestitures e.g. terminology, differences from acquisitions, and types of separation.
2. What is commercial transition, the need for Transition Service Agreements, and how to be ready for Day 1.
3. Preparing for Sales separation, including landscape analysis, sales compensation, processes, communications and enablement.

Pre-Conference Seminar
San Francisco

HR M&A Lab
Deal Success Through People

Wednesday, June 10, 2020
Westin St. Francis
San Francisco, CA
9 am – 5 pm

Of the many deal factors that impact success, none carry more weight than the people factors. The 2020 HR M&A Lab will give you access to experienced HR M&A practitioners and academics who will share case studies, best practices and their tools/processes for you to apply to your HR M&A practice. The program will highlight critical activities and capabilities needed during every facet of M&A, from strategy/target evaluation, due diligence and integration.

Designed for HR M&A executives and their colleagues from other functions, this seminar will provide the context, collaboration, and skill building needed for HR M&A leaders to lead effectively through the deal process stages and create deal value. Attendees will leave with practical solutions to address HR challenges related to their M&A practices to include connections to each other’s networks, shared knowledge on HR M&A practices, and resources, such as tools and templates.

Who Should Attend
This conference is designed especially for executives and business leaders involved in any of the following areas related to M&A activities:
- Integration
- Corporate Development
- Corporate Strategy
- Human Resources
- Executive Compensation
- Employee Engagement
- Change & Transformation

Pre-Conference Seminar Agenda

Wednesday, June 10, 2020
8:00 - 8:40 am
Registration

8:40 - 8:45 am
Welcome and Introduction

8:45 - 9:45 am
General Session A

Using Persona-Based People Metrics
At Workday, we strive to create a remarkable experience for acquisition employees. To accomplish this, we apply design thinking principles to establish personas and develop success criteria based on the deal objectives and talent strategy. We will walk through a recent example where we focused on one persona to mitigate key people risks and drive measurable deal outcomes.

Charlie Franklin, Head of People M&A and Global Mobility, Workday

9:45 - 10:45 am
General Session B

The Merger Post-Mortem: Learning from an Acquisition Gone Sour
While the merger and acquisition integration process has become much more sophisticated in the past few decades, a majority of corporate combinations continue to fail to achieve their desired financial and strategic objectives. Many factors account for the high failure rate—buying the wrong company, paying the wrong prices, buying at the wrong time, and so on—however research shows that the factor that matters most in eventual M&A performance is the process through which the companies are
This session provides a colorful case study of an acquisition that became unhinged soon after the deal closed and spiraled down in the ensuring months. The CEO asked that a “post-mortem” be conducted to help understand what went wrong, both to revive the current acquisition and prevent the company from going down the same path again in its future acquisitions. The session shows how HR research procedures can be used to help prevent a corporate marriage “made in heaven” from turning into the “honeymoon from hell.”

Mitchell Lee Marks, Ph.D. Emeritus Professor of Leadership, San Francisco State University, College of Business

10:45 - 11:00 am
Networking & Refreshment Break

11:00 am - 12:00 pm
General Session C

The M&A Leadership Playbook
Those involved in M&A transactions understand the importance of leadership, though they often underestimate how critical the leadership aspect can be and are unsure what can be done about it. A new Conference Board research study examines leadership practices in M&A transactions that are drivers of deal success, including different aspects of leadership assessment, selection, and development initiatives related to M&A activities. The key leadership behavior and skills at each phase of the M&A transaction are also discussed. The session will also include recommendations for an M&A Leadership Playbook.

J. Keith Dunbar, Ed.D, Program Director & Distinguished Principal Research Fellow, The Conference Board

12:00 - 1:00 pm
Lunch and Networking

1:00 - 2:00 pm
General Session D

HR M&A Problem Solving – Reciprocity Ring
As HR M&A practitioners, there are common challenges faced in enabling successful deals, while working with the inevitable people issues that occur. In this session, attendees will engage with those at their table by sharing an HR M&A challenge they face within their organization. Others at the table will share their knowledge, network, and/or resources (Think tools and templates) to help their fellow HR M&A colleagues. The Reciprocity Ring format is based on the concept in Dr. Adam Grant’s book titled Give and Take. Each table will determine their top challenge and those will be turned into a post-session highlight document for attendees.

