

Operating Partners Technology Forum Virtual Experience 2020

PEI Operating Partners Technology Forum 2020 Agenda

Day 1 Tuesday December 1, 2020

9:00 **Operating partners portfolio operations breakfast discussion (invitation-only)**

This private virtual session is a deep dive on optimizing leadership and cultures for agile organizations. Experts will explore the differences between traditional and agile organization leadership and share best practices for leading hybrid teams – i.e., teams comprised of employees with varying degrees digital savviness. Join us for an in-depth discussion with actionable advice for operating partners on agile leadership and culture.

- Incorporating digital into every aspect of the organization from process to people
- Leading and designing an agile organization; setting the strategy, leading to build engagement, executing, and maintaining focus
- Best practices for hybrid leadership teams, with both digitally savvy and non-digital savvy leaders
- Optimizing an agile organization's culture
- Advice for leaders who might want to become more digitally savvy

HOSTED BY: "AlixPartners"

9:45 **Invitation-only think tank for full-time operating partners: value creation war room**

This closed-door virtual room is a deep dive session into utilizing technology as a key value creation enabler. It is an opportunity to learn and share best practices for operating partners. The think tank will allow you to submit topics to be covered in one of the three tech rooms you select:

ROOM 1

Digital transformations

ROOM 2

Data analytics

ROOM 3

Ecommerce

10:40 **PEI's welcome and opening remarks**

10:45 **Key technology and digital initiatives in working with your portfolio companies through a downturn**

- What to do from a technology operations standpoint – how operating partners work differently in different market conditions
- What advice do you offer management with regards to digital/technology value creation initiatives in working through a downturn?
- Understanding the challenges around web-enablement and changes in consumer behavior
- Working with your portfolio companies remotely: how best to manage and communicate with your portfolio
- Transitioning to a virtual workforce: lessons learned
- A hands-on approach to cost optimization, approaching capital intensive projects, escaping the "fixed costs trap"
- Looking at blueprints for businesses to get through the downturn: comparing the 2008 downturn to this year's crisis
- What is your final piece of advice for minimizing risk brought on by a downturn?

11:20 **The art of virtual sales: what the sales force of the future will look like**

- How COVID-19 has changed the future of selling – no going back to the pre-COVID days
- How virtual selling meets customer needs
- Where might virtual selling apply and where not?
- Capturing the value of virtual: the economic benefits from a successful virtual sales model
- Charting the virtual sales transformation: best practices for implementing virtual sales
- Managing the virtual sales teams: new more effective techniques

- 12:00 AI/ML for value creation**
- Hype vs reality of AI/ML – what use cases should PE portfolio companies focus on?
 - How can PE firms and their portfolio companies identify opportunities to use AI and ML to improve business outcomes?
 - Talent challenges – how do PE portfolio companies execute AI/ML use cases without having to hire data scientists?
 - How should PE firms think about AI/ML for their own internal operations?
- 12:30 Technology roadmap in the first 100 days and beyond**
- Building the technology strategic roadmap for day 1 and beyond – what are the key strategic considerations?
 - Technology strategic roadmap execution – what are some typical challenges and related mitigation strategies?
 - Technology's role in the execution of the broader integration program – how can technology help drive the program toward successful outcomes?
- 1:00 Virtual networking lunch and extended live Q&A (please use this time as an opportunity to connect with conference attendees and sponsors via the video chat function one-on-one or as a small group)**
- Please join one of the roundtables as a follow-up interactive discussion with extended live Q&A from the panels:
- RT1 Key technology and digital initiatives in working with your portfolio companies through a downturn
 - RT2 The art of virtual sales: what the sales force of the future will look like
 - RT3 AI/ML for value creation
 - RT4 Technology roadmap in the first 100 days and beyond

Functional Business Series 1

- 1:30 Track 1 The transformative potential of data**
- Mining and utilizing data throughout the investment process: due diligence, 100-day planning and long-term value creation activities
 - Capturing, measuring and tapping the value of experience data – what is it, how do you get it and what to do with it
 - Combining with operational data to create a 360-degree value creation strategy
- 1:30 Track 2 Rapid contact center transformation to accelerate EBITDA improvements**
- Proven mechanisms to speed up traditional approaches to contact center transformation
 - Effective shared risk models (fixed price, gain share, fees-at-risk, risk/reward, champion/challenger)
 - Learn about the process to achieve these results
 - 2 industry case studies including financial results
- 1:30 Track 3 Unlocking the strategic power of spend**
- Stages of procurement transformation and how do they unlock saving and efficiencies
 - Power of community insight and the value of analytics
 - Immediate impact of leveraged spend on the bottom line
 - Hidden savings throughout your entire procurement to pay process

