

## Operating Partners Forum New York 2019

# Agenda

## Day 1 October 16, 2019

### 7:30 Women in PE & VC portfolio operations breakfast (invitation-only)

This closed-door session will explore what it's like being a woman in PE & VC portfolio operations:

- What are the issues causing a disparity in genders?
- Exploring career paths, development, and how to position yourself as female leaders
- What are you doing at your companies to tackle diversity and open dialogue?
- Is your firm focused on women's leadership and diversity at portfolio companies?
- Are there any changes in recruiting that will create a more equal playing field?
- Looking at trends and stats in gender & diversity in PE & VC

#### Facilitators:

**Lily Chang**, Chief Portfolio Services Officer, Leonard Green & Partners

**Susan Stautberg**, Governance Advisor, Atlantic Street Capital

**Tricia Witty**, Senior Principal, Ontario Teachers' Pension Plan

### 7:45 Registration and continental breakfast

### 8:30 Chairman's welcome

**Chairman: Doron Grosman**, President & CEO, Global Container Terminals

### 8:40 Uncovering key success factors in turnarounds

- Understanding warning signs and weaknesses early on to develop your strategy
- Defining key success factors to go from distressed to transformation
- Sharing successful turnaround war stories: dos and don'ts in troubled situations
- How can operating partners work with management teams to enact an effective turnaround plan?
- Focusing on a viable business with growth potential and the workforce of the future
- Utilizing data-driven analysis in your turnaround strategy

#### Moderator:

**Ray Anderson**, Principal, Transaction Advisory Services, EY

#### Panelists:

**Bob Barthelmes**, Managing Director, Portfolio Operations, The Blackstone Group

**David Dvorin**, Senior Advisor, Field Operations, TPG Capital

**Bala Ganesan**, Managing Director, Special Situations, Oaktree Capital Management

### 9:20 Proactive management of the PE-CEO-CFO relationship

- Grasping misalignments in the PE firms' investment theses

- Achieving senior team alignment in the first 100 days
- How do you create buy-in for your value creation plan with management?
- How can PE best support portco CEOs and CFOs?
- Risk, governance, leadership: what are the pain points?
- Helping management teams that are great at running a business think about growing a business
- Board dynamics: how CFOs work with the board and with CEOs as strategic partners

**Moderator:**

**Ted Bililies**, Managing Director and Chief Talent Officer, AlixPartners

**Panelists:**

**Michael Kohlsdorf**, President, Francisco Partners Consulting

**Mike Pulli**, CEO, Verifone

**Paul Wheeler**, CFO, Operative

**10:00 Keynote Interview**

**Increasing asset value and managing risk in long term investments**

**Interviewer:**

**Paul Carbone**, President and Managing Partner, Pritzker Private Capital

**Interviewee:**

**Mark Sotir**, President, Equity Group Investments

**10:30 Networking break**

**10:50 Identifying, implementing, and capturing digital value creation throughout the portfolio investment lifecycle**

- In what ways are investors identifying opportunities to leverage technology to unlock operational value creation during due diligence given limited time/information/resources?
- What are some of the best practices for working with portfolio company executives to ensure digital strategies identified are being implemented efficiently and effectively?
- How do you balance evaluating digitalization that improves operations vs evolves a business model?
- In what ways does your evaluation of technology/digital value creation change or shift or evolve over the course of the hold period?
- Where do you see the most cross-portfolio portable digital strategies and how do you proliferate them for maximum impact?

**Moderator:**

**Brad Haller**, Director, Mergers & Acquisitions, West Monroe Partners

**Panelists:**

**Georgette Kiser**, Operating Executive, The Carlyle Group

**Srinivas Rapphadu**, Managing Partner, Private Equity North America, SAP

**Paul Zuber**, Operating Partner, Thoma Bravo

### **11:20 Preparing for an economic downturn – what to do from a PE operations improvement standpoint**

- How should PE backed businesses and their private equity owners be preparing for a downturn?
- How to gear up: getting operations ready and finding cash ahead of 2020
- A hands-on approach to cost optimization now, approaching capital intensive projects, escaping the “fixed costs trap”, blueprints for SAAS/tech businesses to get through the downturn formed after the 2008 downturn
- Which sectors do you see as particularly susceptible to a change in economic environment?
- What should management teams and sponsors of businesses be prioritizing when it comes to readying themselves for tough times?
- What advice would you offer management and private equity owners with regards to managing sales teams through a downturn?
- Tips for companies re-evaluating their business models/shutting down certain activities: minimizing risk and maximizing the opportunity that the downturn could bring

