

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**

09:15 **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 (awaiting confirmation)**

09:55 **State of the nation: Positioning value creation within wider political and economic trends**

- Preparing for the next downturn: Are we nearing the end of a cycle?
- Utilising the operating partner throughout the economic cycle
- To what extent are valuations at sale impacted by downside protection?
- Diversifying supply chains to deal with politically led disruption

**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

Senior representative, **Simon Kucher**

**11:50 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**

**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**

**12:50 Lunch**

## Afternoon Breakout Sessions

### Stream A:

**13:40 Stream Chairperson remarks**

**Sandeep Dhillon**, CEO, **Talmix**

**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**

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

- Leveraging the portfolio to bring cost savings
- 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**

#### 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**  
**Frank Temam**, Portfolio Performance Group, **PAI Partners**  
**Henrik Rundqvist**, Purchasing Director, **Altor Equity Partners**  
**William Harman**, Operating Specialist, **Apax Partners**

#### 15:45 **Coffee & networking**

### Stream B:

#### 13:45 **How private equity's innovation will be powered by data science**

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

**David Kirby**, Value Strategy Team, **Livingbridge**  
**Christopher Kindt**, Principal - Head of Data Analytics team, **Hg Capital**

#### 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**

### 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: **Dean Hill**, Executive Director, **EZE Castle Integration**  
**Matt Palmer**, Senior Director – Cyber Risk Management, **Willis Tower Watson**

### 15:45 **Coffee & networking**

## Stream C:

### 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**  
**Alice Mann**, Human Capital Operating Partner, **Blue Wolf Capital Partners**  
**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**

- How to get value out of board meetings
- Designing a boardpack and setting useful KPIs
- Best practice board reporting: How to help individual companies get it right
- Using board meetings to identify downside risks and issues with portfolio companies

Moderator: **Megan Pantelides**, Head of Private Equity, **Board Intelligence**  
**Nico Helling**, Partner, **Ambienta**

### 15:45 **Coffee & networking**

## Interactive Afternoon sessions

### 16:30 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**

### 17:10 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)  
Others TBC

### 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**

### 09:15 Enabling management teams to boost returns

- Setting up company for success from an organisational point of view
- Accelerating value creation through talent enablement
- Collaborating with management early to prevent costly changes to personnel
- CEO viewpoint on what makes a successful partnership

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**

**10:30 The rise of the Chief Revenue Officer in portfolio companies**

- What is the ideal talent profile for the position?
- When and how to decide to hire a CRO
- Defining success – requirements for driving performance across the entire customer journey

Moderator: **Andrew Horvath**, Principal, **The Alexander Group**  
**Jameson Riley**, Principal, **The Alexander Group**

**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**

**11:55 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**

**12:35 Oxford debate: This house believes that operating partners will merge with the investment team**

**13:15 Close of conference**