Functional Business Series 2

- 2:00 Track 4 – Finding brilliant digital/technology talent: how do you deal with it?**
- Overcoming the challenges of scarcity in tech talent – firsthand views on what to do
 - Challenges of building and hiring cloud expertise in your companies: how are you dealing with it?
 - Key players: leveling up tech know-how across the operating team and portco leadership team
 - Leveraging tools to drive hiring across the portfolio
 - Activating a pool of experts to support your operating partners to shape the portco journey and unlock EBITDA opportunities
 - Building a digital culture at your companies
 - Operating model – executing digital initiatives and successfully incorporating digital into your playbook by relying on multiple vendors, technologies, players, and partners
- 2:00 Track 5 – Turning sustainability into a competitive advantage**
- Across the globe we are seeing increasing awareness of the carbon footprint and environmental impact of businesses and this growing public interest in ethical investing has influenced many private equity funds to incorporate environmental and social goals into their portfolio strategy. As a result, understanding how to operationalize a sustainability program across diverse portfolios has become critical as it adds further complexity to a firm's discovery, due diligence, and divestiture strategies. In this panel discussion we will explore:
- Why ecosystems are important
 - Microsoft's increasing investments in AI for Earth and the recently launched Planetary Computer and other technical and business efforts intended to drive positive global impact
 - Operating partner views in building sustainability programs to learn about the opportunities and challenges in developing these strategies to deliver that competitive advantage and value creation

2:00 **Track 6 – Venture Capital: The rise of the VC operating partner**

- What is driving the rise of the VC operating partner? How is the role evolving and what will it look like in 5 years?
- Career pathing and compensation for VC operating partners
- Measuring the value/ROI of operating partners in VC
- VC generalists vs. specialists
- What lessons can VC operating partners learn from their PE

counterparts?

- Tech for VC: infrastructure-building at earlier stage companies
- Scaling fast: sharing the secret sauces
- Best practices in VC portfolio operations – looking at profiles/playbooks of VC operating partners and managing the various constituents
- Are there any sector specific nuances to VC operating partner models?

Functional Business Series 3

2:40 **Track 7 – Advanced data science and analytics to govern the business**

- What new tools are you adopting for portfolio management: best methodology for portfolio company reporting
- Advanced analytics - turning data into revenue & EBITDA
- How is the data team set up and how closely does it work with the management team and investment team?
- Building out the tech infrastructure that helps us dive deeper into data analysis
- What kind of datasets do you use? Which KPIs are worth gathering data for resulting in high impact to the business?
- Using predictive analytics, data integration, and supplemental data lakes to augment decision making
- Monetizing data: how best to impact the performance management & operational improvement processes

2:40 **Track 8 – Developing a network of third-party tech support to enhance the value creation process**

- When to use tech consultants vs build capability in-house: what is your process for evaluating what can be done internally vs. what is better outsourced to a third party?
- Which specialized third-party support is most valuable for opcos?
- Benchmarking: looking at cross-portfolio programs vs. individual portfolio company initiatives

- How to identify, select, and aggregate third-party tech providers
- How to scope projects and manage third parties during the course of a project
- How to leverage your portfolio of noncompetitive companies to form an informal network within your portfolio
- How to hold third parties accountable and how to hold portfolio companies accountable

2:40 **Track 9 – Venture Capital: Productize your operating platform: Lessons learned building the Costanoa Ventures Operating Platform**

- The critical operating needs for early stage companies
- Building and formalizing an Operating Platform that scales
- The most and least impactful programs and how to manage them within the portfolio
- Effective on-boarding for new portfolio companies
- Developing the portfolio community for shared learning
- Leveraging consultants and the startup “ecosystem” into a Partner Program
- Moving beyond the EBC model - programs and processes that work
- Measuring and implementing portfolio feedback
- Selling the program to GPs and LPs