#### **Moderator:**

**Markus Lahrkamp**, Managing Director, Alvarez & Marsal

#### **Panelists:**

**Jim Howland**, Managing Director and Head of Portfolio Operations, Morgan Stanley Capital Partners

**Peter O’Connell**, President, Champlain Management

**Jill Wight**, Principal, The Carlyle Group

**Nick Winter**, Managing Director, Head of North America Portfolio Operations, Vårde Partners

### **11:50 CEO perspectives: accelerating growth and transforming models**

- Inside the mind of a CEO – what they think about and what keeps them up at night
- Understanding playbooks for growth by industry sector and how value creation is different in every sector
- Moving quickly on top line growth
- Dissecting operational models and executional capabilities that work for the CEO

#### **Moderator:**

**Jim Corey**, Managing Partner, Blue Ridge Partners

#### **Panelists:**

**Doron Grosman**, President & CEO, Global Container Terminals

**Andrea Van Dam**, CEO, Stella Rising

**Richard Wyckoff**, President & CEO, Arctic Glacier

### **12:20 Interactive value creation working groups**

*This session will allow the audience to break into interactive roundtable discussions with designated facilitators at each table. The following key value creation areas will be covered per table:*

- Table 1: *Digitalization & technology*

#### **Facilitators:**

**Felipe Brito**, Vice President, CI&T

**Richard Spencer**, Chief Operating Officer & Operating Partner, Kamylon Holdings

- Table 2: *Human capital*  
**Facilitators:**  
**Hami Ebrahimi**, Managing Director, Operations & Strategy, OMERS Private Equity  
**Hayden Tewell**, Partner, JM Search
- Table 3: *Sales & go-to-market strategy*  
**Facilitator:**  
**Kingchih Fan**, Operating Partner, The Riverside Company
- Table 4: *Cost reduction/optimization for technology enabled companies*  
**Facilitators:**  
**Brad Buxton**, CEO, AuctionIQ (AIQ)  
**Paul Zuber**, Operating Partner, Thoma Bravo  
**Participant:**  
**Robert Goates**, CFO, Solutionreach
- Table 5: *Digital Marketing*  
**Facilitators:**  
**Julian Chu**, Former Operating Partner, Digital Marketing and eCommerce, Castanea Partners  
**Keith Jensen**, Chief Marketing Officer - WCP Healthcare, Waud Capital Partners
- Table 6: *Supply chain & procurement*  
**Facilitator:**  
**Wendy Buxton**, President, LynnCo Supply Chain Solutions
- Table 7: *Finance*  
**Facilitator:**  
**Steve Cumbow**, Operating Partner, Sentinel Capital Partners
- Table 8: *Automation – Build a bot*  
**Facilitators:**  
**Joseph Mohacsi**, Sales Engineer, Automation Anywhere  
**Jon Stueve**, Manager, Product Training, Americas, Automation Anywhere
- Table 9: *Governance*  
**Facilitator:**  
**Nicholas Martino**, Operating Partner, High Road Capital Partners

**1:00 Networking luncheon**

**[Functional Business Series 1](#)**

## **2:00 Track 1 Panel**

### **Cultural integration ingredients for success**

Whether a merger equals or add-ons to a platform, when it comes to successful integration, leaders are often missing (or worse, ignoring) a critical element necessary for short and long-term value creation: organizational culture. Lack of successful cultural integration impacts the number one value driver in the combined firm—the people getting the job done. This session will explore key considerations for driving a cohesive cultural vision, integration, and ongoing execution in the midst of a complex transaction to achieve synergy targets.

