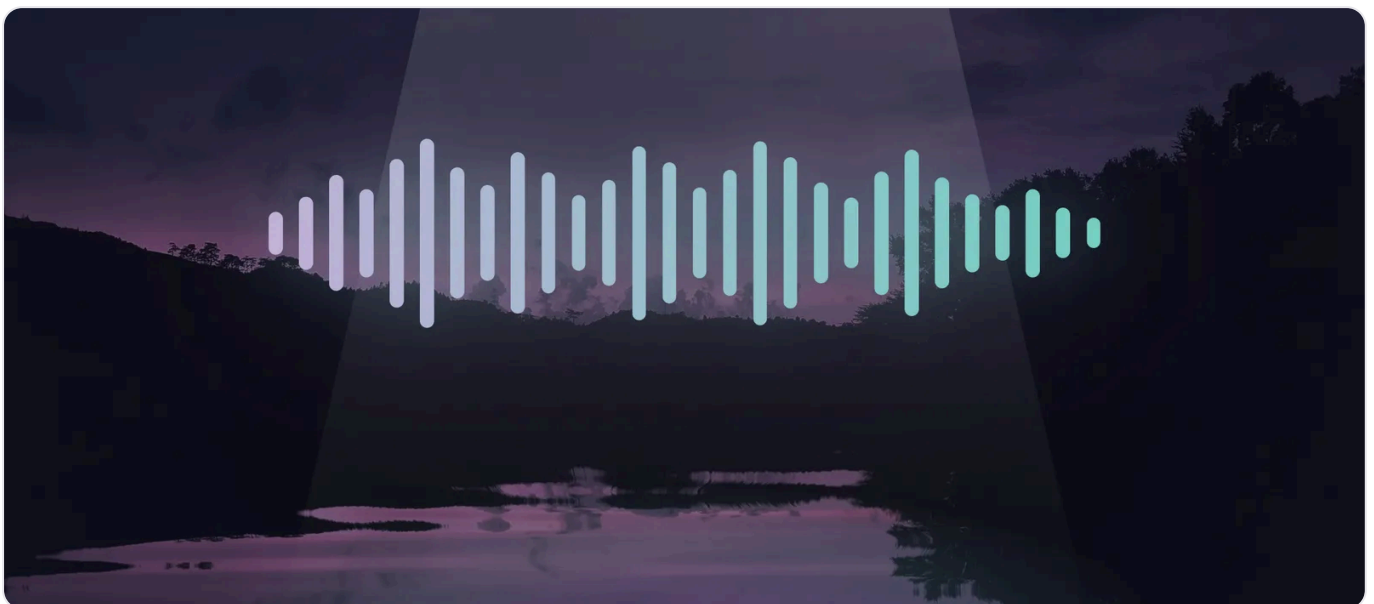


PODCASTS

Unlocking Business Value with Technology: Insights from the Latest M&A Talk Podcast

We dive deep into how technology, particularly enterprise orchestration software, can significantly enhance the value of businesses during transformations and acquisitions.

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Topics Covered:

- The Role of Enterprise Orchestration in Mergers and Acquisitions
- How Technology Can Reduce Costs and Boost Efficiency in Large-Scale Programs
- Value Creation Strategies for Private Equity Firms
- The Balance Between Governance and Agility in Transformations

Introduction

In this episode of M&A Talk, hosted by Jacob Oros of Morgan and Westfield, we dive deep into how technology, particularly enterprise orchestration software, can significantly enhance the value of businesses during transformations and acquisitions. Jay Goldman, co-founder of Sensei Labs and creator of Conductor, shares his expertise on using technology to streamline processes, reduce costs, and drive value creation in the M&A space. This conversation provides invaluable insights for M&A professionals, private equity firms, and corporate development teams looking to optimize their strategies.

The Role of Enterprise Orchestration in Mergers and Acquisitions

Jay Goldman highlights the concept of enterprise orchestration, a technology-driven approach that helps manage complex transformation programs within organizations. This orchestration is critical for mid- to large-scale enterprises undergoing transformative changes, including post-merger integrations and ESG programs. By utilizing orchestration software like Conductor, companies can track timelines, manage risks, and align on key performance indicators (KPIs). This approach is particularly beneficial in M&A, where large volumes of data and complex processes must be efficiently managed to achieve desired outcomes.

How Technology Can Reduce Costs and Boost Efficiency in Large-Scale Programs

One of the key takeaways from the discussion is the significant reduction in manual work achieved through automation. Goldman notes that status reporting in large-scale programs can consume up to 25% of work effort. By leveraging orchestration software, this figure can be reduced to just 5%, freeing up resources for higher-value activities. The T-Mobile and Sprint merger is cited as a case where Conductor was instrumental in managing a \$26 billion transaction, demonstrating the scalability and impact of enterprise orchestration on major deals.

Value Creation Strategies for Private Equity Firms

Private equity firms are increasingly turning to technology to enhance their value creation plans. Goldman explains that PE firms often face pressure to shorten the hold period of their investments, which can extend beyond the typical five-year timeframe, negatively impacting returns. By using enterprise orchestration, PE firms can execute their value creation strategies more efficiently, whether through cost reduction, revenue growth, or bolt-on acquisitions. This approach not only accelerates the achievement of financial goals but also mitigates the risk of unsuccessful exits.

The Balance Between Governance and Agility in Transformations

A recurring theme in the conversation is finding the right balance between governance and agility. While governance structures provide predictive capabilities and help standardize processes, too much rigidity can stifle innovation and slow down value creation. Goldman emphasizes the importance of flexible frameworks that can adapt to unique transaction needs while maintaining the benefits of

structured governance. This balance is crucial for companies aiming to leverage orchestration technology effectively without compromising speed and adaptability.

Conclusion

The insights shared in this episode of M&A Talk underscore the transformative power of technology in mergers and acquisitions. By embracing enterprise orchestration, companies can streamline complex processes, reduce costs, and accelerate value creation. For M&A professionals, private equity firms, and corporate development teams, leveraging these technological advancements is essential to stay competitive and drive successful outcomes in today's fast-paced business environment.

Frequently asked questions

How much of a large program's effort goes to status reporting?

Up to 25% of total work effort, according to Jay Goldman of Sensei Labs, speaking on M&A Talk. Orchestration software that automates reporting from live program data can bring that to around 5%, which on a large integration is a substantial reallocation of effort from describing progress to making it.

Why are private equity firms adopting execution software for value creation?

Because hold periods that stretch past the typical five years erode returns. Goldman explains that PE firms are under pressure to execute value creation plans faster, through cost reduction, revenue growth, or bolt-on acquisitions, and that an execution platform accelerates the path to those financial goals while reducing the risk of an unsuccessful exit.

How do you balance governance and agility in an integration?

Governance gives predictability and standard process; too much of it stifles innovation and slows value creation. Goldman's answer is a flexible framework: enough structure to standardize and forecast, with the ability to adapt to the specific needs of each transaction so the program keeps its speed.

What does enterprise orchestration do in a merger or acquisition?

Tracking timelines, managing risks, and aligning teams on KPIs across the large volumes of data and interdependent processes an integration generates. Goldman cites the T-Mobile and Sprint merger, which ran on Conductor, as the scale at which this matters most, and notes the same approach applies to ESG programs and other enterprise-wide transformations.

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