

Day 1 - Tuesday, December 1st

- 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
- 8:00 **Registration and breakfast**
- 8:40 **Chairman's welcome**
- 8:50 **Working with your portfolio companies through a downturn**
- What to do from a PE operations improvement – how operating partners work differently in different market conditions
 - Understanding the challenges around web-enablement and changes in consumer behavior
 - What advice do you offer management and private equity owners with regards to managing sales force through a downturn?
 - 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?
- 9:30 **Working with the CEO: uncovering different approaches in PE vs. VC**
- Uncovering key alignment initiatives that have worked with examples from both PE and VC
 - What to do and what not to do from the CEO point of view?
 - What to do and what not to do from the PE/VC firm point of view?
 - Working with CEOs differently in PE and VC: how do u approach that relationship and what are the differences?
 - Looking at fast-action revenue growth and transformation initiatives
 - Comparing market-focused CEO-CRO collaboration stories in PE and VC

10:10 **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?

10:40 **Networking break**

11:10 **Using customer lifecycle management to drive business results**

- What levers exist to drive customer performance and in which situations should I employ them?
- What capabilities (e.g. applied analytics) may need to be developed within an organization to capture these opportunities?
- Who are the right partners to consider and when might you need external help?
- What organizational/cultural changes may need to occur to become a more customer centric organization?
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11:40 **The transformative potential of X-data combined with O-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 (X-data) – what is it, how do you get it and what to do with it
- Combining with operational data (O-data) to create a 360-degree value creation strategy

12:10 **Keynote interview**

12:45 **Networking luncheon**



Track A – 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

Track B – 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

Track C – 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?

Track D – 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

Track E – Operating partner views: developing a network of third-party support to enhance the value creation process

- When to use 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 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

Track F– Venture Capital: Building a VC Operating Platform that helps companies in different stages of growth

- 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

3:15 **Networking break**

3:30 **Fast start: coming out strong from day one in onboarding new portfolio companies**

- Scoping diligence for both risk mitigation and value creation: taking full advantage of the diligence window
- Day 1-100: structured approaches, pragmatic actions, and tools to bring about rapid alignment and focus
- Transparent portco monitoring: constructive techniques to monitor value creation progress, and course-correct as necessary
- Building for lasting success: engaging the myriad of PE ecosystem resources in a way that complements (not competes with) management

4:00 **Case Study – Leveraging data driven digital pricing**

4:30 **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?

5:00 **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, innovation & technology
- Table 2: Human capital
- Table 3: Salesforce effectiveness
- Table 4: Supply chain & procurement
- Table 5: Finance
- Table 6: Data analytics
- Table 7: Digital marketing & e-commerce
- Table 8: Cost improvement

5:40 **End of day one and cocktail reception**

Day 2 - Wednesday, December 2nd

- 8:00 **Invitation-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 your role as an operating partner. The think tank will allow you to submit topics to be covered in the room to include current trends in PE/VC impacting the role, career paths & compensation, third-party providers, value creation best practices, and the toughest challenges operating partners face daily. It will allow you to select one of the three groups based on your role in portfolio operations:
- **Group A – Private Equity Operating Partners**
 - **Group B – Venture Capital Operating Partners**
 - **Group C – Human Capital Operating Partners**
- 8:15 **Registration and breakfast**
- 9:55 **Chairman's welcome**
- 10:00 **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
- 10:30 **Getting to top quartile of PE firm returns through technology investments at portfolio companies**
- Adventures in value creation: a case study in building a great tech stack for top returns
 - Where do most operating partners go wrong?
 - How is tech strategy different at firms in the top quartile of returns?
 - What strategies are replicable for any firm?
 - How to get buy in from the firm to shift to a more tech centric approach?
 - How to get the right team in place to execute?
- 11:00 **The art of the operating deal: evaluating top priorities for operational due diligence in highly compressed evaluation windows**
- Operating partner success stories when partnering with deal teams
 - Understanding which elements of the operating framework are needed to support the growth objectives
 - Pre-deal assessments of the leadership team – lessons learned
 - Technology diligence framework, sourcing – how to think about alternative data sources
 - Assessing 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 **Networking break**
- 11:50 **Cost reduction & optimization for technology enabled companies**

- 12:20 **Case Study – Exploring talent growth opportunities within carve-out deals internationally**
- Uncovering the top challenges associated with carve-outs in onboarding and keeping talent on an international scale
 - Looking at roadblocks when onboarding new employees in countries where their company does not have an established entity and isn't registered to run payroll
 - How to cut down complexity and notorious lag time while staying compliant
- 12:50 **Transforming your business with cloud economics**
- Cloud adoption impact on PE and VC business models and innovation
 - Successful cloud migration transformation case studies
 - Cloud economics security best practices
- 1:20 **Closing remarks and networking luncheon**

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