#### **Moderator:**

**Beth Chase**, Senior Managing Director, Ankura

#### **Panelists:**

**Rob Jay**, Executive Vice President - Integrated Operations, LifePoint Health

**Linda Whitley-Taylor**, Executive Vice President and Chief People Officer, Change Healthcare

## **2:00 Track 2 Panel**

### **Advanced analytics – turning data into revenue & EBITDA**

- Reliance on conventional KPIs actually blocks revenue & EBITDA gains
- Integrated analytics pinpoint previously invisible revenue & EBITDA upsides
- Real-time profit impact visualizations sharpen planning & tighten control
- Ongoing analytics link revenue & EBITDA impacts to specific operating decisions
- Advanced analytics enables an entirely new level of operating control & financial results

#### **Moderator:**

**Michael Rothschild**, CEO, Profit Velocity

#### **Panelists:**

**David Cheney**, CEO, Stelco

**Jaimee Michaud**, Vice President, Portfolio Support Group, Advent International

**David Muhlenkamp**, Managing Director, Lindsay Goldberg

## **2:00 Track 3 Roundtable**

### **Operating partner perspectives: managing relationships with third party advisors**

- When to use consultants vs build capability in-house
- Which specialized third-party support is most valuable for opcos?
- How to identify and select third-party providers
- How to scope projects and manage third parties during the course of a project
- How do you view third party advisors in the value creation process?
- How to hold third parties accountable and how to hold portfolio companies accountable

#### **Moderator:**

**Sean Mooney**, CEO, BluWave

#### **Participants:**

**Luis Sosa**, Senior Vice President of Portfolio Operations, Platinum Equity

**Ray Villareal**, Partner, Strattam Capital

**Andrew Walshe**, Director of Portfolio Operations, Sightway Capital

**Cici Zheng**, Principal, ParkerGale Capital

## **2:00 Track 4 Roundtable**

### **Driving better identification and capture of cost-savings opportunities**

- Sharing success stories of partnerships with deal teams, management, and external resources
- Impact of recent trends on due diligence & valuations
- Commonly overlooked sources of value

#### **Moderator:**

**Curt Gendron**, Senior Manager, M&A Advisory, Crowe

#### **Participants:**

**Thad Longson**, Operating Principal, HGGC

**Tom Nolan**, Operating Director, Berkshire Partners

### **Functional Business Series 2**

## **2:40 Track 5 Panel**

### **Operational due diligence: pre-deal assessments of the leadership team – how to know if and when to switch out members to rapidly achieve the value creation plan**

- Framing the thought process around organizational leadership changes
- Criteria for evaluating leaders in portfolio companies with PE owners
- Assessing the cultural impact of making early and significant changes in leadership
- How to manage through the change and motivate the team/organization to support the changes
- Lessons learned – where leadership changes went well and hindsight from changes that went wrong

#### **Moderator:**

**Shannon Gabriel**, Managing Director, Leadership Solutions, TBM Consulting Group

#### **Panelists:**

**Anish Batlaw**, Operating Partner, General Atlantic

**Natalie Ings**, Managing Director, Portfolio Solutions, Lightyear Capital

**Michael Magliochetti**, Operating Partner, Riverside Partners

**Sean Mooney**, CEO, BluWave

## **2:40 Track 6 Panel**

### **How software and AI are changing the future of finance**

Learn about how the modern finance function is being transformed by software, AI and new approaches in the back-office. This panel of experts will dive into how AI and other technology is altering the jobs of CFOs. Throughout the conversation, we will share insights on the impact technology has on finance.

#### **Moderator:**

**Scott Tynes**, CEO, Consero Global

#### **Panelists:**

**Mike Devine**, Vice President, Wavecrest Growth Partners

**Arthur Zuckerman**, Partner, CFO, CCO & Head of Portfolio Operations, Soundcore Capital Partners

### **2:40 Track 7 Roundtable**

#### **The most important sales effectiveness questions**

- Key questions and benchmarks during diligence
- Ongoing metrics to track during the hold period
- When to invest in additional sales headcount
- When to invest in overlay headcount (e.g. lead gen, channel, specialists)
- When to invest in enablement, technology and tools

#### **Moderator:**

**Chris Semain**, Principal, Alexander Group

#### **Participants:**

**Pablo Dominguez**, Operating Partner, Insight Partners

**Marc Herdegen**, Senior Operating Partner, Strategy, New State Capital Partners

**John LaMancuso**, Senior Operating Executive, Cerberus Capital Management

**Alex Lizcano**, Vice President, Industry Value Creation, Partners Group

### **2:40 Track 8 Roundtable**

#### **Cybersecurity and resiliency: what to do if it happens to your business?**

- Vetting cyber security when acquiring companies in deals
- Discussing standards for cyber security across portfolio
- Information security assessments: how to keep your guard up
- First-hand portfolio examples covering what to do if it happens to your business