Facilitator
J. Keith Dunbar, Ed.D, Program Director & Distinguished Principal Research Fellow, The Conference Board

2:00 - 3:00 pm
General Session E

Mercer

3:00 - 3:15 pm
Networking & Refreshment Break

3:15 - 4:15 pm
General Session F

Tone at the Top: The Intersection of Leadership & Culture in M&A
M&A has traditionally focused on financial and operational drivers to realize deal value. This has shifted in recent years, with more firms focusing on the ways leadership and culture can make or break a deal. In this session, our seasoned panelists will share their insights and experiences working with leaders and the cultures they create, demonstrating how HR leaders are uniquely positioned to guide assessment and integration of leadership and culture.

Moderator
Klint Kendrick, Ph.D, Director, Mergers & Acquisitions HR, Oracle

Panel
Sallie Cunningham, HR Executive, M&A, GE

4:15 - 5:15 pm
General Session G

Panel Discussion/Q&A – Start-up Founder Panel: Perspectives on Being Acquired and Talent Risks
You put your blood, sweat and tears into a startup organization that you founded. The staff is your family and the product is your dream — and then, you sell it. Now what?

Listen to founders of startups who share their experiences, challenges and lessons learned on what to consider when your organization is acquiring a startup. What are the questions to ask and opportunities to consider driving deal value, retain talent and bring the deal thesis to life?

Moderator
Todd Manley, Senior Director, M&A Integration and Business Transformation, Marvell Semiconductor

Panel
Kim Vogel, President, Co-Founder, Board of Directors, BaseVenture
Craig Hinkley, CEO, WhiteHat Security
Rehan Jalili, President & CEO, Securiti.ai
Chris Koopsman, EVP, Marvell Semiconductor
Faraj Aalaei, EVP, Marvell Semiconductor

5:15 - 5:30 pm
Wrap-Up & HR M&A Lab Feedback
Conference Agenda

Day One:
Thursday, May 7, 2020 – New York
Thursday, June 11, 2020 – San Francisco

8:15 – 9:00 am Registration and Breakfast

9:00 – 9:45 am
Session A
Welcome and Industry Perspectives on the 2020 Deal Market
In a slowing economy with low inflation, active M&A and portfolio management is even more critical for companies to drive transformation and meet growth targets. We will hear about the global deal market and learn how attendees’ companies line up against current deal trends.

Oliver Engert, Senior Partner, McKinsey & Company

9:45 – 11:00 am
Session B
Keynote Executive Perspective
A senior executive will outline a recent transaction and share successful strategies and key learnings from the integration. We will hear about when the integration team became involved in due diligence, how strategy drove planning, what planning occurred between announcement and close, and how the company measured success.

Steve Phelps, CEO, NASCAR (New York)
Ala’a Eraiqat, CEO, Abu Dhabi Commercial Bank (San Francisco)

11:00 – 11:15 am
Networking Break

11:15 am – 12:15 pm
Session C
Best Practices Panel
We will have an open conversation with a group of veteran integration executives on how they have approached M&A in turbulent times: where they were successful and what they learned the hard way. This will be an interactive session where the panel will answer audience questions while sharing lessons learned and stories from the front line of their times as integration leaders.

