

Operating Partners Forum: Europe Virtual Experience 2020

6-7 October

Operating Partners Forum: Europe 6-7 October 2020, Virtual Experience

Day One: 6 October 2020

09:00

Networking breakfast and introduction to tech

09:30

PEI Welcome & Chairperson's Opening Remarks

09:40

The evolution of value creation and changes to the structure of portfolio groups

- How has covid-19 changed the approach to value creation
- Quantifying operating partner performance: KPIs and metrics used by firms and how they are changing
- Predictions for trends in the next 10 years for more specialist roles and closeness to the investment team

Moderator: Susanne Vanner, Director - Operational Transaction Services, **EY**

Jérôme Losson, Partner, Head of Operations Team, **BC Partners**

Maria Carradice, Portfolio Director, **Mayfair Equity Partners**

Gabriele Questa, Director, **KKR Capstone**

10:15

Stretch break

10:20

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?
- Knowing what to look for: Spotting risks and opportunities
- Techniques for being most effective during diligence

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Facilitator: Jim Corey, Managing Partner, **Blue Ridge Partners**
Lorenzo Levi, Managing Director and Operating Partner, **CDPQ Direct Private Equity**
Caimin Jones, Operating Executive, **Silver Lake Partners**

10: 55

Stretch break

11:00

Fireside chat: Using Technology to accelerate value creation in the first 100 days and beyond

Aswatha Amarnath, Senior Vice President, **Wipro**

In conversation with

Darrell Stein, Director & Operations Advisor to Private Equity Funds (KKR), **HBF Solutions Ltd**

11:20

Networking break: 1:1 Meetings and meet the speakers

11:50

What born-digital culture can tell us about transforming traditional companies

- Aligning culture with digital transformation
- What can we learn from some of the mistakes of large born-digital companies?
- Has the Covid-19 pandemic altered or speeded up traditional companies' digital transformation ambitions?

Rob Hornby, Managing Director & Chief Digital Officer, London, **AlixPartners**

In conversation with TBC

12.10

Stretch break

12:15

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

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- Integrating data to inform pricing decisions

Mark Billige, CEO, **Simon-Kucher & Partners**

12:35

Stretch break

12:40

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
- Moderator: **Luke Anderson**, Head of EMEA Private Equity, **SAP**

Gregory Salinger, Chief Digital Officer, **Apax Partners MidMarket**

Stefano Santarelli, Director - Private Capital, **OTPP**

Maria Carradice, Portfolio Director, **Mayfair Equity Partners**

13.10

Lunch networking break: 1:1 Meetings and meet the speakers

14:30

Interactive Breakout: Managing cybersecurity and data privacy

Moderator: Paul Harragan, Director, Transaction Strategy & Execution, Cybersecurity, **EY-Parthenon**

14:30

Interactive Breakout: How can cloud accelerate speed pre and post transaction?

Moderator: Abhinav Saxena, Senior Business Development Manager - Private Equity EMEA, **AWS**

Chris Goodall, Founder - CG Consultancy and Technology Value Add Pyramid Head, **Vitruvian**
Alex Mathers, Assistant Director – Digital, **Inflexion**

15:00

Stretch break

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<p>15:05 Interactive Breakout: Working with management to implement rapid EBITDA improvement Moderator: Hazem Abolrous, Managing Director, Crosslake Nigel Lee, Operating Partner, Apis Partners Fash Sawyerr, Managing Director, Anchorage Capital Paul Reading, Portfolio Director, Mayfair Equity Partners</p>	<p>15:05 Interactive Breakout: How is digital transformation changing buyer journeys? Moderator: Marc Metzner, Vice President, Alexander Group David Kirby, Value Strategy Team, Livingbridge Duncan Ramsey, Investment Director, ECI Partners James Bagan, Operating Partner, Frog Capital</p>
<p>15:35 Stretch break</p>	
<p>15:40 Interactive Breakout: Assessing effectiveness of management teams Moderator: Pamela McGill, Director, Head of Private Equity (EMEA), YSC S��verine de Wulf, Managing Director, PAI Partners Conor Boden, Advisor, and former Head of Portfolio Board Development, Advent International Joy McCormack, Director, Board Development, Private Equity, 3i</p>	<p>15:40 Interactive Breakout: Managing sales teams to drive growth in a more virtualised environment Moderator: Moti Shahani, Managing Director, Blue Ridge Partners Matthias Sander, Managing Director, BC Partners Paul Vega, Managing Director, Cinven Riccardo Basile, Principal, Permira</p>

16.10

Networking break: 1:1 Meetings and meet the speakers

16:45

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

Moderator: Diane Albano, Chief Revenue Officer, **Globalization Partners**

Gabriele Questa, Director, **KKR Capstone**

Conor Boden, Advisor and former Head of Portfolio Board Development, **Advent International**

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17:15

Virtual networking and close of day one

Day Two: 7 October 2020

08:30

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.

