



# Merger Integration Conference

Preparing for the Next Wave of M&A

**November 9 – 10, 2023**  
Hilton San Francisco Union Square  
San Francisco, CA

In association with

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& Company**

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# Merger Integration Conference: *Preparing for the Next Wave of M&A*

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## DAY ONE

**Thursday, November 9, 2023**

8:00 am – 9:00 am PT

### Registration and Breakfast

9:00 am – 9:15 am PT

### Welcome and Industry Perspectives

**Kameron Kordestani**, Senior Partner and Co-Lead of North America M&A Practice, **McKinsey & Company**

9:15 am – 10:00 am PT     **General Session A**

### Turning the Tables: Integration Through the Eyes of the CEO of an Acquiree

Amid the plethora of acquirer-focused discussions, the perspective of the acquiree often goes unnoticed. Andy Mattes is an experienced leader who has been on both sides of the table – as an acquirer at HP and a target at Coherent. He will share his unique vantage point at the top and reflect on how his time as the target has enhanced his acquirer acumen. Participants will hear first-hand about the intricacies of managing a company being acquired and strategies for working with acquiree leadership productively by aiming to get the best for both sides of the relationship.

**Andy Mattes**, Former Chief Executive Officer and President, **Coherent**

10:00 am – 10:45 am PT     **General Session B**

### Ring-Fencing Operations and Planning to Ensure an Uninterrupted Employee Journey and Business Continuity

Participants will hear about how to best plan for an integration when the goal is not to fully combine both organizations due to different business models and objectives, focusing on how to maintain business continuity and employee experience and to create synergy. The conversation will revolve around how to plan for a “must-haves only” Day One and close while engaging teams on end-state visions.

**Brian Whitlock**, Head of M&A Integration Management, **Microsoft**

Moderator: **Brian Dinneen**, Senior M&A Expert & Associate Partner, **McKinsey & Company**

10:45 am – 11:00 am PT     **Networking Break**

11:00 am – 11:45 am PT     **General Session C**

### Tailoring an Integration Approach Based on Deal Type

Integration approaches differ based on the type of M&A deal which may increase the level of complexity and resourcing required. Types of deals include stock, asset, carve-outs, tuck-ins, and large-scale deals, as well as horizontal and vertical integrations. Participants will gain insights from a serial technology business acquirer.

**Justin Smith**, Director, M&A Integration, **Google**

11:45 am – 12:30 pm PT     **General Session D**

### Lessons Learned from Executing Divestitures

With continued economic uncertainty, many M&A and Strategy executives continue to contemplate and pursue divestitures. A panel of M&A leaders will discuss their experiences relating to spin-offs and divestitures, including key differences in approaching and executing the transactions, as well as key lessons learned.

**Tara Papp**, Head of Integration Management Office, **FIS**

**Kathie Resteiner**, Managing Director/Chief Operations Officer, Corporate Development, **Intel Corporation**

Moderator: **Olivier Rigaud**, Associate Partner, **McKinsey & Company**

12:30 pm – 1:30 pm PT     **Lunch**

1:30 pm – 2:15 pm PT     **General Session E**

### Structured Networking: Shared Insights and Best Practices

As a means of breaking down silos among those performing M&A across various industry sectors, the audience will be divided into small groups to share lessons learned along the way both from recent successes as well as situations in which integrations did not go as originally planned.

2:15 pm – 3:00 pm PT     **General Session F**

### Key Success Factors for the First Year of Marriage

Organizations have many priorities in the first year of coming together, such as setting a clear end-state vision, implementing rigorous governance, and identifying and capturing value. In this session, you'll hear from a seasoned integration leader on how they have delivered on these goals while using purposeful communications to win the hearts and minds of people and to sustain recruitment and development within the organization.

**Tony Milando**, Former Chief Supply Chain Officer, **Xylem**

3:00 pm – 3:15 pm PT     **Networking Break**

3:15 pm – 4:00 pm PT      **General Session G**

### **Adapting to Complex Deals**

Participants will gain insights from practitioners representing prominent brands on how to modify the typical integration frameworks, approaches, and resourcing when additional complexity is introduced. The discussion will include examples of multifaceted situations and considerations of how to execute strategies more effectively.

**Amanda Deegan**, Senior Director II, Corporate Development, **Walmart**

**Kristina Nakanishi Le**, Vice President, Corporate Development Integration, **Meta**

Moderator: **Chad Stacey**, Partner, **Impact Point Co.** and Program Director, Mergers & Acquisitions Executives Council, **The Conference Board**

4:00 pm – 4:45 pm PT      **General Session H**

### **Growth Through Serial Acquisitions**

Senior leaders will share their insights on how to drive growth by leveraging a serial acquisition approach, which can involve a roller-coaster of a ride, starting from identifying to integrating potential acquisition targets. Participants will hear first-hand insights on the benefits of reaching economics of scale and leveraging brand recognition as well as the challenges of managing employee experience.

