

Operating Partners Forum: San Francisco 2019

May 30-31 | JW Marriott

Agenda | Thursday, May 30

- 8:00 Registration and breakfast**
- 8:40 Chairman's welcome**
- 8:50 Comparing operating partner PE and VC models**
- Comparing models, team structures, and resources
 - Comparing playbooks, success criteria, and value creation programs in PE and VC
 - Looking at the rise of the VC operating partner, what they are doing, and their role in VC
 - Looking at operationalizing the operating partner model in different PE settings
- 9:30 The operating partner role in due diligence: getting it right**
- First hand operating partner stories in identifying and selecting investments and then post-close as well
 - Tech due diligence done right: understanding the challenges of investing in tech
 - Cost savings identification practices in due diligence and what to expect for valuations?
 - Understanding customer diligence and the unique advantages to go after
 - How do you really get at what the opportunities are to understand what the value creation plan should be?
- 10:10 Redefining portfolio operations in the modern-day tech boom**
- Establishing digital driven transformations & value creation plans
 - What tools & infrastructure are you using to scale your business?
 - Leveraging technology to develop resources, drive out costs, and improve performance
 - Challenges of building and hiring cloud expertise in your companies: how are you dealing with it?
 - Best practices in looking at scalable technology stacks, automation, AI, and blockchain
 - Data to govern the business: systems and reporting, data integrity...getting it right in first 100 days to be prepared for the next 3 years
- 10:50 Networking break**
- 11:15 Scaling startups from \$0-\$B**
- Closing your first 5 customers
 - Closing your first \$5M
 - Accelerating growth
 - When to incorporate leverage into the sales model
 - Winning with culture
- 11:45 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
- 12:15 Interactive value creation working groups**
- This session will allow the audience to break into interactive roundtable discussions in the main presentation room with designated facilitators. Each table will then share their findings and explain why their value creation area is vital. Key areas covered:
- Table 1: Digitalization & technology
 - Table 2: Human capital & leadership
 - Table 3: Sales & go-to-market strategy
 - Table 4: Cost reduction/optimization
 - Table 5: Customer experience/satisfaction
- 1:00 Networking luncheon**
- 2:00 Functional business series 1**
- Roundtable A | Data-driven digital marketing strategies to maximize brand growth**
- Key insights in demand generation, messaging, and content creation
 - Optimizing the early stages of a company
 - Understanding your digital marketing effectiveness
 - Implementing data-driven transformations in looking at the consumer
- Roundtable B | Value creation through finance: refining operations in people, processes, and technology**
- What do you need to work on now to build your 5-year financial plan for a big exit?
 - What does the finance team of the future look like?
 - How do you test, scale, and maximize your subscription billing model?
 - How do you forecast the future in looking at financial and capital structures?

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2:45 Functional business series 2

Roundtable C | Optimizing the sales organization

- How to best assist companies to improve sales and go-to-market processes
- What does a sales leader look like? What should sales teams look like at different stages? What should metrics look like?
- Ensuring implementation of salesforce effectiveness without impairing field culture or undermining field leadership
- Using data to assess your salesforce productivity and increase top-line growth
- Developing a successful multichannel sales strategy in an increasingly digital world
- Incorporating diagnostics and understanding customer experience

Roundtable D | Portfolio optimization in working with the C-suite

- Operating partner-CEO alignment best practices: setting expectations with CEOs on what the "PE-backed" experience means for collaboration and information sharing
- Strategies and coaching to help founder CEOs migrate to the PE world
- Leadership assessments: getting leadership right and understanding governance as a key lever for value creation
- Driving change with management teams: working with the CEO to drive change via people
- Effective board dynamics

3:30 Networking break

3:45 Human capital as a key value creation lever

- Utilizing the hottest technology & resources for talent acquisition, assessment & development
- How is AI affecting and going to affect recruiting and developing talent?
- People assessment best practices during due diligence
- Quantifying the impact/ROI of human capital
- How to bring in tech talent that can help companies adapt and subsequently innovate
- Understanding and transforming culture when needed
- Performance improvement through people: goals, incentives, and compensation

4:20 Pricing as a strategic weapon

- Developing robust pricing models: how does your product fit into your model?
- Diligence: identifying a pricing opportunity
- Leveraging usage statics, digitalization, and technology to maximize pricing
- Determining the right pricing strategy

5:00 What makes a great operating partner?

- Building out an operating partner team: how operating partners add value in selecting and managing other advisory partners
- Uncovering success stories in partnering with the deal guys and engaging with management teams
- Looking at reasons why some operating partners fail, and others succeed
- How will the operating partner role evolve over the next 5 years? What will the operating partner of the future look like?
- How operating partners work differently in different markets: bear vs. bull, and in an economic downturn

5:40 End of day one and cocktail reception



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Agenda | Friday, May 31

8:00 Invite-only think tank for full-time operating partners: value creation war room

This closed-door two-hour session is an opportunity to learn and share how to develop a career path as an operating partner. The think tank will allow you to submit topics to be covered to include current 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: Emerging PE Operating Partners

Group B: Advanced/Seasoned PE Operating Partners

Group C: VC Operating Partners

8:15 Registration and breakfast

9:55 Chairman's welcome

10:00 Next-level value creation strategies in addressing key elements of a business

- How is the operating partner toolkit changing in looking at value creation best practices?
- What areas/levers drive the most value creation in focusing on operating partner operations?
- What is top of mind for operating partners in their quest to support value creation plans?
- 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

10:40 Uncovering cybersecurity threats and risk strategies

- Vetting cyber security and the levels of risk for acquiring companies in deals
- What are portfolio companies doing to prepare for existing and new cyber threats? What are best practices in protecting your data and information?
- Understanding how cyber security affects human capital as well as other key organizational areas
- Looking at standards across the portfolio and understanding laws protecting consumers

11:20 Networking break

11:40 Data science & technologies in quantifying and monitoring portfolio performance

- Using data science to measure the success of a company and drive value creation
- Applying growth KPIs and metrics in different stages
- Monetizing data: how best to impact performance & operational improvement across the portfolio via data optimization
- Utilizing data lakes and big data to drive results
- How are PE firms themselves using tech to manage their portfolio companies and quantify operating partner performance

12:20 Interview | What it really takes to fully implement a digital transformation, with Harel Kodesh, Operating Partner of Silver Lake

1:00 Closing remarks and networking luncheon