#### **Moderator:**

**Nathan Beu**, Senior Manager, Technology Practice, West Monroe Partners

#### **Participants:**

**Geoffrey Baird**, Senior Managing Director, Value Creation, LLR Partners

**Mike Barry**, Senior Operating Partner, Francisco Partners Consulting

**Bill Brown**, Chief Security Officer, ClickSoftware

**Michael Iwanoff**, Chief Information Security Officer, iconectiv

### **Functional Business Series 3**

### **3:20 Track 9 Panel**

#### **Leveraging the procurement transformation angle for EBITDA improvement & valuation enhancement**

- Individual company cost optimization vs. cross-portfolio programs
- Looking at cost savings/procurement optimization in the diligence phase
- Procurement transformations in the first 100 days
- Building cross-portfolio strategic roadmaps and the importance of spend visibility

#### **Moderator:**

**Jake Wojcik**, Senior Vice President, Insight Sourcing Group & SpendHQ

**Panelists:**

**Virgil Colby**, Vice President, Group Procurement, Onex Corporation

**Gabriel Mesanza**, Partner, Performance Enhancement, Huron Capital

**John Wang**, Director, Portfolio Operations, Centerbridge Partners

**3:20 Track 10 Panel**

**The art of the operating deal: operational best practices in the deal evaluation phase**

- Operating synergies: how the deal was done and what role did the operating partner have in it in terms of due diligence and then post-close
- Achieving an operating partner mentality at your firm: integrating operating partners in the investment lifecycle
- Operating partner success factors when partnering with deal teams
- How does your team define a successful deal? Are there standard growth, EBITDA, cost, or ROI metrics that are utilized?
- How do you really get at what the opportunities are to understand what the value creation plan should be?

**Moderator:**

**Jeremy Swan**, Managing Principal - Financial Sponsors & Financial Services Industry, CohnReznick

**Panelists:**

**Steven Morgenthal**, Managing Director, Argosy Private Equity

**Marek Olszewski**, Managing Partner, Catalus Capital

**Renny Smith**, Managing Partner, Staley Capital

**Adrian Whipple**, Vice President of Operations, TZP Group

**3:20 Track 11 Roundtable**

**PE sponsor-CFO relationship dynamics**

- Discussing the good, the bad, and the confusing aspects of the PE firm-finance dynamic
- Uncovering the misalignment between the value that sponsors feel they provide their portfolio companies, and how that value is (or is not) received by CFOs
- Looking at helpful insights to improve CFO-PE sponsor communication, collaboration, and ultimately, investment success
- Examining five critical dimensions: the focus – PE-backed CFO objectives, the model – PE firm organizational & operational paradigms, the value – PE firm contributions & guidance, the work – CFO reporting & resourcing, the fault lines – big picture problems

**Moderator:**

**Nick Leopard**, CEO, Accordion

**Participants:**

**Kerem Bolukbasi**, Operations Executive, TPG Capital

**Tony Pucillo**, Senior Managing Director & Operating Partner, Corinthian Capital

**Howard Reba**, Head of Portfolio Finance, CI Capital Partners

**Michael Song**, Managing Director, Portfolio Operations, Providence Equity



### **3:20 Track 12 Roundtable**

#### **Getting tech right in first 100 days to be prepared for the next 3 years**

- Vetting your tech infrastructure to identify limitations and IT cost reduction
- Managing transitions smoothly from a tech and digital point of view
- What does your 100-day tech plan look like and what can be modified in the process?
- Fast start accelerators – adding value through tech enablement early on
- What tech tools are you using to drive more efficiency, improve performance, and scale your business?
- What outcomes were realized from technology to drive value creation for revenue & operations

#### **Moderator:**

**A. Amarnath**, Senior Vice President & Global Head – Strategic Engagements, Wipro

#### **Participants:**

**Bob Barthelmes**, Managing Director, Portfolio Operations, The Blackstone Group

**Thomas Fountain**, Operating Partner, One Rock Capital Partners

**Georgette Kiser**, Operating Executive, The Carlyle Group

### **4:00 Networking break**

#### **4:15 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

#### **Presenters:**

**Peter Munzig**, Managing Director, General Atlantic

**Anubhav Saxena**, Executive Vice President & Chief of Global Alliances, Automation Anywhere

#### **4:45 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
- How pricing compares to other value creation strategies across PE deals
- Case studies in strategic pricing projects and other topline initiatives
- Integrating data to inform pricing decisions