Nathalie Benzing, SVP Business Transformation, Trax Retail and Member of Board of Directors, Miradore
David Le, Vice President & Associate General Counsel, Lyft
Steve Kaufman, Senior Lecturer, Harvard Business School, Former Chairman & Chief Executive Officer, Arrow Electronics (San Francisco)
Brett Knapp, Vice President General Manager, Medtronic Biologics (New York)
Philip Pratt, Director, Acquisition Integration, Corning, Inc. (New York)

12:15 – 1:15 pm
Networking Lunch

1:15 -2:15 pm
Session D
Communications in M&A
We frequently hear the adage “communicate, communicate, communicate”. How are leading companies developing and executing the right communications plans for each deal, both internally to employees and externally to customers, suppliers, and shareholders? How are audiences differentiated and how do they benefit from well-structured repeatable communications policies and processes? We will hear from an industry leader who will give us an overview of her communications playbook.

Katelin Jabbari, Senior Director, Google

2:15 – 3:15 pm
Session E
Integrating Two Industry Titans
Mergers of strong-performing players present the unique challenge of needing to develop a “new” operating model. What is the deal rationale and strategic intent of combining two industry-leading companies? Who will lead and what culture will he or she instill? How will the new operating model be implemented? We will hear from an integration leader who led the integration of two big industry players to create one of the largest companies in its industry.

Jim Jordan, Vice President, Integration Management Office, L3Harris

3:15 – 3:30 pm
Networking Break

3:30 – 4:30 pm
Session F
How to Leverage Integration to Set Up the Foundations for a Digital Future
Technology transformation has become a major driver for better customer experience and improved operational efficiency; acquisitions can be great opportunity to kick off such a transformation. We will hear from an IT executive who led parallel transactions that established cornerstone programs, which now serve as the foundation of the organization. These transactions were also used to launch transformative efforts around cloud, data and agile delivery.

Jeff Pearl, VP, IT Integration and Divestitures, Takeda (New York)

Unlocking Synergies Through Digital Transformation
After stabilizing your company post-close, significant opportunity exists to transform your systems and processes to accelerate and augment your value capture and streamline your operations. We will hear from a senior executive who digitally transformed her organization through technology to jump start synergy capture and unlock efficiencies across functions.

For sponsorship opportunities, please contact michael.felden@conferenceboard.org
Jennifer McIntyre, SVP Chief Integration Officer, Univar (San Francisco)

4:45 – 6:00 pm
**Cocktails, Office Hours and Tools**
Attendees have the opportunity to hold one-on-one discussions with experienced senior executives and integration experts to get input on specific challenges they are facing. You may want to use this time to enjoy a cocktail, network with other attendees and visit booths of companies displaying their integration tools and technology.

Office Hours:
Nathalie Benzing, SVP Business Transformation, Trax Retail and Member of Board of Directors, Miradore
Steve Kaufman, Senior Lecturer, Harvard Business School, Former Chairman & Chief Executive Officer, Arrow Electronics
Brett Knappe, VP General Manager, Medtronic Biologics (New York)
Bill Kozy, Member, Board of Directors, The Cooper Companies and LivaNova, Former COO BD
Chris Kreidler, Member, Board of Directors, P.F. Chang’s and Former CFO, Sysco Foods
Philip Pratt, Director, Acquisition Integration, Corning Incorporated (New York)

---

**Day Two:**
Friday, May 8, 2020 – **New York**
Friday, June 12, 2020 – **San Francisco**

8:00 – 8:30 am
Continental Breakfast

8:30 – 9:30 am
**Session G**
**How to Leverage an Integration to Accelerate Transformation**
Companies are often already going through a business transformation when they decide to make a significant acquisition. This requires building on both efforts and to make the right calls to achieve the ultimate strategic goals: business and operational alignment to investing in growth opportunities. We will hear from an integration expert who led the integration of two companies undergoing independent transformations and how they were leveraged to achieve success.

Graham Conneck, VP Strategy and Integration, Campbell’s Soup Company (New York)

9:30 - 10:30 am
**Session H**
**Successful Divestitures in a Challenging Economic Environment**
New strategies, business conditions, or regulatory requirements may call for rebalancing your corporate portfolio. We will hear from a company that has successfully managed a recent divestiture as part of its M&A activity. We will hear how critical due diligence is on one’s own operations and how to limit transition services as quickly as possible.