**Shannon Bagley**, Former Chief Administrative Officer, **Centene Corporation**

**Chris Evans**, Founder, **Evans Expeditions LLC** and Former Director, Head of CorpDev Integration, **Amazon**

Moderator: **Olivier Rigaud**, Associate Partner, **McKinsey & Company**

4:45 pm – 5:00 pm PT

### **Day One Closing Remarks & Audience Reflections**

**Kameron Kordestani**, Senior Partner and Co-Lead of North America M&A Practice, **McKinsey & Company**

5:00 pm – 6:00 pm PT

### **Reception**

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## **DAY TWO**

**Friday, November 10, 2023**

8:00 am – 9:00 am PT

### **Breakfast and Optional Roundtable Discussions**

**Applying Lessons Learned from Executing Divestitures to Acquisition Strategy**, facilitated by **Kathie Resteiner**, Managing Director/Chief Operations Officer, Corporate Development, **Intel Corporation**

**BYOBestPractices: Keeping Focus on Value Drivers and Deal Financials Across the Deal Lifecycle in Diligence, Integration Planning, and Performance Management**, facilitated by **Brian Whitlock**, Head of M&A Integration Management, **Microsoft**

**Focusing on Culture and Communications for Integrations**, facilitated by **Shannon Bagley**, Former Chief Administrative Officer, **Centene Corporation**

**Integration Archetypes**, facilitated by **Chris Evans**, Founder, **Evans Expeditions LLC** and Former Director, Head of CorpDev Integration, **Amazon**

**Setting up an Acquired Company for Success on Announcement Day**, facilitated by **Klint Kendrick, PhD**, Senior Director, Mergers & Acquisitions and Workforce Transitions, **Walmart**

9:00 am – 9:05 am PT

### **Day Two Opening Remarks**

**Kameron Kordestani**, Senior Partner and Co-Lead of North America M&A Practice, **McKinsey & Company**

9:05 am – 9:50 am PT      **General Session I**

### **Integrating in a Regulated Industry**

Every M&A deal has a level of scrutinization to assess the impact on competition and concentration. However, regulated industries, such as the banking and financial services sector, face additional hurdles to execute M&A. In this session, we will deep dive into integration planning considerations for a highly regulated sector.

**Howard Atkins**, Former Chief Financial Officer, **Wells Fargo**

9:50 am – 10:35 am PT      **General Session J**

### **Change Management in the Integration Process**

Tested integration leaders will discuss their experiences from the initiation and buildout of an impactful change management process. In this session, participants will gather insights on the evolving scope and impact of the function, the critical mechanisms which contribute to deal success, and lessons learned along the way.

**Jason Rothstein**, Head of M&A Integration, **Netflix**

**Purvi Shah**, Director, HR M&A, **Applied Materials**

Moderator: **Emily O'Loughlin**, Partner, **McKinsey & Company**

10:35 am – 10:50 am PT      **Networking Break**



10:50 am – 11:35 am PT **General Session K**

## **The Right Approach to Deals and Integration in the Current Economic Climate**

In the current economic climate, businesses are taking a strategic yet cautious approach to deals. Deal multiples in some sectors have declined, representing potential value opportunities for mergers and acquisitions. However, investor sentiment towards M&A coupled with financial pressures have contributed to a slowdown in overall activity.

The panel will discuss how the strategic focus of M&A has shifted and the nature of how M&A deals are currently being pursued. Participants will also gain insight into how the approach to integration and M&A value creation has changed along with the outlook for dealmaking in 2024.

**Howard Atkins**, Former Chief Financial Officer, **Wells Fargo**

**Jason Higgins**, Head of Corporate Development, Integration, Pricing, **One Medical**

Moderator: **Chad Stacey**, Partner, **Impact Point Co.** and Program Director, Mergers & Acquisitions Executives Council, **The Conference Board**

11:35 am – 12:20 pm PT **General Session L**

## **Focusing on Culture After Close**

Shifting the focus after close toward joint collaborations and implementing a new culture is no simple task. This session will focus on where to start and how to move through the process after both organizations are combined by considering what cascading culture throughout the organization can look like and how it can help to unlock value. Participants will learn about how to approach culture after close and what measures and activities can be implemented to closely connect culture work to value creation.

**Klint Kendrick, PhD**, Senior Director, Mergers & Acquisitions and Workforce Transitions, **Walmart**

12:20 pm – 12:30 pm PT

## **Closing Remarks**

**Kameron Kordestani**, Senior Partner and Co-Lead of North America M&A Practice, **McKinsey & Company**

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### **By attending, participants can expect to:**

- better understand how to successfully implement a dealmaking strategy given an uncertain economy combined with increasingly regulatory scrutiny
- prepare for the next wave of M&A with a long-term view on potential deal opportunities existing around the corner
- hear best practices from prominent brands that can be applied across industry sector
- learn lessons from brands that are executing spin-offs and divestitures
- shift the focus after close toward joint collaborations and implementing a new culture
- gain insight into how to effectively modify typical integration frameworks, approaches, and resourcing when additional complexity is introduced