



**Integration Excellence:
Best Practices to Leverage, Pitfalls to Avoid**



2018
Merger Integration
CONFERENCE

Conference
May 17–18, 2018
Westin New York at Times Square, New York, NY

June 7–8, 2018
JW Marriott San Francisco, San Francisco, CA

Pre-Conference HR M&A Lab
May 16, 2018 – New York
June 6, 2018 – San Francisco

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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.

Agenda

HR M&A Lab

Wednesday, May 16, 2018

The Conference Board Conference Center
New York: 9 am – 5 pm

Wednesday, June 6, 2017

JW Marriott San Francisco
San Francisco: 9 am – 5 pm

About the Seminar

During this one-day interactive lab, seasoned serial acquirers who have a long track record of M&A success will deliver practical ideas on how to build your HR M&A capability and preparedness.

Registration: 8:30 am – 9 am

Welcome and Introduction: 9 – 9:15 am

Setting the M&A Context and Update on the Current Landscape

Jeff Black, Partner, M&A North America Leader, **Mercer** (New York)

Chuck Moritt, Senior Partner & North American, Multinational Client Group Business Leader, **Mercer** (San Francisco)

General Session A 9:15 – 10:15 am

Build Your HR M&A Practice

Lisa Welker-Finney, Vice President, HR, **Boston Scientific Corporation** (San Francisco)

General Session B: 10:15 – 11:15 am

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

Klint Kendrick, PhD, SPHR, Director, M&A HR, **Oracle**

Networking Refreshment Break: 11:15 – 11:30 am

General Session C: 11:30 – 12:30 am

Protect Your Investment: Retain and Engage Key Talent

Jeff Black, Partner, M&A North America Leader, **Mercer** (New York)

Brant Schelor, Partner, **Mercer** (San Francisco)

Luncheon: 12:30 – 1:30 pm

General Session D: 1:30 – 2:30 pm

Total Rewards Guarantee for Transferring Employees in M&A Transactions (New York)

- Perspective to consider when developing the compensation comparability study and employment offer
- Innovative solutions for addressing the short term and long term total compelling offer

- Key aspects to consider when building the total rewards communication plan

Todd Hicks, Head of HR Mergers & Acquisitions COE North America, **BASF (New York)**

Autodesk's Acquired Mind Project: The Human Side of Transactions (San Francisco)

The presenters will share the results of a research study that was done at Autodesk. The study called– the Acquired Mind Project explored the human side of transactions by interviewing 30+ founders. A consistent set of questions breaks down their experience into the phases of a deal. The results give deeper insight and understanding of the human side of deals that most people tend to take for granted without fully understanding the potential impact.

Erin Bradner, Director, User Research, **Autodesk, Inc.** (San Francisco)

Beth Trakimas, Director, Human Resources, **Autodesk, Inc.** (San Francisco)

Networking Refreshment Break: 2:30 – 2:45 pm

General Session E: 2:45 – 3:45 pm

The Importance of Digital Due Diligence in M&A (San Francisco)

In the digital age, when companies merge or are acquired, in addition to traditional due diligence, organizations also need to consider digital assets and the new issue of “digital debt.” Is digital due diligence a part of your M&A process? The purpose of due diligence as part of the M&A process is to identify and assess digital and social media assets and risks that may affect valuation and the integration timeline and costs.

In this session, you will learn:

- How to conduct an exhaustive digital due diligence assessment
- Questions to ask and 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, compliance considerations
- How to create an effective team and workflow to ensure a smooth integration of your digital assets

You will also receive a checklist for issues to consider to successfully get you started.

Jen McClure, Program Director, Advisory Board Chair, The Society for New Communications Research, **The Conference Board** (San Francisco)

General Session F: 3:45 – 4:45 pm

Divestitures: Key Issues from the Sell-Side

A great deal of time and energy is focused on thinking about transactions from the acquisition side. But can the seller do anything to create increased value/sale price in a divestiture? In this session we will identify the key issues involved when selling or divesting a business to include defining the

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separation strategy, key workforce issues, and sell-side support.

Marc-Andre Paquette, Senior Partner, M&A, **Mercer** (New York)

Stephen Lee, Senior Partner, M&A, **Mercer** (San Francisco)

Wrap-up: 4:45- 5pm

Chuck Moritt, Senior Partner & North American, Multinational Client Group Business Leader, **Mercer**

Adjournment: 5 pm

Agenda

Day One:

Thursday, May 17, 2018 – New York

Thursday, June 7, 2018 – San Francisco

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

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

General Session A 9:00 – 9:30 am

Current Merger Dynamics: What We're Seeing in the Market

What are the current trends and outlook for the global economy? What characterizes the recent wave of mergers and how prepared are you to meet the growing expectations of shareholders on delivering value? This session will describe recent trends and developments in the M&A landscape and will also include insights from the detailed pre-conference survey taken by conference participants.

