

Your organization has developed a strategic plan; a plan that is dependent upon achieving growth. While organic growth options are part of the plan, they will be inadequate to achieve key strategic objectives such as the need to enter new markets, develop new products or services, etc. As a result, the strategic plan highlights the need to grow by acquisition. The odds are against you – as studies continue to confirm that the majority of acquisitions fail to meet pre-merger expectations. In some cases, the failure is due to inadequacies in transactional due diligence. In most situations, however, the value loss can be attributed to failures arising from the integration of the acquired business into the acquiring company.

**The purpose** of this session is to explore some of the leading causes of integration failure, highlight the importance of culture as a determinant of deal success or failure and offer practical guidance, offered from the perspective of someone who has led transactions as legal counsel, as a senior executive officer responsible for driving successful strategic planning execution and corporate development for a major diversified Canadian conglomerate and as a director of companies that have grown through acquisitions.

**Please join us** to hear our guest speaker, Michael Korenberg, share his experiences (learned from both transaction successes and failures) as a leading practitioner in this area. Through his career to date, Michael has led and closed over 250 separate M&A transactions. Michael will present some recommendations as to how companies can improve their chances of completing successful post-M&A integration.

**Presenter:** Michael Korenberg is a Canadian business executive, with an extraordinary track record of driving strategy and organic/non-organic growth, and a board member serving on the boards of both private companies and reporting issuers, with 35+ years of legal, corporate leadership and board experience within a range of sectors including retail, industrial, financial, entertainment, advertising, media, real estate and distribution/logistics. Based in Vancouver, B.C., Michael currently serves as the elected Chair of the Board of Governors of The University of British Columbia (he also chairs its Executive, Governance, Employee Relations and Financial Strategy Committees); the Chairman & Managing Director of Wreath Group Holdings Inc., a private investment and M&A consulting firm; President of Guinness Business Centre Ltd. (business services), and is a member of the Law Societies of Ontario and British Columbia and the Dean’s Advisory Committee for the Centre for Business Law at UBC. Mr. Korenberg is a member of the Advisory Board of the Heart & Stroke Foundation (B.C. & Yukon).



Until December 31, 2015, Michael was the Deputy Chair & Managing Director of The Jim Pattison Group (a privately-owned, diversified group of operating businesses, with revenues exceeding \$10 billion and more than 45,000 employees), where Michael led corporate development efforts for 20 years. Prior to joining The Jim Pattison Group, Michael was Deputy Chair & Chief Operating Officer of Orca Bay Sports & Entertainment (owner of the Vancouver Canucks), which built General Motors Place (now Rogers Arena) and brought the Vancouver Grizzlies NBA franchise to Vancouver during Michael’s time with the company. Michael served as Vancouver’s Alternate Governor on the boards of the NHL and NBA. Prior to that, Michael was a partner of Blake, Cassels & Graydon LLP, a national Canadian law firm.

**Location:** Montreal Offices of BLG, 1000, rue de la Gauchetière Ouest, Suite 900, Montreal, QC

**Time:** 7:30am breakfast | 8:00-9:00am session  
(1 CPD hour for ACIS/FCIS and Quebec Bar Members)

**Cost:** \$15 payable by cash or cheque (made out to ICSA - Quebec) at the door.

**RSVP** your attendance to [Ingrid Stefancic](#) by May 3, 2019.