3:20 **Doubling down on cloud transformation – the potential of XaaS and recurring revenue**

- Highlight opportunities to leverage cloud, subscription and consumption in software-driven revenue models
- Discuss how these new business models can drive revenue growth, along with potential pitfalls including revenue leakage, customer retention challenges and other inefficiencies in the cloud
- Explore how the application of cloud technologies can help companies scale quickly and improve operational performance
- Explore lessons learned and best practices in managing transitions through revenue mix shift, and the path to XaaS @ scale
- Discuss practical short-term efforts than can help companies drive value

3:20 **Roundtable discussions: extended interactive live Q&A**

Please join one of the roundtables as a follow-up interactive discussion with extended live Q&A from the panels:

- RT1 Advanced data science and analytics to govern the business
- RT2 Developing a network of third-party tech support to enhance the value creation process

3:50 **The next frontier in value creation: unlocking the digital revolution in private equity**

- What makes a great PE operations team in the modern-day tech boom? What makes a great digital operating partner? What will the future of the role look like in an increasingly digital world?
- Best practices in building out an operating team: structures, staffing, & value creation programs
- How to quantify and incentivize operating partner performance: KPIs, goals, and metrics used
- Building out an ecosystem of partners and advisors to leverage technology in the portfolio

- Understanding the unique issues that tech companies face in creating value
- Tech tales –firsthand digital transformation stories
- Buy-and-builds in a digital age: which elements of digital transformations are your highest priority to drive value creation?
- Looking at IT infrastructure, new technologies, and application software upgrades
- The role of the operating partner in portfolio company governance: how do you create buy-in for your value creation plan with management?
- Engaging with portfolio companies to drive initiatives: is your approach autocratic or laissez faire?

3:50 **Roundtable discussions: extended interactive live Q&A**

Please join one of the roundtables as a follow-up interactive discussion with extended live Q&A from the panels:

- RT1 Doubling down on cloud transformation – the potential of XaaS and recurring revenue
- RT2 Finding brilliant digital/technology talent: how do you deal with it?

3:50 **Deep dive discussion for operating partners (invitation-only): What is the biggest single change in commercial organizations that will enhance value over the next 18 months**

HOSTED BY: "Blue Ridge Partners"

4:20 **Virtual networking reception and extended live Q&A**

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Please join one of the roundtables as a follow-up interactive discussion with extended live Q&A from the panels:

- RT1 The transformative potential of data
- RT2 Rapid contact center transformation to accelerate EBITDA improvements
- RT3 Unlocking the strategic power of spend
- RT4 Turning sustainability into a competitive advantage
- RT5 The next frontier in value creation: unlocking the digital revolution in private equity

Day 2 Wednesday December 2, 2020

10:00 **Invitation-only think tank for full-time operating partners: value creation war room**

This closed-door virtual session is an opportunity to learn and share how to develop your role as an operating partner. The think tank will allow you to submit topics to be covered in the room. It will allow you to select one of the two groups based on your role in PE or VC portfolio operations value creation:

GROUP A

GROUP B

PE Digital & Technology Operating Partners:

VC Operating Partners:

11:00 **Getting to top quartile of PE firm returns through technology investments at portfolio companies**

- Debate: learn whether a prescriptive, playbook approach or a collaborative approach to working with portfolio company leadership is best for a digital transformation
- Adventures in value creation: stories in succeeding and failing in building a great tech stack for top returns
- What do the best private equity firms and operating partners do differently when it comes to portfolio company technology initiatives?
- Learn how best to partner with portfolio company leadership on digital transformations

Functional Business Series 4

11:30 **Track 10 The art of the operating deal – tech due diligence done right**

- Successful operating partner tech due diligence stories when partnering with deal teams
- Virtual due diligence: assessing management teams/ opportunities without meeting face to face
- Pre-deal assessments of the tech leadership team – lessons learned
- Understanding which elements of the operating framework are needed to support the growth objectives
- Technology diligence framework, sourcing – how to think about alternative data sources
- Assessing technology resources, equipment risk and the impact on capital expenditures
- Exploring the use of deeper dive diagnostics after the close – using them to align deal thesis assumptions to close with what you find later

11:30 **Track 11 Case studies: how have PE portfolio companies used digital transformation as a lever of value creation**