Tony O'Carroll, Managing Director and Head of Investment-Ops team, **SVPGlobal**
Miles Graham, Operating Partner, **Metro AG**

09:55

Chairperson's Welcome Back Remarks

10:00

Navigating through the downturn – what to do from a PE operations standpoint

- How prepared were PE backed businesses and their private equity owners for the downturn that has been brought about by the Coronavirus pandemic?
- What should management teams and sponsors of businesses be prioritising during these tough times?
- Tips for companies re-evaluating their business models/shutting down certain activities/scenario analysis

Tony O'Carroll, Managing Director and Head of Investment-Ops team, **SVPGlobal**
Alejandro Alcalde Rasch, Senior Director - Portfolio Support, **APS Advisory**
Fredrik Henzler, Partner, Head Industry Value Creation and Head Industrials, **Partners Group**

10:30

Stretch break

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10:35

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?
- Working with a CFO when having issues with a CEO

Moderator: Willem Vunderink, Founding Partner, **Vunderink De Vries**

Steven Dunne, Senior Partner, **Frog Capital**

Victoria Wood, Operating Partner, **Limerston Capital**

11:05

Networking break: 1:1 Meetings and meet the speakers

11:30

Fireside chat: Implementing a new, post-merger operating model with the existing management team

Moderator: Andros Payne, Managing Partner and Founder, **Humatica**

Stijn Vos, Chief Executive Officer, **Esdec**

Joost Heeremans, Director and Program Manager PEP, **Gilde Buy Out Partners**

12:00

Stretch break

12:05

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 have 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

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

12:35

Stretch break

12:35

Deal Mechanic case studies: Operational excellence story explained by the participants

Suggested case studies to invite

- Nordic Capital: AniCura
Richard Riboe, Director, **Nordic Capital**
- Sun European Partners: ELIX Polymers
Tim Stubbs, Senior Managing Director, **Sun European Partners**

12:55

Lunch networking break: 1:1 Meetings and meet the speakers

<p>14:00 Interactive Breakout: Managing culture & strategy to ensure an engaged and incentivised workforce Lisa Telford, Portfolio Talent Director, Montagu Full Potential Partners Andrea Davis, Managing Director-Private Equity, Investcorp Maddy Cross, Talent Director, Notion Capital</p>	<p>14:00 Interactive Breakout: How long-term investors are working with private equity on more deals Moderator: James Berkeley, Managing Director, Ellice Consulting Claudia Zeisberger, Senior Affiliate Professor, INSEAD Bruno Fritsch, Operating Partner & Managing Director, Wendel Group</p>
<p>14:30 Stretch break</p>	
<p>14:35 Interactive Breakout: Managing board effectiveness: Making boards a value creation</p>	<p>14:35 Maximising returns spent on marketing during a limited hold period</p>

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driver Karen O'Mahony, Managing Director, Peal Investments David Cooper, Founding Partner, Cooper Limon	Chris Rixon, Director, Portfolio Growth, Horizon Capital Jane Grewar, Operating Partner, Limerston Capital Frazer Blyth, Director – Marketing & Communications, Blue Water Energy
15:05 Stretch break	
15:10 Interactive Breakout: How embracing ESG & impacts can enhance returns Pia Irell, Impact Partner, Trill Impact James Magor, Director, Responsible Investment, Actis Ellen de Kreij, Operating Advisor - Sustainability, Apax Partners	15:10 Interactive Breakout: Using data science & tech to drive and monitor value creation strategy Steve Jones, Growth Acceleration Team, Livingbridge Catherine Cutts, Head of Data Science, TA Associates Sara McMunn, Operating Partner, Keen Venture Partners

15:40

Virtual networking and close of conference