

**Operating Partners
Forum: Europe 2019**

21-22 May | Jumeirah Carlton Tower, London

Day 1 | Tuesday 21 May

08:00 Registration & Coffee

08:30 Chairperson's welcome

Andrew Pepper, President, **Turnaround Management Association**

08:45 **Evolution of the operating partner role: the new player in the deal team?**

- How has the operating model evolved? Payment structures, carry, fee for services etc
- Trends in structuring the value creation team: How have things changed?
- How can generalists continue to add value throughout the deal process?
- Deal partners view on how operating partners best operate

Moderator: **Fred Burger**, Partner - UK&I Transactions Advisory Services, **EY**
Christian Unger, Managing Director, Co-Head Industry Value Creation, **Partners Group**
Conor Boden, Head of Portfolio Board Development, **Advent International**

09:20 **Driving revenue growth and the strong correlation with successful exits**

- The correlation between year one organic revenue growth and successful exits
- A playbook for sizing the opportunity in pricing and sales effectiveness during DD or immediately post close
- Applying a new metric to assess commercial performance
- Case studies of commercial transformation in year 1

A short presentation by event knowledge partner Blue Ridge will be followed by a panel discussion featuring CEO perspectives on value creation

Moderator: **Jim Corey**, Managing Partner, **Blue Ridge Partners**
Caimin Jones, Operating Executive, **Silver Lake Partners**

10:00 Utilising Automation technologies to accelerate equity value creation

- Preparing for the next downturn: Are we nearing the end of a cycle?
- The future of work
- Enabling scale & improving profitability
- Transforming the cost base and accelerating margin expansion

Anubhav Saxena, Executive Vice President, Partnerships, Strategy & Operations, **Automation Anywhere**

10:25 Keynote Interview: Developing and driving IT strategies across a global enterprise

Moderator: **Georgette Kiser**, Managing Director and Chief Information Officer, **Carlyle Group**

10:45 Coffee & networking

11:15 Determining the right pricing strategy within portfolio companies

- Ensuring price rises are sustainable
- Who owns pricing within a portfolio? Does every company need a pricing tsar?
- Leveraging the portfolio to develop pricing policy
- Pricing case studies told from participants

Mark Billige, Managing Partner, **UK**, **Simon Kucher**

11:45 Lessons learned when moving from trouble to transformation

- Operational improvement: uncovering weaknesses in how you conduct business
- Restructuring operating models to achieve double digit impact on EBITDA
- Enterprise improvement cost reduction: operational improvement case studies and cost take outs to fund top line growth

Moderator: **Rob Southern**, Managing Director, **Alvarez & Marsal**
Gabriele Questa, Director, **KKR Capstone**
Etienne Colas, Senior Managing Director, **LBO France**
Vicente Castellano, Operating Partner, **Oakley Capital**

12:20 Managing digital bolt-ons to traditional businesses

- Avoiding culture clashes created by digital bolt-ons
- Can digital and analogue businesses ever work together?
- Comparing bolt-ons to implementing a digital transformation within the company
- War stories, when digital bolt-ons have failed

Moderator: **Rob Hornby**, Managing Director, New York, **Alix Partners**
Miles Graham, Operating Partner, **Metro AG**
Anders Thulin, Head of Digital Practice, **Triton**
Nick Telford-Reed, Managing Director, **Stormglass Consulting**

12:50 Lunch

Afternoon Breakout Sessions

Stream A:

13:45 Developing a successful multichannel sales strategy in an increasingly digital world

- The evolving role of human sales people
- Ensuring human sales people complement online channels
- What are the sales people there for? Should more businesses be losing sales headcount?
- Examples of humans working together with the online world to deliver results

Moderator: **Moti Shahani**, Managing Director, **Blue Ridge Partners**
Paul Vega, Managing Director, **Cinven**
Mark Fulford, Operating Partner, **Hg**

14:25 **Making your customer experience a competitive differentiator**

- Defining customer experience
- Outlining the role of customer experience in driving value creation portfolio companies
- How customer experiences impact the entire organisation
- What you need to do within your own business to get started

Moderator: **Susanne Vanner**, Director – Operational Transaction Services, **EY**
Gregory Salinger, Chief Digital Office, **Apax Partners MidMarket**
Michael Andrews, VP Commercial Strategy, **Sabio**
James Wooley, Partner, **Endless**

