



M&A SCIENCE **Virtual Summit**

mascience.com

JUNE 10 - 11

M&A SCIENCE
VIRTUAL SUMMIT

Speakers

DAY 1

10-11 June

10A - 10:10A



Welcome Remarks

Kison & Shyla Patel

DealRoom

10A - 10:50A EST | The Future of M&A



Kison Patel

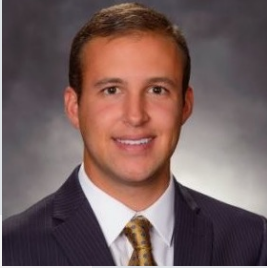
CEO & Founder of DealRoom



“ Split the due diligence in half, try to kill the deal in the first half. If you can't kill it, leverage the second half of due diligence to prepare for successful integration and reaching the goals of the acquisition.

Dr. Karl-Michael Popp

Senior Director Corporate Business
Development and Ecosystem at SAP



Ben Sutton

Senior Manager - Corporate Development
at NCR Corporation



“ Relationships matter in getting good deals done. Don’t ignore the opportunity to build a solid relationship with the other side of the deal - obviously with the seller, but also with bankers, lawyers, key employees etc.

Scott Kaeser

Executive VP Corporate Development -
US Security Services at GardaWorld



“ The corporate “Strategy” (or business unit strategy) should be the guide through all phases of the M&A process: a) Qualification, b) Due Diligence, c) Deal Execution and d) Integration. All members of the deal team, including advisors, need to understand how a deal relates to the strategic objectives of the business.

Sean Corcoran

SVP of Corporate Development & M&A
at Neustar, Inc.



Stacy Hendricks

Senior Director at Alvarez
& Marsal



“ Integration planning, deal structure, and retention mechanisms are the three legs of the M&A execution success stool.

Carlos Cesta

Vice President Corporate Development
at Presidio



“ Link the integration plan to your GTM strategy at all times, which in turn should be linked to the right value drivers.

Javid Moosaji

Global Head of Partner Channels |
Partner Solutions & Platform Transformation
at Travelex



Rima Franklin

President at Franklin
Consulting Services



“ In order to do the job effectively, you have to understand the business deal and what’s most important to the clients from a business perspective.

Russ Hartz

VP of Corporate Development
at ANSYS, Inc



“ The integration team members are/should be closest to how the function is operationalized and how the business really works (and how it could be better).

Dan Menge

Sr Director/Head of M&A Integration
at Xilinx



“ **Valuations need to meet the requirements and balance the needs of all stakeholders - corp dev, financial reporting, tax reporting, boards of directors, and financial statement users - and the valuation work needs to get to the right values that stand up to current and future scrutiny and effectively represent the acquisition rationale and motive.**

PJ Patel

Co-CEO & Senior Managing Director
at Valuation Research Corporation (VRC)



“ **Be decisive and don't let things linger. Plus, value matters. You can't take back a bad deal or one you overpaid for. No emotion involved and no deal fever.**

Brian Buchert

Vice President, Corporate Strategy and M&A
at Church & Dwight



Kison Patel

CEO & Founder of DealRoom



“ Culture, role, and what people are actually going to be doing... To me, those are things that are always super important to have alignment on.

Devorah Bertucci

Director Corporate Development
at Microsoft



“ Put together a plan based on the risks identified and what the team is wanting to accomplish and what they need, whether that's a retention period to make sure we've landed the people and product or whether that's making sure the leaders are getting coaching and training.

Kim Jones

Sr HR M&A Manager
at Microsoft

4P-4:50P EST | How to Modernize IMO / Building a Synergy Plan that Actually Delivers



“ Execute small, communicate broadly, often and across modern channels (eg. blogs, videos, podcasts). Limit traditional corporate communications emails.

Jonathan Shiery

Director at Guidehouse



“ Acquisition integration work is tough but highly rewarding; only certain people are cut out for this work.