11:30 **Track 12 Technology enablement across your portfolio**

- Digital transformation for customer acquisition
- Managing hyper growth during funding rounds
- Cloud migration and consolidation across your portfolio
- Leveraging DEVOPS and SRE culture to increase profits

12:00 **Track 13 Leveraging data driven digital pricing**

12:00 **Track 14 – 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

12:00 **Track 15 – Leveraging technology and predictive insights to optimize and transform global supply chains**

- Understand how to streamline technology investments to drive cost savings and efficiencies
- Leverage AI for predictive insights that reduce gross margin inventory return on investments
- Take a wholistic look at your network to develop an optimal IT roadmap and supply chain network strategy
- Understand where to leverage business insights on where to improve the customer experience
- Understand how technology can drive supply chain resilience and improve profitability and more

Functional Business Series 6

12:30 **Track 16 – Leveraging software and AI to create value out of the finance function**

Recently, over 550 companies have integrated AI into their services and products. AI technology is now setting the stage for increased competitiveness. Finance must be a part of this as well for it to provide value and be relevant. During this session, we will share insights gained from working with numerous CFOs of PE-backed businesses. The discussion will highlight the challenges faced by the modern CFO, why traditional solutions are failing to deliver the value expected of finance organizations and the change CFOs and their finance organizations need to undertake.

- Gain an understanding of the attributes required of the modern CFO and their organization
- Learn more about the overwhelming technology landscape
- Understand how finance is ripe for AI, the ROI it provides and what the future will hold
- Explore Finance as a Service and how it delivers financial clarity, efficiency and scalability

12:30 **Track 17 – Profit driven digital marketing best practices in an increasingly digital world**

- Focusing on profit driven digital marketing channels to drive topline growth
- Data-driven digital marketing strategies to maximize brand growth
- Ecommerce best practices: achieving profitability across digital channels
- Understanding your digital marketing effectiveness in looking at the consumer and customer interaction via technology

12:30 **Track 18 – M&A360™: Creating transformative value through each stage of the investment life cycle**

Today's M&A landscape is value-centric and growing increasingly complex. Private equity firms need data-driven insights and outcome-focused solutions that minimize risk and maximize return on invested capital throughout the transaction life cycle. Here we will focus on:

- Strategy and holistic diligence: financial, IT and cyber as well as synergy planning and cost management to reduce your risk exposure and close the deal with speed and confidence
- Integration, separation and transaction support: identifying and minimizing risks, accelerating transition timelines

and minimizing cost variability to ensure the transaction priorities and investment thesis are achieved

- Portfolio optimization: transforming functional leaders and their teams, processes and technologies to support revenue expansion strategies, growth potential of acquisitions and expanded return on investment
- Divest: preparing for an exit with late-stage optimization in key areas in order to maximize enterprise value, improve exit value and increase speed to closing

1:00 **Roundtable discussions: extended interactive live Q&A**

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- RT1 Getting to top quartile of PE firm returns through technology investments at portfolio companies
- RT2 The art of the operating deal – tech due diligence done right
- RT3 Case studies: how have PE portfolio companies used digital transformation as a lever of value creation
- RT4 Technology enablement across your portfolio
- RT5 Case Study: Leveraging data driven digital pricing

1:30 **Virtual networking lunch and extended interactive live Q&A**

(Please use this time as an opportunity to connect with conference attendees and sponsors via the video chat function one-on-one or as a small group)

Please join one of the roundtables as a follow-up interactive discussion with extended live Q&A from the panels:

- RT1 Big data & workforce analytics: looking at the future of human capital with AI on the horizon
- RT2 Leveraging technology and predictive insights to optimize and transform global supply chains
- RT3 Profit driven digital marketing best practices in an increasingly digital world
- RT4 M&A360™: Creating transformative value through each stage of the investment life cycle

2:30 **Women in PE and VC technology operations lunch (invitation-only)**

This closed-door virtual room discussion will explore what it's like being a woman focused on PE & VC technology operations for value creation:

- What are the issues causing a disparity in genders?
- Exploring career paths, development, and how to position yourself as female tech leaders
- Is your firm focused on women's leadership at technology portfolio companies?
- Recruiting female digital/tech talent: creating a more equal playing field across the operating team and your portcos
- Looking at trends and stats in gender in PE & VC

HOSTED BY: **"AlixPartners"**

