

2026 Billion Dollar Executive Roundtables
Westin O'Hare, 6100 North River Road, Rosemont, IL, 60018
November 4-5, 2026

DAY 1 – Wednesday, November 4th *(all times are in CST)*

- 1:00 PM: Welcoming Remarks
- 1:15 PM: **Mainstage Session**
The Execution Advantage: Every organization has a strategy. Far fewer consistently turn strategy into results. This keynote examines why execution breaks down, what sets high-performing organizations apart, and how leaders can build the alignment and accountability needed to turn ambition into lasting business performance.
- 2:15 PM: Break
- 2:30 PM: **Roundtable by Cohort** – Commercial, Human Resource, Finance, Technology, Operations
- 3:30 PM: Break
- 3:45 PM: **Educational Session** *Attendees will select 1 topic as it relates to their area of interest during this time.*
Option 1: Customer Strategy through Cost-to-Serve Optimization: Not all revenue is created equal. Understand the true economics of serving different customers and segments using cost-to-serve analysis to uncover hidden costs and complexity that sharpen decisions about where to focus resources.
Option 2: Smarter, Not Smaller: Leveraging Technology Without Sacrificing Talent: Technology should make organizations smarter, not smaller. Consider how distributors can use AI and digital tools to empower employees, improve processes, and create lasting competitive advantage without sacrificing talent.
Option 3: M&A Integration through Coordinated Autonomy: Examine how to integrate acquisitions without sacrificing the local expertise and relationships that drive success. Attendees will leave with practical approaches to balancing centralized capabilities with local autonomy.
- 4:30 PM: Break
- 5:00 PM: **Roundtable by Cohort** – Commercial, Human Resources, Finance, Tech, Operations
- 6:00 PM: Networking Reception
- 7:00 PM: Dinner
- 9:00 PM: Evening Concludes

DAY 2 – Thursday, November 5th

- 7:30 AM: Breakfast
- 8:00 AM: **Mainstage Session**
Who Owns Transformation? Defining Leadership for a Smarter Age of Distribution: Who should lead, govern, and resource AI-enabled transformation? Discuss evolving questions of AI ownership and how leading distributors are structuring accountability for AI-driven change and responsible innovation.
- 8:45 AM: Break
- 9:00 AM: **Roundtable by Cohort** – Commercial, Human Resources, Finance, Technology, Operations
- 10:00 AM: Break
- 10:15 AM: **Educational Session** *Attendees will select 1 topic as it relates to their area of interest during this time.*
Option 1: Decision Velocity: The pace of change isn't slowing, and neither can decision-making. Identify ways your organization can improve visibility and align teams to make faster, more confident decisions in an increasingly dynamic business environment.

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DAY 2 – Thursday, November 5th, Continued *(all times are in CST)*

- 10:15 AM: **Educational Session** *Attendees will select 1 topic as it relates to their area of interest during this time*
Option 2: From Insight to Innovation: The best growth opportunities don't always originate inside your organization. Learn how to move beyond gathering external insights and into co-creating new products, services, and experiences that strengthen partnerships, differentiate their business, and drive long-term growth.
Option 3: The Tenure Capital Imperative: As experienced employees retire and the workforce evolves, distributors must intentionally build the next generation of leaders. Gain practical strategies for developing talent at every level, transferring institutional knowledge, and creating the leadership pipeline needed to ensure long-term organizational resilience.
- 11:00 AM: Break
- 11:15 AM: **Roundtable by Cohort** – Commercial, Human Resource, Finance, Technology, Operations
- 12:00 PM: **Lunch & Learn Mainstage Session**
From Washington to Your Warehouse: NAW Government Relations Update
- 1:00 PM: Program Adjourns