Oliver Engert, Senior Partner, **McKinsey & Company**

General Session B 9:30 – 10:45 am

Executive Perspective:

Leading a Global Dedicated IMO team – Some Lessons Learned (New York)

Gary Mandel will share his experience leading the Jacobs-CH2M integration from 2017-2018. Has 11 lessons learned for current and future IMO leaders across all phases of the integration, Pre-Close, Close and Post-Close.

Gary Mandel, EVP Operations, **Jacobs Engineering** (New York)

Get moving – An Executive Perspective on Smartly Pacing Integrations (San Francisco)

Mark Heimbouch, COO of Worldpay, provides practical advice and lessons learned from the Vantiv-Worldpay merger. Where to direct energy, where to move fast, and where to move slow.

Mark Heimbouch, COO, **Vantiv** (San Francisco)

Morning Break: 10:45 – 11:00 am

General Session C 11:00 am – 12:15 pm

Integrations that Hit an Iceberg: Course Correct or Go Down with the Ship?

One thing is certain, successful acquirers focus more effort up front. Starting with deal strategy and pre-deal analytics continuing through negotiations, the markets are more likely to reward companies that employ a rigorous, disciplined approach early and throughout the process. But what happens when things go wrong despite the most careful planning? And ultimately, how do successful, experienced acquirers respond when things are not going well, when their integration reaches an impasse or unexpectedly, circumstances change for the worse?

Steve Kaufman, Senior Lecturer, Harvard Business School, Former Chairman & Chief Executive Officer, **Arrow Electronics** (San Francisco)

Bill Kozy, Former EVP and COO, **Becton Dickinson** (New York)

Chris Kreidler, Member Board of Directors, **P.F. Chang's China Bistro**, **Aimia Inc.**, former CFO, **Sysco Foods**

Moni Miyashita, Partner, Innosight and former VP, M&A Corporate Development, **IBM**

Justin Smith, Director Corporate Development Integration, **Google**

Luncheon: 12:15 – 1:15 pm

Concurrent Sessions for Episodic Acquirers and Serial Acquirers:

Concurrent Session D1 1:15 – 2:05 pm

Integration Table Stakes (Episodic Acquirer)

Expectations for managing integrations have risen, and many of the practices that would have been deemed best-in-class are now integration table stakes (e.g., having a PMO drive a structured process, conducting integration planning before close, etc.). What are leading integrators doing today to ensure the 'basics' of integration planning are addressed thoughtfully to not only bring two companies together but to ensure the full value of why the deal was done in the first place is realized? How are communication plans being structured to manage the noise and drive confidence with all stakeholders throughout the integration journey?

- **Integration Set-up: Getting the Basics Down**

Carrie Frey, COO, Ranedis Pharmaceuticals, LLC and former SVP, Corporate Planning & Project Management, **Shire Pharmaceuticals**

- **Communications: Minimizing Noise through Cogent Integration Communications Planning**

Margaret Loeb, Senior Advisor, **McKinsey & Company**

Concurrent Session D2 1:15 – 2:05 pm

Opening the Aperture to Value Creation (Serial Acquirer)

Are you doing everything you can to maximize synergies and value creation in your transactions? You might be surprised about what's important and what's not. What sources of value pan out most frequently? How long after a deal is closed do

you keep track of merger performance and what kinds of tools are out there to help? What “leading” indicators do you use to measure success? How do you drive accountability?

- **Cracking the Code on Revenue Synergies**

Justin Smith, Director Corporate Development Integration, **Google**

- **People Matter**

Ellen Shedlarz, Chair, Board of Directors, **EcoHealth Alliance**

Break to Switch Concurrent Sessions 2:05 – 2:20 pm

Concurrent Session E1 2:20 – 3:10 pm

Realizing the Full Value Potential (Episodic Acquirer)

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 engaging 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?

- **Smart integrations – The Cisco way**

Bob Albo, Director, **Cisco Systems**

- **Small Deals: Like a Prickle of Porcupine**

Ryan Miller, VP of Strategy, **LivaNova**

Concurrent Session E2 2:20 – 3:10 pm

Enabling Long-term Integration Success (Serial Acquirer)

Integrations are fraught with uncertainty and can leave organizations battered from the stress related to change and additional work. How are leading integrators considering employee experience as part of the integration journey to enable long-term success? How are emerging risks related to cybersecurity and data privacy managed as part of an integration?

