

Funding Growth and Innovation through Mergers, Acquisitions, and Corporate Reorganization

Halbert Grant Workshop - Final Report

Lynnette Purda and Niron Hashai

On June 12th and 13th Canadian and Israeli business scholars met at the Halbert Centre seminar room to discuss the challenging topic of fostering innovation. Participants represented a diverse collection of disciplines including finance, international business, strategy, and sociology. Our belief was that this diversity, in addition to differences in the Canadian and Israeli institutional contexts, would lead to rich discussions on the various drivers influencing a firm's ability and willingness to develop innovative products and technologies.

The format of the workshop was novel and benefited from the expertise of Ithai Stern, from INSEAD School of Business, who graciously volunteered to be our facilitator. Participants were assigned to teams prior to arriving in Israeli, with each team containing Canadian and Israeli scholars. During the course of the workshop, each team collaborated on a research proposal that was ultimately presented to the group at the end of the workshop. Workshop participants, in addition to some external guests, provided feedback, comments, and critiques on the proposed work and its possible contributions. The result was that within a very short time, four workable research teams and proposals were developed. The goal is for these teams to continue this research following the workshop and use the group of participants as a network for ongoing feedback and consultation. The final program for the workshop, complete with participant details and schedule is attached to this report.

The research proposals stemming from the four teams reflect drivers of innovation at various levels. One proposal focuses on macro issues at the policy level, identifying the unintentional conflicts in some government proposals designed to stimulate innovation. While the intent of government policy may be to foster research and development, companies may respond in unanticipated ways which serve to counteract this intent. Two proposals have as their primary focus decisions at the organization level. In one case, the research team is looking to better understand the drivers of success for horizontal mergers by doing a large scale analysis of the various strategies motivating these mergers. In the other instance, the focus is on the relationship between parent and subsidiary firms in allowing autonomy to innovate at the subsidiary level. Finally, the fourth proposal focuses on characteristics of the individual and an examination of a founder's role in supporting ongoing innovation in their firms following an acquisition.

Feedback from participants involved in the workshop has been overwhelmingly positive. While there was initial trepidation at the thought of being allocated to a research team required to work together during an intense timeframe with a hard deadline for producing a proposal, the teams were all successful in doing so. Through the workshop's structure, the groups went from preliminary meetings to focused research questions and implementation plans over the course of

two days. This level of development over such a brief time period could not have been possible without the face-to-face collaboration and group environment that the Halbert grant provided.

We are indebted to the Halbert Centre for providing the opportunity to bring this diverse group of scholars together to establish a new network of colleagues and peers. We look to continued outcomes from the workshop as the teams move forward with their research. The workshop was expertly coordinated with the help of Diana Munayer and the facilities provided for meeting space, meals, and networking among participants were ideal. We look forward to ongoing contributions stemming from the workshop and the Canadian-Israeli relationships that it helped to establish.

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Halbert Grant Workshop

Hebrew University of Jerusalem, June 11- 13, 2018

Workshop Objectives

Mergers and acquisitions (M&A) are a common topic on the minds of executives and business researchers alike. These and other forms of corporate reorganization can help a firm grow its business, adopt new technologies, create synergies, or encourage economies of scale. Despite these motivations, capturing the benefits of M&A, whether they be financial or technological has proven elusive. Moreover, these transactions are taking place in an increasingly complex environment, frequently transcending national borders and involving diverse groups of investors.

The purpose of the proposed workshop is to create something new – both in terms of research ideas and research relationships. To do this we will bring together a collection of researchers with common expertise in mergers and acquisitions *but* different functional areas and perspectives. Participants will include researchers with expertise in economics, finance, strategy, and international business. Our ultimate objective is to help inform practice by identifying potential barriers to successful transactions within the Canadian and Israeli environments both externally, at the institutional level, and internally, within organizations, management, and employees.

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Welcome

Welcome to the Halbert Grant Workshop on *Funding Growth and Innovation through Mergers, Acquisitions, and Corporate Reorganization*. We are delighted that you are joining us for what promises to be a busy but productive two days. As you know, the Halbert Grant seeks to bring together scholars from Israel and Canada to forge new partnerships and understandings between our two countries and our researchers. We look forward to learning from one another, particularly with this diverse group of scholars with its varied set of backgrounds and knowledge.