Bill Clarkin

Head, Mergers & Acquisitions
at BMO Financial Group

5P-5:50P EST | Positive Employee Experience is Key to Successful M&A



Jill Harrison

VP of Silverline Ventures



“ If somebody down the road a few years says, “What’s the value this solution is actually driving?” It’s great to give a couple bullet points on a slide, but have you actually worked with the vendor that quantify that and be able to demonstrate that business since, ‘Hey, here are the operational benefits this is delivered to my organization.’

Cole Breidenbach

Head of M&A Integration at Okta



“ The tools you give your employees directly reflect what you think about them!

Josh Olson

Head of Experience Solutions Sales - Americas
at VMware



“ Management style focuses on team mentoring, job rotation, and skill development.

Amy Gannaway

Vice President, Global Compensation,
Benefits and HRIS at VMware

6P-? | Comedy Show - M&A Bloopers



Anish Mitra

Comedy Show - M&A Bloopers



PJ Patel



Carlos Cesta



Sallie Cunningham



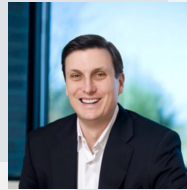
Jill Harrison



Scott Kaeser



Dr. Klint Kendrick



Sean Corcoran

M&A SCIENCE
VIRTUAL SUMMIT

Speakers

DAY 2

15 10-11 June

10A - 10:50A EST | Why Everything You've ever been told about Integration is Wrong



Zoe Bogan

M&A Integration Professional,
Diversity & Inclusion Champion



“ Use the post-deal integration process to challenge every part of the ecosystem of the organization... from systems and processes to T&C's, location strategy, governance, and hierarchy.

Ben de Haldevang

Partner at The Agile Gorilla



“ Failure rates associated with M&A integrations are because we've been doing it wrong for the last 20 years - the standard approaches you read and hear about are the causes of failures, not the routes to success.

David Boyd

Partner at The Agile Gorilla

11A - 11:50A EST | 21 Dimensions to Cultural Integration



Jonathan Shiery

Director at Guidehouse



“ It is wise to be motivated by a goal, but the energy to achieve it comes from taking the time to enjoy the intermediate accomplishments.

Valerie Strappa

Healthcare Integration Leader
at JPMorgan Chase & Co.

12P - 12:50P EST | Lessons Learned from Large Scale Divestitures



Galina Wolinetz

Managing Director
at Virtas Partners M&A Integration | Separations



“ You have to understand the inquirer to divest. It may sound simple and straightforward, but from a technology perspective I would argue that most companies don’t have a very good grasp of their landscape.

Josh Beggs

Field CTO at Dell Technologies



“ Carve-out can be really complicated from all functional areas, not just HR. In essence, what you’re trying to do is take a population of employees that could be very integrated into your business and carve them out of where they are so they can stand separately and stand alone and function without the help of corporate support services.

Jillian Kaebel-Sisk

HR-Global Mergers, Acquisitions and Divestitures Manager
at Caterpillar Inc



“ Evolve outside of functional integration and look for value drivers in structural aspects of M&A.

Nitin Kumar

Chief Executive Officer at Appnomic



Laura Lane

GTM Strategy and Execution
| Chief of Staff | M&A



“

Communication of business context and priorities are important to keep teams aligned.

Kimberly Baird

Corporate Development Integration Lead
at Cisco



“

Being proactive and doing a little bit to manage change and culture up front and in the beginning can save you time and energy from having to put out fires and clean up messes on the back end.

Dawn White

&A Integration - Corporate Development
at Corning Incorporated



Kison Patel

CEO & Founder of DealRoom



“ You have to have a willing participant. A CEO relationship is really hard to navigate. You have to immerse yourself in their business, their people, and their culture.

Christina Amiry

Head of M&A Strategic Operations, Integration
at Atlassian



“ One thing agile thinking does is it forces earlier and more open conversations, more collaboration.