- **Shaping the Employee Experience in M&A**

Klint Kendrick, PhD, SPHR, Director, M&A HR, **Oracle**

- **Cybersecurity**

Joe Castelluccio, Partner, **Mayer Brown**

Afternoon Break: 3:10 – 3:30 pm

General Session F 3:30 – 4:45 pm

Operating Model Design: Waltons or Hatfield & McCoys? (New York)

Similar to how a marriage brings two families together, each with their own nuances, a merger does the same by integrating two operating models with the eye to design completely new that will best deliver the deal rationale. Will the new version result in a unified management team excited to work harmoniously together or one that is divided and focused on stifling progress for the other side?

Beverly Goulet, Former EVP and CIO, **American Airlines**
Bill Kozy, Former EVP and COO, **Becton Dickinson**

Culture: Bridging the Culture Divide (San Francisco)

It's not unusual for a well-planned integration to break down in the face of unique cultural issues, from management style to customer service standards. Taking a practical approach to culture—combining diagnostic tools and a focus on management processes—makes it tangible and actionable.

Steve Kaufman, Senior Lecturer, Harvard Business School, Former Chairman & Chief Executive Officer, **Arrow Electronics**

Kameron Kordestani, Partner, **McKinsey & Company**

General Session G 4:45 – 6:30 pm

Gallery Walk & Cocktail Reception: Digitally Enabled Integrations

Hosted by: **McKinsey&Company**

What tools can help you track and manage the immense amount of M&A data, documents and activities? The right technology can help you optimize value capture, streamline work flow and reduce unnecessary distractions. Take advantage of this opportunity to check out a variety of M&A digital solutions.

Participants will have the opportunity to explore different digital integration tools available to help accelerate and drive greater efficiencies with integration planning. Tool types will range from program management and synergy tracking to organizational design and commercial optimization.

Day Two:

Friday, May 18, 2018 – New York

Friday, June 8, 2018 – San Francisco

Continental Breakfast 8:00 – 8:30 am

General Session H 8:30 – 9:45 am

Culture: Bridging the Culture Divide (New York)

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Becky Kaetzler, Partner, **McKinsey & Company**

Kameron Kordestani, Partner, **McKinsey & Company**

Operating Model Design: Waltons or Hatfield & McCoys? (San Francisco)

Similar to how a marriage brings two families together, each with their own nuances, a merger does the same by integrating

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Oliver Engert, Senior Partner, **McKinsey & Company**

Adjournment 12:30 pm

Beverly Goulet, Former EVP and CIO, **American Airlines**
Bill Kozy, Former EVP and COO, **Becton Dickinson**

General Session I 9:45 – 10:45 am

Microsoft Case Study: Capturing the Promised Value (New York)

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.

Tim McBride, General Manager, M&A Integration, **Microsoft**
(New York)

Integrations as an Engine for Acquisitive Growth (San Francisco)

Integrations serve a strategic purpose and there are critical insights that are uncovered during integration that can inform future corporate strategy. How do leading integrators leverage insights from their integrations to support strategy building? How do they also capture best practices and ensure they incorporate these in future situations while tailoring it to the specific context?

Nathalie Benzing, COO, **TradeGecko Pte. Ltd.** (San Francisco)

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

General Session J 11:00 – 12:00 pm

Sales Integration: Being in the Eye of the Hurricane

Companies can avoid the revenue trap that sinks merger after merger, but only if they dedicate the time and attention to salespeople and customers. Many soon discover that integrating sales operations ranks among the hardest to execute successfully. What are tips to manage your revenue-producing employees to ensure that they deliver on the top line? How can you identify quick wins to capture the upside in a merger? What are the critical culture watch-outs?

Fletcher Keister, SVP, Finance and Global Commercial Integration Lead, **CenturyLink**

General Session K 12:00 – 12:30 pm

Best Practices to Leverage and Pitfalls to Avoid

Integrations are inherently difficult to do, but what are leading integrators doing to ensure they take best practices to each and every deal while learning from prior hiccups on things to watch out for?

Chris Kreidler, Member Board of Directors, P.F. Chang's
China Bistro, Aimia Inc., former CFO, **Sysco Foods**

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 17-18, 2018, Westin New York at Times Square, New York City

Members	\$2,295
Non-Members	\$2,895

June 7-8, 2018, JW Marriott San Francisco, CA

Members	\$2,295
Non-Members	\$2,895

Pre-Conference HR M&A Lab Pricing:

May 16, 2018, The Conference Board Conference Center, New York

June 6, 2018, JW Marriott San Francisco, CA

Members	\$1,015
Non-Members	\$1,315

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: TBD

Pre-Conference HR M&A Lab

The Conference Board Conference Center

845 Third Ave. (Between 51st and 52nd) 3rd Floor

New York, NY 10022

Tel: 212.759.0900

Location – San Francisco

JW Marriott San Francisco

515 Mason Street

San Francisco, CA 94102

Tel: 415.398.0267

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.