15:05 **Procurement in PE: Turning data into actionable insight**

- Evaluating supply chain management during deal due diligence
- How data can transform private equity's approach to procurement in portfolio companies
- Leveraging spend data to drive EBITDA improvement
- Making it happen – who, what, how
- Identifying opportunities cross-portfolio – procurement, insurance and other synergies

Moderator: **Richard McIntosh**, Managing partner, **Procura Consulting**
Henrik Rundqvist, Purchasing Director, **Altor Equity Partners**
William Harman, Operating Specialist, **Apax Partners**

15:45 **Coffee & networking**

Stream B:

13:40 **Stream Chairperson remarks**

13:45 **Developing data enablement systemically to drive value creation: Hg's data journey over the past 2 years**

- Lay out our 'data enablement vision', our internal team rallying cry
- Talk through an example of what this means in practice – the data lifecycle of one of our companies, from diligence, ownership, to exit
- Quick overview of all the types of data projects that we've deployed at Hg these past 2 years, to bring to life the scale it now has
- How to start?
- Wrap-up

Christopher Kindt, Principal - Head of Data Analytics team, **Hg Capital**

14:05 **How private equity's value creation will be powered by data science**

- How can using data science drive value creation?
- When to use advanced data analytics and at what point does it create the most value?
- Should value creation teams include heads of data science?
- What can PE learn from hedge funds use of big data

Christopher Kindt, Principal - Head of Data Analytics team, **Hg**
Steve Jones, Growth Acceleration Team, **Livingbridge**

14:25 **How digital transformation to the cloud is impacting private equity**

- Cloud adoption impact on PE business models and innovation
- Challenges/opportunities in migrating 1990s software architectures to the cloud
- How to leverage the cloud
- Case studies of successful cloud implementation

Moderator: **Andrew Russ**, Senior Manager Business Development, EMEA, **AWS**
Marion Leslie, Managing Director, **Refinitiv**
Simon Ryley, Special-Partner – Technology, **Vitruvian Partners**

15:05 **Developing an effective people-centric cybersecurity strategy**

- Putting people first: why people not technology are usually the weak spot
- How to prioritise your portfolio by risk profile
- The impact of breaches on sell-on value
- Case studies where companies let their guard down

Moderator: **Paul Harragan**, Associate Director – Cyber Security, **EY**
Dean Hill, Executive Director, **Eze Castle Integration**
Matt Palmer, Senior Director - Cyber Risk Management, **Willis Towers Watson**

15:45 **Coffee & networking**

Stream C:

13:40 **Stream Chairperson remarks**

13:45 **Getting value from the Organisational/hr Operating Partner role**

- Risks and benefits of different models in the market
- When to engage the Organisational Operating Partner and for what?
- Background, experience and competencies of successful Organisational Operating Partners
- Pre-requisites to enable success in the role

Moderator: **Andros Payne**, Managing Partner and Founder, **Humatica**
Lisa Telford, Portfolio Talent Director, **Montagu Private Equity**
Robert Le Bourdais, Senior Director – Human Capital, **PSP Investments**

14:25 **Management team playbook: Accelerating management team effectiveness post-deal**

- Outlining the role of the operating partner in engaging management teams
- How do you evaluate CEO performance and team dynamic?
- Profit through people: developing and retaining the top talent
- Case studies of successful transformations

Moderator: **Steven Gilbert**, Partner, **RHR International**
Micro Iwan, Operating Partner, **Avedon Capital Partners**
Adrian Mitri, Value Add Advisor – Operations, **Vitruvian Partners**
Melissa Mounce, Principle – Global Portfolio Operations, **Baird Capital**

15:05 **Improving board effectiveness to ensure board meetings complement value creation strategy**

- The role of the board meeting: value creation vs. managing risk
- How to get maximum value from board meetings
- Designing an insightful board pack and setting useful KPIs
- Best practice board reporting: How to help individual companies get it right

Moderator: **Megan Pantelides**, Head of Private Equity, **Board Intelligence**
Warwick Nash, Non-Executive Director, **Independent**
Nico Helling, Partner, **Ambienta**
Matthew Parker, Chief Executive, **Babble**

