



European Operating Partners Forum 2020 5-6 October, Hilton Tower Bridge, London

Day One: 5 October 2020

8:30

Chairperson's welcome

Lisa Stone, Independent Chairperson

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

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

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

Alan Roux, Senior Managing Director, **CVC Capital Partners**

Immo Rupf, Partner, Operations, **Cinven**

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

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**

Lorenzo Levi, Managing Director and Operating Partner, **CDPQ Direct Private Equity**

Caimin Jones, Operating Executive, **Silver Lake 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

Fireside chat: Getting tech right in the first 100 days

A, Amarnath, Senior Vice President, **Wipro**

In conversation with

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

10:50

Coffee & networking

11:30

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?
- Practical advice for making transformational changes

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

In conversation with TBC

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

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

13:00
Lunch

Steam A	Stream B	Stream C:
<p>14:00 Managing culture & strategy to ensure an engaged and incentivised workforce</p> <ul style="list-style-type: none"> - Defining corporate culture - 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? <p>Justin Maltz, Partner, Mobeus Equity Partners Lisa Telford, Portfolio Talent Director, Montagu Full Potential Partners Joy McCormack, Director, Board Development, Private Equity, 3i Maddy Cross, Talent Director, Notion Capital</p>	<p>14:00 Managing cybersecurity and data privacy</p> <ul style="list-style-type: none"> - Identifying data privacy risks during the due diligence process - How to spot and address red flags during an investment - Identifying third party risks from external providers - How are new regulations impacting private equity? <p>Moderator: Paul Harragan, Director - UK&I TAS Operational Transaction Services - Cybersecurity, EY</p>	<p>14:00 Working with sales teams to drive sales force effectiveness</p> <ul style="list-style-type: none"> - Making judgements on the capability of the sales team - Utilising sales ops to improve performance of sales teams - Optimising the sales engine, improving digital sales whilst keeping traditional sales teams onsite <p>Moderator: Moti Shahani, Managing Director, Blue Ridge Partners Matthias Sander, Managing Director, BC Partners Paul Vega, Managing Director, Cinven</p>
<p>14:35 Working with management to implement rapid EBITDA improvement</p> <ul style="list-style-type: none"> - Developing a roadmap with EBITDA in mind from day one - Managing value creation through the board - What are the top 10 quick wins on a typical investment? <p>Moderator: Hazem Abolrous, Managing Director, Crosslake Gabriele Questa, Director, KKR Capstone Nigel Lee, Operating Partner, Apis Partners Fash Sawyerr, Managing Director, Anchorage Capital</p>	<p>14:35 How is technological advancement impacting the structure of portfolio teams?</p> <ul style="list-style-type: none"> - 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 <p><u>Reserved</u></p>	<p>14:35 How is digital transformation changing buyer journeys?</p> <ul style="list-style-type: none"> - 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 <p>Moderator: Jamie Riley, Principal, Alexander Group David Kirby, Value Strategy Team, Livingbridge Jolanta Pilecka, Operating Partner, Hg Duncan Ramsey, Investment Director, ECl Partners</p>

<p>15:10 Assessing effectiveness of management teams</p> <ul style="list-style-type: none"> - 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 <p>Moderator: Pamela McGill, Director, Head of Private Equity (EMEA), YSC S��verine de Wulf, Principal, PAI Partners Paul Reading, Portfolio Director, Mayfair Equity Partners Conor Boden, Advisor, Advent International</p>	<p>15:10 How can cloud accelerate speed pre and post transaction?</p> <ul style="list-style-type: none"> - 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 <p>Abhinav Saxena, Senior Business Development Manager - Private Equity EMEA, AWS</p>	<p>15:10 How could a consistent portfolio company transformation philosophy & toolkit accelerate returns?</p> <ul style="list-style-type: none"> - Designing a scalable portfolio company transformation philosophy - Developing a digital toolkit applicable across portcos to accelerate time to value - Facilitating efficiency for the operating partner with a unified portfolio-scale approach <p>Sarah Walker, International Head of Private Equity, Salesforce</p>
<p>15:45 How long-term investors are working with private equity on more deals</p> <ul style="list-style-type: none"> - Aligning objectives with long-term investors - How do operating teams work together when both investors have in-house value creation experts? - Case studies of successful partnerships where challenges have been overcome <p>Lorenzo Levi, Managing Director and Operating Partner, CDPQ Direct Private Equity Claudia Zeisberger, Senior Affiliate Professor, INSEAD James Berkeley, Managing Director, Ellice Consulting</p>	<p>15:45 Using data science & tech to drive and monitor value creation strategy</p> <ul style="list-style-type: none"> - Applying KPIs to measure operational performance - How are UK mid-market funds using data within their portfolio? - Having in-house data scientists vs. using external consultants <p>Steve Jones, Growth Acceleration Team, Livingbridge Catherine Cutts, Head of Data Science, TA Associates Sara McMunn, Operating Partner, Keen Venture Partners</p>	<p>15:45 Leveraging scale to drive procurement savings across a portfolio</p> <ul style="list-style-type: none"> - How digital transformation is reshaping procurement - Releasing untapped value from third party spend - Procurement transformations in the first 100 days <p>Pascal Heer, Portfolio Team, Capvis</p>

Bruno Fritsch, Operating Partner & Managing Director, Wendel Group		
---	--	--

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?

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**

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

Moderator: Diane Albano, Chief Revenue Officer, Globalization Partners
 Gabriele Questa, Director, **KKR Capstone**
 Conor Boden, Advisor, **Advent International**

17:45

Close

Day Two: 6 October 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
<p>9:15 August Equity & Dental Partners: A value-creation story told by the participants</p> <ul style="list-style-type: none"> - Background to the investment - Opportunities created by buy and build - Next steps and plans for exit <p>Kishan Chotai, Director, August Equity Neil Lloyd, CEO, Dental Partners</p>	<p>09:15 Maximising returns spent on marketing during a limited hold period</p> <ul style="list-style-type: none"> - 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 <p>Moderator, Reserved Chris Rixon, Director, Portfolio Growth, Horizon Capital</p>
<p>9:50 Managing board effectiveness: Making boards a value creation driver</p> <ul style="list-style-type: none"> - 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 <p>Karen O'Mahony, Managing Director, Peal Investments</p>	<p>9:50 How operating partners can create value within the exit process</p> <ul style="list-style-type: none"> - 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 <p>Alain Beyens, Operating Partner, Mid Europa Partners James Markham, Partner - Portfolio Management, Graphite Capital Andrea Davis, Managing Director-Private Equity, Investcorp</p>
<p>10:25 Managing the CFO-CEO relationship at portfolio companies</p> <ul style="list-style-type: none"> - 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? 	<p>10:25 How embracing ESG & impacts can enhance returns</p> <ul style="list-style-type: none"> - 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

<ul style="list-style-type: none"> - Working with a CFO when having issues with a CEO <p>Moderator: Senior representative, Vunderink De Vries Matt Baird, Managing Director, Omers Private Equity Steven Dunne, Senior Partner, Frog Capital</p>	<ul style="list-style-type: none"> - Setting KPIs based around impact and ESG - The role of ESG in supporting an exit <p>Moderator: Reserved Pia Irell, Impact Partner, Trill Impact Graeme Arduis, Head of ESG, Triton Partners Ellen de Kreij, Operating Advisor - Sustainability, Apax Partners</p>
--	--

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.

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

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

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