#### **Moderator:**

**Adam Echter**, Partner, Simon-Kucher & Partners

#### **Panelists:**

**David Dvorin**, Senior Advisor, Field Operations, TPG Capital

**Marc Herdegen**, Senior Operating Partner, Strategy, New State Capital Partners

**Jud Morrison**, Operating Partner, The Sterling Group

### **5:15 What makes a great PE operations team in the modern-day tech boom?**

- What roles exist on your operations team? What are the specialist skill sets & traits of successful operating partners? What makes a great digital operating partner?
- What will the future of the role look like in an increasingly digital world?
- What are current best practices in building out an operating team: structures, staffing, & value creation programs
- In-house operating capacity vs. outsourced services/advisors
- How to quantify operating partner performance: KPIs and metrics used by firms
- What are the primary goals for your team and how are you positioned with your portfolio?
- Engaging with portfolio companies to drive initiatives: is your approach autocratic or laissez faire?

**Moderator:**

**Cheryl Vijeswarapu**, Head of Private Equity & Venture Capital - East Coast US, NetSuite (Oracle)

**Panelists:**

**Mathew Guliner**, Operating Partner – Technology & Innovation, Apollo Global Management

**Raj Kushwaha**, Managing Director, Operating Partner & Chief Digital Officer, Warburg Pincus

**Marco Mendes**, Head of Portfolio Support Group, North America, Advent International

**Usman Rabbani**, Managing Director, Global Head of Innovation and Technology, KKR

**5:45 End of day one chairman's remarks & cocktail reception**

**Chairman: Jeffrey Klein**, Managing Director, Alvarez & Marsal

**Day 2 October 17, 2019**

**7:30 Invitation-only think tank for full-time operating partners: value creation war room**

This closed-door discussion will allow you to learn and share best practices of successful operating partners. The think tank will allow you to submit topics to be covered to include trends in PE/VC impacting the role, compensation, third-party providers, best value creation practices and the toughest challenges operating partners face daily. It will allow you to select one of the three groups divided by experience levels and your role in portfolio operations.

**Group A: Advanced/Seasoned Operating Partners**

**Facilitators:**

**Cory Eaves**, Operating Partner, General Atlantic

**Gregg Kaplan**, Operating Partner, Pritzker Private Capital

**Group B: Emerging Operating Partners**

**Facilitator:**

**Jon Weber**, Head of Portfolio Company Management, BlueMountain Capital

**Group C: Human Capital Operating Partners**

**Facilitators:**

**Sandy Fiaschetti**, Human Capital Managing Director, Gryphon Investors

**Brian Kasser**, Talent Partner, Welsh, Carson, Anderson & Stowe

## **7:45 Registration and continental breakfast**

### **8:45 Chairman's welcome**

**Chairman: Jim Corey**, Managing Partner, Blue Ridge Partners

### **8:50 Human capital as a key value creation lever**

- Utilizing the hottest technology & best resources for talent acquisition, assessment & development
- How do you evaluate and select a search firm?
- What level in the organization does your PE firm get involved in talent selection? Do you get involved in talent issues at lower levels?
- What do you see as the chief challenge in recruiting/retaining talent in your portfolio companies?
- Quantifying the impact/ROI of human capital – what processes are generating returns?
- Performance improvement through people: goals, incentives, and compensation

#### **Moderator:**

**Andrew Pressman**, Partner, JM Search

#### **Panelists:**

**Patrick Allen**, Recruiting Practice Leader, Cerberus Operations & Advisory Company

**Brian Kasser**, Talent Partner, Welsh, Carson, Anderson & Stowe

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

### **9:20 The journey to the cloud – driving business agility and unlocking innovation**

- Technical diligence, business drivers, and value creation
- Roadmap, migration strategy, and managing risks
- Leveraging AWS for modernization
- Additional opportunities
- Challenges and lessons learned

#### **Moderator:**

**Tara Jones**, Private Equity Partner Manager, Amazon Web Services

#### **Panelists:**

**Russ Albright**, CEO, Crosslake Technologies

**Rob Bruno**, Chief Technology Officer, Achieve3000

**Allyson White**, Principal, Insight Partners

### **9:50 Accelerating value and reducing risk in carve-outs and divestitures**

The objective is to discuss where value exists in the planning and execution phases of carve-outs, and understand the respective roles of PE investors, management and partners in positioning for and driving value.