15:45 **Coffee & networking**

Interactive Afternoon sessions

16:15 **Deal Mechanic case studies: Operational excellence stories explained by the participants**

Declan Feeney, Private Equity Advisor, **Efficio**

Carlyle: Itoconic

Charlotte Lawrence, Associate Director - European Technology fund, **Carlyle**
SVP, **Cory Riverside Partners**

Tony O'Carroll, Managing Director, **Strategic Value Partners**

Triton: Aventis

Claus Von Hermann, Investment Advisory Professional, co-head DACH, **Triton**

17:00 **Meet the expert: Your chance to build your contacts**

- Each presenter will make the case that you should join their table in a short 2-minute pitch. The audience will then vote on the best presentation. After the vote the room will be split into roundtable discussions each led by the expert presenter. A 30-minute roundtable discussion will be followed by informal networking allowing delegates to move freely between tables to seek advice whilst enjoying a drink.
- Thematic Sourcing - **Christina Han** (Partners Group)
- Commercial Transformation - **Kate Donaldson** (Alvarez & Marsal)
- After-Sales - **Dr. Paul Glenn** (Deutsche Private Equity)
- Data Science - **Christopher Kindt** - (Hg)

18:15 **Close of conference & cocktail reception**

Day 2 | Wednesday 22 May

8:00 **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, **Strategic Value Partners**
Miles Graham, Operating Partner, **Metro AG**

09:10 Chairperson's welcome

Sandeep Dhillon, CEO, Talmix

09:15 Enabling management teams to boost returns

- Senior management: Make or Buy
- Setting the portfolio company organisation up for success
- Accelerating value creation through upfront talent assessment and enablement
- CEO viewpoint on where management typically needs enablement to succeed

Moderator: **Patrick Mina, Managing Partner, Humatica**

Melisa Mounce, Principle – Global Portfolio Operations, Baird Capital

Lauren Dillon, Principal, Riverside Europe Partners

09:55 How do leading PE Firms accelerate value creation across their portfolio's?

- Segmenting and prioritizing the market opportunity to focus on highest yield accounts
- Allocating GTM resources to optimally cover the market and grow revenues consistently
- Developing revenue and budget plans which clearly define growth levers and resource requirements
- Optimizing the Go-to-Market talent to drive the top line and productivity rates

Moderator: **Nick Hulse, Managing Director - Europe, Sales Benchmark Index**

Mark Turner, Executive Vice-President of Global Sales and Field Operations, Genesys

Nick Corrigan, President and Managing Director, UK & Ireland, Global Payments

10:30 Integrating marketing, sales and service in the c-suite

- How new revenue models and buying processes are blurring the roles of marketing, sales and service
- Developing and leveraging a Chief Revenue Officer role in portfolio companies
- Defining success – requirements for driving performance across the entire customer journey

Andrew Horvath, Principal, The Alexander Group

David Kirby, Value Strategy Team, Livingbridge

Daniel Gilbert, CEO, Brainlabs

11:00 Coffee

11:30 How PE firms add value through operating partners

- Utilising the portfolio support group
- Latest trends in structuring a value creation team
- When to bring in consultants and what type of people to bring in
- Managing staffing at portfolio companies

Moderator: **Mark Veldon, Managing Director, Alix Partners**

Immo Rupf, Partner, Operations, Cinven

Daniel Broadhurst, Director, Marlin Equity Partners

Alejandro Alcalde Rasch, Senior Director - Portfolio Support, APS Advisory

Amanda Good, Partner, Hg

12:15 Ensuring success when utilising strategic nearshore options for portfolio companies

- Exploring the reasons that firms look to nearshore options
- Sourcing talent and finding the best culture match for your organisation
- Working with CEOs to maximise opportunities
- Outlining successful case studies and developing a checklist for operating partners

Russ Albright, CEO, Crosslake

Hazem Abolrous, Managing Director, Crosslake

12:45 Oxford debate: Oxford debate: This house believes that private equity removes too many CEOs too quickly

Moderator: **Rob Southern, Managing Director, Alvarez & Marsal**

Against the motion

James Markham, Partner – Portfolio Management, Graphite Capital

13:15 Close of conference