10:30 – 10:45 am
**Networking Break**

10:45 – 11:45 am
**Session I**
**Aligning the Top Team for a Successful Integration**
Ensuring that senior executives are engaged is critical as they are balancing their day-to-day responsibilities with the success of the integration. We will look at how to effectively lead an integration by aligning key leadership and get some pointers on how to keep all the parts moving effectively.

Simon Robinson, President APAC and International CFO, Discovery (New York)

**Building an In-House Integration Machine**
What are the internal capabilities that you need to successfully manage an integration? Along with the strong integration leader, what are the specific capabilities that will enable a deal to meet or potentially exceed its objectives? We will look at how serial acquirers staff integrations from the IMO to functional workstreams as well as how infrequent acquirers build, maintain and refresh skills for teams that are pulled from functional and operational areas to support the integration.

Chris Evans, Acquisition Integration Director, Amazon (San Francisco)

11:45 am – 12:15 pm
**Final Thoughts and Recap of M&A in Turbulent Times**
Discuss key themes and recap lessons learned over the course of the conference.

Bill Kozy, Member, Board of Directors, The Cooper Companies and LivaNova, Former COO, BD
Chris Kreidler, Member, Board of Directors, P.F. Chang’s and Former CFO, Sysco Foods

12:15 pm
**End of conference**

www.conferenceboard.org/mergerintegration
REGISTRATION INFORMATION

Online  www.conferenceboard.org/mergerintegration
Email  customer.service@conferenceboard.org
Phone  212.339.0345

8:30am – 5:30pm ET, Monday – Friday

Conference Pricing:
May 7-8, 2020, Westin New York at Times Square, New York City

<table>
<thead>
<tr>
<th></th>
<th>Before 2/29/20</th>
<th>After 2/29/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Members</td>
<td>$1,995</td>
<td>$2,395</td>
</tr>
<tr>
<td>Non-Members</td>
<td>$2,495</td>
<td>$2,895</td>
</tr>
</tbody>
</table>

June 11-12, 2020, Westin St. Francis, San Francisco, CA

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Members</td>
<td>$1,995</td>
<td>$2,395</td>
</tr>
<tr>
<td>Non-Members</td>
<td>$2,495</td>
<td>$2,895</td>
</tr>
</tbody>
</table>

Pre-Conference Divestitures Workshop Pricing:
May 6, 2020, The Conference Board, New York, NY

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Members</td>
<td>$500</td>
</tr>
<tr>
<td>Non-Members</td>
<td>$600</td>
</tr>
</tbody>
</table>

Pre-Conference Seminar HR M&A Lab Pricing:
June 10, 2020, Westin St. Francis, San Francisco, CA

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Members</td>
<td>$1,015</td>
</tr>
<tr>
<td>Non-Members</td>
<td>$1,215</td>
</tr>
</tbody>
</table>

Fees do not include hotel accommodations.

Team Discounts per Person

Many companies are sending their entire team to take advantage of this unique training and development opportunity!

- For a team of three or more registering from the same company at the same time, take $300 off each person’s registration.
- For a team of eight or more registering from the same company at the same time, enjoy a $1,795 registration fee per person. One discount per registration. Multiple discounts may not be combined.

Location – New York
Conference:
Westin New York at Times Square
270 West 43rd Street
New York, NY 10036
Tel: 212.201.2700
Hotel Cut-Off Date: April 4, 2020

Location – San Francisco
Conference and Pre-Conference HR M&A Lab
Westin St. Francis
335 Powell St.
San Francisco, CA 94102
Tel: 415.397.7000
Hotel Cut-Off Date: TBD

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.

www.conferenceboard.org/mergerintegration
©2020 The Conference Board, Inc. All rights reserved. Program subject to change. February 2020