- What is the impact of time to market to get to stand-alone entity vs. spend? Are there trade-offs and what does exceptional look like?

- What are key value levers driving successful carve-outs and getting to a stand-alone entity? How do PE investors, management and partners view these levers? Is there transparency and alignment on value?
- What are the risks, cost, time and value trade-offs that need to be considered?
- What strategies are required to reduce complexities, risks and improve the value equation? Are there areas in pre-close, quiet period and post close where slack time can be used to drive value?
- Where can tools and technology make a difference? What should partners be considering as we go forward?
- Discuss the most common pitfalls and pain points for PE investors, management and partners
- What does success look like? What are the right metrics and internal controls to avoid misalignment?

**Moderator:**

**Martin Glenn**, Principal, RSM US

**Panelists:**

**Stephanie Barter**, Partner, Platinum Equity

**Steven Siwinski**, Operating Partner, High Road Capital Partners

**Lane Wiggers**, Operating Partner, Argosy Private Equity

**10:20 The cognitive enterprise: reinventing your company with AI**

- Redesigning company workflows around AI
- Going beyond AI
- How are you thinking about opportunities around IoT and blockchain?
- What IoT means for your industry and how it can make companies more efficient, flexible and productive
- The cognitive reinvention: understanding where and how to apply modernization and repeatable innovation

**Moderator:**

**Gene Chao**, Chairman and Executive Sponsor, IBM Automation Innovation Unit

**Panelists:**

**Geoffrey Baird**, Senior Managing Director, Value Creation, LLR Partners

**Thomas Young**, Managing Partner, Rumjog Enterprises

**10:45 Networking break**

***Functional Business Series 4***

**11:00 Track 13 Panel**

**Add-on acquisitions: best PE practices in adopting the buy and build philosophy**

- Cost synergies and revenue synergies: best practices for automating synergy tracking
- Cash flow analysis in a high velocity “buy and build” environment
- How to think about a company’s cash flow when they've had multiple mid-year acquisitions
- Creating a playbook to prepare a company’s process, technology, and people for a merger
- How to execute a strategy successfully to avoid a clash in systems/culture

**Moderator:**

**Marc Craver**, Director of Strategic Alliances, FloQast

**Panelists:**

**Simon Jones**, Operating Partner, Turnspire Capital Partners

**Steven Siwinski**, Operating Partner, High Road Capital Partners

**Lior Yahalomi**, Former Managing Director, Operations, Versa Capital Management

**11:00 Track 14 Panel**

**Transportation, mobility, delivery & distribution innovation for your portco businesses**

- Looking at spend and capitalization of your equipment to help manage transportation
- Understanding the future of mobility with innovation: autonomous vehicles
- Best practices in managing distribution and delivery for your portfolio companies

**Moderator:**

**Chris Haffenreffer**, Director of Corporate Development, Enterprise Holdings

**Panelists:**

**Virgil Colby**, Vice President, Group Procurement, Onex Corporation

**Adam Cummins**, PMO Lead, The Carlyle Group

**11:00 Track 15 Roundtable**

**Monitoring & quantifying portfolio performance with data science & technologies**

- What new tools are you adopting for portfolio management?
- Looking at best methodologies for portfolio company reporting
- Applying growth KPIs and metrics for operational improvement in different stages
- Using data science to measure the success of a company and drive value creation
- Approaches in utilizing data lakes and big data to drive results
- Should value creation teams include heads of data science?