Steve Elliot

Head of Jira Align
at Atlassian



Dr. Klint Kendrick

Director, Mergers & Acquisitions
at Oracle



“ If you think about what the business needs for Day 1, they have to be able to accept a purchase order, invoice a customer, ship a product, and of course pay the employees. There are a lot of things that can be figured out after close, but payroll is not one of them.

Sallie Cunningham

HR Executive, Integration Leader
at Cytiva (formerly GE Life Sciences)



“ The message starts at the top and trickles down to the next level. By the time it gets to the employees of the organization the message is potentially blurred.

Dr. Keith Dunbar

Managing Partner
at JKD Talent Solutions

3P-3:50P EST | Tone at the Top - Intersection of Leadership and Culture in M&A



Keith Crosby

Global Leader, Acquisitions & Outsourcing
Leadership and Change at IBM

4P - 4:50P EST | Post Merger Innovation: Don't Just Integrate, Innovate!



Kison Patel

CEO & Founder of DealRoom



“

Think transformation, not transaction: Make M&A that window of opportunity.

Toby Tester

Senior Consultant & Project Manager
at BT&D



Gwen Pope

Go-to-Market M&A Lead
at Google



“

The most powerful thing with innovation is changing the word to ‘why’ — ‘Why can’t we? Why not? Why would I do this?’

James Harris

Principal, Corporate Development Integration
at Google



“

In diligence, be very clear about what’s a true ‘must-have’ versus ‘nice-to-have’; this is critical when the timelines keep changing, the scope keeps changing, and the ‘in-the-know’ list is very small.

Kash Ahuja

Senior Program Manager, M&A Integration
at Google



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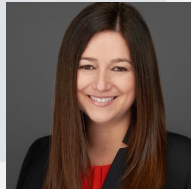
The hardest thing would probably be balancing all the many items, all the many processes at once. Getting internal approvals, but then the other part of the process obviously is managing the diligence process and managing negotiations. Doing any one of those things is somewhat difficult, but doable. But managing the entire process all at once I think makes it a tough situation at times.

Jim Ackerman

VP of Corporate Development
at Flex



Carlos Cesta



Galina Wolinetz



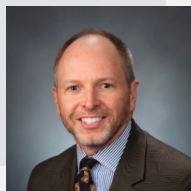
PJ Patel



Justin Goldman



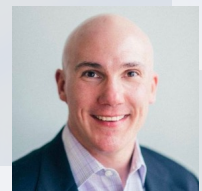
Isaac Lund



Peter Clyne



Rima Franklin



Kevin Robbins



Michael Frankel



Sallie Cunningham

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15 10-11 June

DealRoom

DealRoom is a project management software for complex financial transactions. As M&A deals continue to grow in quantity and transaction size, DealRoom aims to create more collaborative, people-driven and equitable deals that focuses more on the original vision of innovation.

VRC

Since 1975, **VRC** has delivered supportable conclusions of value to domestic and international clients of all sizes, types and across all industries. We are a trusted partner to legal, tax and audit professionals. VRC provides objective, practical guidance and advice to help you achieve your business objectives.



Companies, investors and government entities around the world turn to

Alvarez & Marsal (A&M) for leadership, action and results. Privately held since its founding in 1983, A&M is a leading global professional services firm that provides advisory, business performance improvement and turnaround management services. When conventional approaches are not enough to create transformation and drive change, clients seek our deep expertise and ability to deliver practical solutions to their unique problems.

Guidehouse

Guidehouse helps commercial and public clients address their most important challenges with innovative solutions that advance conventional thinking and create value for their stakeholders, build trust in society and shape a new future.

Agile M&A

Agile M&A enables practitioners to manage the highly-unpredictable M&A process while bringing the industry into the 21st century with the right combination of tools, training and project management methodologies. Agile provides the M&A industry with a dynamic, up-to-date approach to closing deals faster and maximizing value.



VMware streamlines the journey for organizations to become digital businesses that deliver better experiences to their customers and empower employees to do their best work. Our software spans compute, cloud, networking and security, and digital workspace.