

Operating Partners Forum: Europe Virtual Experience 2020

6-7 October

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

Pre-event Sessions: Monday 5 October

15:00-15:15

Event platform tutorial

Before the start of the event, this session will help to give you a brief overview of the Pathable platform to ensure you are comfortable with its use. The session will be interactive so you will have an opportunity to ask us questions on anything you are not sure about when it comes to the technical side of things.

15:15-17:00

Pre-event workshops and networking

In these interactive roundtables you will be placed in a zoom-style call to discuss the relevant topic with other industry members. The sessions will be hosted by a virtual workshop leader and one-two speakers, they will help kick off the discussion and then it will turn into a more free-flowing discussion with other participants.

Please be prepared to contribute with questions and input on how you are engaging with topics under discussion.

15:15-16:00

Workshop: Digital value creation to drive profitable exits sooner

Srinivasaa HG, VP & EMEA Head, Wipro Digital

Trupti Mukker, VP & Global Head of FS Digital Operations, Wipro

16:00-16:30

Workshop: Pricing strategy in a choppy economic environment

16:30-17:00

Workshop: Value creation models

17:00-17:30

Speed-networking half hour

This unique session will allow delegates to participate in at least 5 private one-on-one meetings.

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Day One: Tuesday 6 October

09:00

Networking and introduction to tech

09:30

PEI Welcome & Chairperson's Opening Remarks

Lisa Stone, **Independent Chairperson**

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

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**

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10: 55

Stretch break

11:00

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

- How can technology help private equity realise profitable exits sooner?
- Making a concrete action plan in the first 100 days
- Focusing on large scale cost take out in your portfolio companies by driving operational efficiencies and intelligent automation
- Converting fixed costs to variable costs – Monetise and modernise to help improve cash flow during the Covid-19 crisis
- Looking for new revenue streams and sales growth through business process reimagination and digital transformation
- Case studies on PE Firms leveraging technology from due diligence to cost-effective exit

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

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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
- 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**
Jamie Smith, Director, International Technology, **Eze Castle Integration**

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**

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	Alex Mathers, Assistant Director – Digital, Inflexion
15:00 Stretch break	
15:05 Interactive Breakout: Working with management to implement rapid EBITDA improvement Moderator: Russ Albright, CEO, Crosslake Nigel Lee, Operating Partner, Apis Partners Paul Reading, Portfolio Director, Mayfair Equity Partners	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
15:35 Stretch break	
15:40 Interactive Breakout: Assessing effectiveness of management teams Moderator: Pamela McGill, Director, Head of Private Equity (EMEA), YSC Séverine 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	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 Riccardo Basile, Principal, Permira

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

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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**

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

17:15

Virtual networking and close of day one

Day Two: Wednesday 7 October

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

Moderator, Senior representative, **SAP**

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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**
James Markham, Partner, Portfolio Management, **Graphite Capital**

10:30

Stretch break

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

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

Moderator: Mala Shah-Coulon, Associate Partner, **EY**
Karen O'Mahony, Managing Director, **Peal Investments**
David Cooper, Founding Partner, **Cooper Limon**
Warwick Nash, Non-Executive Director, **Independent**

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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

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

12:40

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

Suggested case studies to invite

- Nordic Capital: AniCura
Richard Riboe, Director, **Nordic Capital**

12:55

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

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**

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**

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	Bruno Fritsch, Operating Partner & Managing Director, Wendel Group
14:30 Stretch break	
14:35 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	14:35 Maximising returns spent on marketing during a limited hold period Moderator: Shiv Narayanan, Founder & CEO, How To SaaS Jane Grewar, Operating Partner, Limerston Capital Frazer Blyth, Director – Marketing & Communications, Blue Water Energy
15:05 Stretch break	

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