**Moderator:**

**Rob Biederman**, Co-Founder and CEO, Catalant Technologies

**Participants:**

**Dale Chang**, Operating Partner, Scale Venture Partners

**Casey Rovinelli**, Growth Director, Portfolio Companies, OMERS Ventures

**Richard Spencer**, Chief Operating Officer & Operating Partner, Kamyron Holdings

**11:00 Track 16 Roundtable**

**Digital labor: a new catalyst for private equity success**

- What is digital labor and how does it apply to private equity?
- What does transformation look like at the PE company level, across the portfolio companies, and in the way advisory firms support PE
- Charting the path forward to digital labor

**Facilitators:**

**Charlie Cannell**, Digital Director, Inflexion Private Equity

**Michael Marchuk**, Vice President, Global Head of Advisory Programs, Blue Prism

## **Functional Business Series 5**

### **11:40 Track 17 Panel**

#### **Modernizing back office operations: the power and value of a true shared services model**

- Rationalizing back-office overhead costs through an outsourced shared services model
- Converging technological trends to remake the back-office: SAAS, outsourcing, and robotic process automation

#### **Moderator:**

**Nate Medoff**, Partner, ContinuServe

#### **Panelists:**

**Tom Cahill**, Chief Financial Officer, The Sak Brand Group

**Steve Lee**, Managing Director, Layer 7 Capital

**Richard Spencer**, Chief Operating Officer & Operating Partner, Kamylon Holdings

### **11:40 Track 18 Panel**

#### **Leveraging cloud communications in a global, mobile workplace**

Changes in how people choose to communicate today, dispersed mobile workforces, increasingly global interactions, and demand for integration with core cloud business systems are driving rapid change in the communications space. How can your PE firm and portfolio companies best leverage these technologies to improve communications and operations while also cutting costs?

#### **Moderator:**

**Steve Rawson**, Head of Strategic Industry Alliances, RingCentral

#### **Panelists:**

**Stephen Murray**, CEO, DataTel1

**Doug Sammak**, President and CEO, Vatic Outsourcing

**Curt Witte**, Partner, Bregal Sagemount

### **11:40 Track 19 Roundtable**

#### **Three lessons learned on transforming finance from a cost-center into a value-creation engine**

- Aligning people/process/technology for fast wins
- Architecting change: business models, M&A, talent
- Scaling up with technology: best practices

#### **Moderator:**

**David Appel**, Head of Software & SaaS, Sage Intacct

#### **Participants:**

**David Averett**, Managing Director, Peak Performance Group, Summit Partners

**Dan Fletcher**, Vice President, Value Creation, Vector Capital

**Prital Kadakia**, Principal, Growth Team, Serent Capital

### **11:40 Track 20 Roundtable**

### **Leveraging the supply chain for growth**

- Leveraging technology & data to enhance your global supply chain process
- Strategic sourcing to be most effective in your sector
- Effective planning to simplify complexities and reduce costs
- Executing with precision in today's fast pace world of e-commerce

#### **Moderator:**

**William Ramsey**, Operating Partner, Wellspring Capital

#### **Participants:**

**Gabriel Mesanza**, Partner, Performance Enhancement, Huron Capital

**David Muhlenkamp**, Managing Director, Lindsay Goldberg

### **12:20 Tricks of the trade: driving top line value creation initiatives in addressing key elements of a business**

- What areas/levers drive the most value creation in focusing on operating partner operations in different stages?
- What holds you back from driving the most value fast?
- Tracking value creation performance: do you track? How do you track?
- Advanced analytics and AI for value creation
- What approach do you use to ensure that your strategy is aligned to execution and that you have clear visibility to the progress of activities towards EBITDA goal achievement?
- Building and incorporating playbooks for growth: what is being done that is new and improved to help companies?
- Looking at cross-portfolio programs vs. individual portfolio company initiatives
- How are you thinking about exit? Is there anything that you doing specifically in relation to exit?

#### **Moderator:**

**Prashant Agrawal**, CEO, Impact Analytics

#### **Panelists:**

**Tracey Abbott**, Industry Value Creation, Portfolio Operations, Partners Group

**Anne Arlinghaus**, Director, KKR Capstone

**Blake Austin**, Principal, Irving Place Capital

**Cory Eaves**, Operating Partner, General Atlantic

### **12:50 LP views of the operating partner role and its significance in the industry**

- LP views and demands in looking at differences in operating partners models and how they are applied
- What could the industry do better and what do LPs want to see?
- How do LPs diligence operating partners and value creation during their fund diligence?
- How do LPs evaluate operating partners in steering their investments?
- Are LP views of operating partners and value creation influencing how PE firms utilize operating partners?

