European Operating Partners Forum 2020
13-14 May, Hilton Tower Bridge, London

Day One: 13 May 2020

8:30
Chairperson's welcome

08:45
The evolution of the operating partner role and changes to the structure of value creation teams

- What roles exist on your operations team? How has this changed in recent years?
- Getting the most out of service providers whilst controlling expenditure
- How to quantify operating partner performance: KPIs and metrics used by firms
- What is the role of the portfolio team pre deal vs. post-deal?
- Predictions for trends in the next 10 years for more specialist roles and closeness to the investment team

Jérôme Losson, Partner, Head of Operations Team, **BC Partners**
Alan Roux, Senior Managing Director, **CVC Capital Partners**
Immo Rupf, Partner, Operations, **Cinven**

09:15
Operating partner assessments of the commercial organisation during diligence
- To what extent are operating partners being asked to examine top-line revenue issues during diligence?
- What issues are operating partners being asked to analyse? Pricing, sales productivity, lead generation capabilities, go-to-market model, etc.
- In what circumstances are operating partners most likely to make a difference?
- Knowing what to look for: Spotting risks and opportunities
- Techniques for being most effective during diligence

Facilitator: Jim Corey, Managing Partner, **Blue Ridge Partners**

10:00
Preparing for a downturn – what to do from a PE operations improvement standpoint

- How should PE backed businesses and their private equity owners be prepared for downturns?
- Which sectors are particularly susceptible to a change in economic environment and sectoral shifts?

- What should management teams and sponsors of businesses be prioritising when it comes to readying themselves for tough times?
- Tips for companies re-evaluating their business models/shutting down certain activities/scenario analysis

Moderator: Rob Southern, Managing Director, **Alvarez & Marsal**
Tony O'Carroll, Managing Director, **Strategic Value Partners**
Alejandro Alcalde Rasch, Senior Director - Portfolio Support, **APS Advisory**

10:30
Keynote Interview: Increasing asset value and managing risk in long term investments

10:50
Coffee & networking

11:30
Managing culture at born digital companies

- Getting the boring' stuff right when young companies are growing at speed
- Using consultants to deal with issues so firms can focus on growth
- How is working with millennial founders different?
- Examining well known case studies with a PE lens

12:00
The future of work: automation to accelerate value creation

- How are you thinking about opportunities around automation?
- Doing automation right: utilizing automation technologies to accelerate value creation
- How to prioritize and align business and technology priorities
- Enabling scale & improving profitability
- Transforming the cost base and accelerating margin expansion

12:30
Pricing case study: building out pricing capabilities in your portfolio

- Identifying pricing value in your portfolio early on
- Capturing pricing upside and other profitable growth opportunities within portfolio companies
- Case studies in strategic pricing projects and other topline initiatives
- Integrating data to inform pricing decisions

13:00
Lunch

Steam A	**Stream B**	**Stream C:**
14:00 **Managing culture & strategy to ensure an engaged and incentivised workforce** - Defining corporate culture	**14:00** **Managing cybersecurity and data privacy** - Identifying data privacy risks during the due diligence process	**14:00** **Working with sales teams to drive sales force effectiveness** - Making judgements on the capability of the sales team

- How should PE houses address company culture from the outset? - How to help CEOs and management teams engineer culture - What cultural behaviours drive value growth? Justin Maltz, Partner, **Mobeus Equity Partners**	- How to spot and address red flags during an investment - Identifying third party risks from external providers - How are new regulations impacting private equity? Paul Harragan, Director-cybersecurity, **EY**	- Utilising sales ops to improve performance of sales teams - Optimising the sales engine, improving digital sales whilst keeping traditional sales teams onside Moderator: Moti Shahani, Managing Director, **Blue Ridge Partners**
14:35 **Managing board effectiveness: Making boards a value creation driver** - Getting value from your chair, what is their role in board meetings - How do the best boards plan their time to ensure they add value? - Quantifying the value of a good board - Real life case studies of where bad boards have led to corporate failures, what could have been done to prevent issues Conor Boden, Advisor, **Advent International**	**14:35** **How is technological advancement impacting the structure of portfolio teams?** - What roles exist on your operations team? How has this changed in recent years? - Predictions for trends in the next 10 years for more specialist roles - To what extent is it cost effective to hire in-house talent? - Building up a network of advisors to call on for technological support	**14:35** **Digital Transformation: Enhancing the Buyer Journey** - Understanding how customer experience is evolving and aligning the approach to sales and marketing - Considering how things are developing in different industries - Case study: Using data to inform digitally enabled outreach Moderator: Jamie Riley, Principal, **Alexander Group** David Kirby, Value Strategy Team, **Livingbridge** TBC: Jolanta Pilecka, Operating Partner, **Hg**
15:10 **Working with management to implement rapid EBITDA improvement** - Developing a roadmap with EBITDA front of mind from day one - Managing value creation through the board - What are the top 10 quick wins on a typical investment	**15:10** **How can cloud accelerate speed pre and post transaction?** - How is cloud an enabler to transactions? - How to use cloud in due diligence - How are we seeing tech used within value creation? - Upgrading other tech systems	**15:10** **Managing supply chains in an uncertain political landscape** - Planning ahead when the future is unclear - To what extent should firms look to localise parts of the supply chain? - Dealing with cross-border investments when trade is interrupted

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<td>15:45
Assessing effectiveness of management teams
- Defining success in different operating environments
- Factors to consider when evaluating management
- Knowing when it's time to make changes vs. working with management teams