We thank you in advance for your openness to discussing ideas and theories that may be new to you or at odds with common discussions within your own discipline and for your willingness to give this innovative workshop format a try. While a move away from a traditional conference setting in which developed papers are presented and feedback provided will push us away from the familiar, we hope that this small risk brings with it great rewards in the form of new and productive collaborations.

We are indebted to the Halbert Centre for Canadian Studies for providing us with the funds to hold this workshop and bring us together. In addition, we thank Diana Munayer who has been so very helpful throughout the entire process from grant submission to workshop delivery. We are also most grateful to Ithai Stern, who was the link that brought us together to explore this idea and has agreed to facilitate the workshop process.

We look forward to the next two days together to explore both ideas and this beautiful city together. We hope that this is the beginning of new and exciting collaborations for us all. Enjoy the workshop!

Niron Hashai, Lynnette Purda, and Ithai Stern

Workshop Teams and Participant List

Team A	Team B	Team C	Team D
Anthony Goerzen	Kai Li	Lynnette Purda	Samir Saadi
Niron Hashai	Amalya Oliver	Shai Harel	Nir Brueller
	Barak Aharaonson	Ithai Stern	

Participants from Canada

1. Anthony Goerzen
Professor and Donald R. Sobey Professor of International Business
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2. Kai Li
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3. Lynnette Purda
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4. Samir Saadi
Associate Professor
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Participants from Hebrew University

5. Niron Hashai
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6. Shai Harel
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7. Amalya Oliver
Professor and George S. Wise Chair in Sociology
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Additional Participants

8. Barak Aharonson
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9. Nir Brueller
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10. Ithai Stern
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Hotel Information

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Workshop Program at a Glance

June 11: Pre-workshop social event 18:30 – Exploring the street food of Jerusalem

June 12: Workshop 9:00– 16:30, Lunch provided

June 12: City tour and dinner commencing at 16:30

June 13: Workshop 9:00 – 16:00, Lunch provided

Detailed Program and Session Outline

Tuesday June 12: Halbert Centre Seminar Room	
Faculty of Social Sciences, Building 7, Room 4707 (4 th floor)	
9:00 – 9:45	Coffee and pastries provided Welcome remarks from the Halbert Centre –Prof. Edit Doron Welcome remarks from Niron and Lynnette 1 minute introduction of each participant 5 minute synopsis of research teams’ preliminary topic ideas
9:45 – 10:00	Introductory comments on workshop format – Ithai Stern
10:00 – 11:30	Team Meetings: Finalizing your research question Meet in break out rooms 2112, 2415, 2 rooms in Business School
11:30 – 12:00	Report Back: Presentation of team research questions, feedback and discussion
12:15 – 13:15	Lunch Frank Sinatra Restaurant
13:15 – 14:45	Team Meetings: Hypothesis development and likely contributions Introduced by Niron Hashai Rooms 4707, 3204 and rooms in Business School
14:45 – 15:00	Afternoon Coffee
15:00 – 16:15	Team Meetings: Theoretical Anchoring Introduced by Niron Hashai Rooms 4707, 3204 and rooms in Business School
16:15 – 16:30	Day 1 wrap up
16:30	City Tour and Dinner at Eucalyptus Restaurant (19:30)
Wednesday June 13: Halbert Centre Seminar Room	
Faculty of Social Sciences, Building 7, Room 4707 (4 th floor)	
9:00 – 9:15	Day 2 Opening Remarks
9:15 – 10:45	Team Meetings: Empirical Design Introduced by Lynnette Purda Rooms 4707, 3613 and rooms in Business School
10:45 – 11:00	Morning Coffee and Pastries
11:00 – 12:30	Team Meetings: Preparation of Research Proposal Introduced by Lynnette Purda Rooms 4707, 3613 and rooms in Business School
12:30 – 13:30	Lunch Frank Sinatra Restaurant
13:30 – 15:00	Presentation of Team Research Proposals

	Open to interested faculty and graduate students from the Hebrew University of Jerusalem and surrounding universities
15:00 – 15:20	Afternoon Coffee
15:20 – 15:40	Final team discussions – incorporating presentation feedback and discussion of next steps
15:40 – 16:00	Workshop Closing Comments