#### **Moderator:**

**Ross Koenig**, Vice President, RCP Advisors

#### **Panelists:**

**Paris Fronimos**, Senior Principal, Infrastructure & Renewable Resources, British Columbia Investment Management Corporation (BCI)

**Ilene Levinson**, Senior Investment Professional, Hamilton Lane

**Kate Malcolm**, Portfolio Manager, Private Equity, Alberta Investment Management Corporation (AIMCo)

### **1:15 Networking luncheon**

## ***Operating Partners Human Capital Forum NY 2019***

### **2:00 Chairman's welcome**

**Rick DeRose**, Co-Founder and Managing Partner, Acertitude

### **2:05 Big data & workforce analytics: looking at the future of human capital with AI on the horizon**

- How is AI affecting and going to affect recruiting and developing talent?
- Utilizing workforce analytics to quantify performance improvement across the portfolio
- What tools have you effectively used to analyze team dynamics and make comparisons of management capability across your assets
- Innovations in “people data science” to uncover hidden patterns in data to make you reconsider how you pay, retain and engage your employees
- Utilizing big data to help you win the war for talent

#### **Moderator:**

**Ann McCloskey**, Operating Principal, Accel-KKR

#### **Panelists:**

**John Broderick**, Operating Partner, Argosy Private Equity

**John Ouren**, Operating Partner, STG Partners

**Amin Venjara**, Vice President & Chief Product Owner, DataCloud, ADP

**Elizabeth Wallace**, Head of Portfolio Talent, Hg

### **2:45 Key players in leading the digital revolution in private equity**

- Finding brilliant digital leaders fast
- Key players: leveling up tech know-how across the operating team and portco leadership team
- Operating model – executing digital initiatives and successfully incorporating digital into your playbook by relying on multiple vendors, technologies, solutions, and partners
- Best practices for activating a pool of experts to support your operating partners to shape the portco journey and unlock EBITDA opportunities
- How to leverage your pool of experts to shape the engagement/operating model and create the right incentive scheme to avoid conflicts with the teams
- Digital diagnostic – merging the power of an assessment with the effectiveness of a SWAT team able to quickly link problems & opportunities with new digital capabilities

#### **Moderator:**

**Kevin O'Neill**, Co-Founder and Managing Partner, Acertitude



**Panelists:**

**Fred Bentley**, President & CEO, DexKo Global

**Kelly Carlson**, Managing Director, Head of Talent, STG Partners

**Suraj Ramdas**, Director, Portfolio Company Management, BlueMountain Capital

**Casey Rovinelli**, Growth Director, Portfolio Companies, OMERS Ventures

**3:20 Networking break**

**3:30 Global human capital operations: best strategies for taking your portfolio operations global**

- Portfolio company expansion: support low head count in multiple countries
- Risk-management strategy: employment contracts designed to mitigate exposure to risk
- Cross-border benefits: offering locally appropriate benefits packages to maximize employee retention post deal close
- Help your portfolio companies negotiate with candidates in any country where they find employees
- Engage a team in any country where your portfolio company wants to hire employees
- Cross-border M&A best practices from a human capital perspective

**Moderator:**

**Bob Cahill**, Chief Financial Officer, Globalization Partners

**Panelists:**

**Brittany Blumenthal**, Vice President of People Operations, Reorg

**Christopher Kim**, Senior Vice President, Platinum Equity

**Leslie Nielson**, Managing Director, Alvarez & Marsal

**Ken Rodi**, Operating Partner, Wincove Private Holdings

**4:05 What makes a great human capital operating partner?**

- What will the future role of the human capital operating partner look like – looking at the emerging role of the chief talent officer
- How do you provide the most value in your HR operating partner role? When does your firm engage the human capital operating partner and for what?
- Looking at prerequisites, backgrounds, and skill sets that enable success in the role
- Are you involved in strategy around succession planning, compensation, and management incentives?
- How are you thinking about diversity and diversity of boards?
- How do you use external consultants?

**Moderator:**

**Melissa Mounce**, Managing Director – Leadership Talent, GTCR

**Panelists:**

**David Cohen**, Managing Director, Human Capital, Kelso & Company

**Saydeah Howard**, Chief Talent Officer, IVP

**Ann McCloskey**, Operating Principal, Accel-KKR

**Kristin Brown Patrick**, Senior Operating Partner, Human Capital, New State Capital Partners

**4:45 Closing remarks and end of conference**