Séverine de Wulf, Principal, PAI Partners
Karen O'Mahony, Managing Director, Peal Investments
Paul Reading, Portfolio Director, Mayfair Equity Partners</td>
<td>15:45
Using data science & tech to drive and monitor value creation strategy
- Applying KPIs to measure operational performance
- How are UK mid-market funds using date within their portfolio?
- Having in-house data scientists vs. using external consultants

Violette Castagné, Value Creation Partner, Digital & Marketing, LDC
Catherine Cutts, Head of Data Science, TA Associates</td>
<td>15:45
Leveraging scale to drive procurement savings across a portfolio
- How digital transformation is reshaping procurement
- Releasing untapped value from third party spend
- Procurement transformations in the first 100 days</td>
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16:20
Coffee & networking

16:45
Strategic implementation of digital transformations throughout the lifecycle

- Looking at specific ways operating partners are harnessing better digital strategies to drive returns
- Covering the four phases: due diligence, 100 days, hold, exit
- Understanding how operating partner teams get started when it comes to digital
- How do you diagnose digital opportunities & analytic capabilities and drive change across your portfolio?
- What are the implications for each stage of the investment?

Gregory Salinger, Chief Digital Officer, **Apax Partners MidMarket**
Stefano Santarelli, Director - Private Capital, **OTPP**
Maria Carradice, Portfolio Director, **Mayfair Equity Partners**

17:15
Ask the experts: Panel of key speakers from the day audience Q&A
Leading speakers from the earlier sessions come together to explore the key questions that have arisen during the day
Reserved

17:45
Close

Day Two: 14 May 2020

07:50

Invitation-only Think Tank for Operating Partners

This closed-door session is an opportunity to share first-hand accounts on how to best position yourself in your career as an operating partner. The think tank will expose the toughest challenges operating partners face daily and will allow you to learn best practices in dealing with them.

Stream A	**Stream B**
09:15 **Implementing a strategic vision for private equity** - How should private equity address increased public scrutiny? - The role of operating partners in showing the value private equity brings growing businesses - How are LPs demanding more from funds?	**09:15** **Maximising returns spent on marketing during a limited hold period** - Proving the value of spend on marketing at portfolio companies - Deciding when and how much to invest in marketing - Where to spend on marketing, digital and PPC vs. more traditional routes Moderator, **Reserved** Chris Rixon, Director, Portfolio Growth, **Horizon Capital**
09:50 **How embracing ESG & impacts can enhance returns** - How reducing consumption and waste can increase EBITDA - Highlighting the value of improvement ESG to the next buyers - How to turn impact into operational plans at portfolio companies - Setting KPIs based around impact and ESG Adam Black, Head of ESG & Sustainability, **Coller Capital** Pia Irell, Impact Partner, **Trill Impact** Graeme Ardus, Head of ESG, **Triton Partners** Adam Heltzer, Head of ESG and Sustainability, **Partners Group**	**09:50** **How operating partners can create value within the exit process** - Deciding the most favourable exit route for a portfolio company - What are the key value drivers ahead of exit? How do you identify these? - How can sell-side due diligence help to get a deal done? - Lessons learned from challenging exits Alain Beyens, Operating Partner**, Mid Europa Partners** James Markham, Partner - Portfolio Management, **Graphite Capital** Andrea Davis, Managing Director-Private Equity, **Investcorp**
10:25 **Managing the CFO-CEO relationship at portfolio companies** - Getting senior management aligned with the value creation plan - How can PE best support CEOs and CFOs? - How should CFOs work with the board and CEOs on the growth strategy?	**10:25** **How long-term investors are working with private equity on more deals** - Aligning objectives with long-term investors - How do operating teams work together when both investors have in-house value creation experts?

- Working with a CFO when having issues with a CEO Moderator: Senior representative, **Vunderink De Vries** Matt Baird, Managing Director, **Omers Private Equity**	- Case studies of successful partnerships where challenges have been overcome Lorenzo Levi, Managing Director and Operating Partner, **CDPQ London** Claudia Zeisberger, Senior Affiliate Professor, **Insead**

11:00
Coffee & networking

11:30
Fireside chat: Implementing a new, post-merger operating model with the existing management team
Establishing a new operating model and way of working is an essential step for implementing many value creation plans. With buy-and-build, major organisational changes are needed to realise synergies. This unique session will highlight a case study of successfully implementing a new international operating model with the existing management of former competitors. It will provide practical insights on engaging and retaining management for a new value growth journey.

Stijn Vos, Chief Executive Officer, **Esdec**
Joost Heeremans, Director and Program Manager PEP, **Gilde Buy Out Partners**

12:00
Add-on acquisitions: How operators can add value as part of a buy and build strategy

- Which sectors are most well suited to this approach to value add?
- Why technology and digitisation has made buy-and-builds more attractive
- How to think about a company's cash flow when they've had multiple mid-year acquisitions
- Executing value creation strategy to ensure new acquisitions are integrated seamlessly
- Creating a playbook to prepare a company's process, technology, and people for a merger

Moderator: Senior representative, **Alix Partners**
Franck Temam, Principal, **PAI Partners**
Antonin de Margerie, Portfolio Performance Managing Director, **Eurazeo**
Jean-Philippe Syed, Principal, **Development Partners International**

12:30
***Deal Mechanic case studies*: Operational excellence stories explained by the participants**

Suggested case studies to invite

- EQT Partners: AutoStore
- IK Investment Partners: Transnorm
- Nordic Capital: AniCura (Richard Riboe, Director, Nordic Capital)
- EQT Partners: Piab
- Sun European Partners: ELIX Polymers (Tim Stubbs, Senior Managing Director, Sun European Partners)

13:15

Themed networking working lunch followed by close of conference

Tables discussing a variety of topics over lunch led by an expert moderator