

Operating Partners Technology Forum Virtual Experience

Eastern Time (ET) -
Virtual Event, Available Anywhere

Operating Partners Technology Forum Agenda 2021

Day 1: Thursday June 3, 2021

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

Hosted by: **AlixPartners**

10:00 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 tech rooms you select:

THINK TANK ROOM 1

The future of digital operating partner models

THINK TANK ROOM 1

Third-party tech providers for value creation

10:55 PEI's welcome and opening remarks

11:00 Technology value creation roadmaps throughout the entire lifecycle

- How to develop an effective tech strategy roadmap: pre-acquisition, 100 days, and exit
- Achieving alignment with leadership, strategy, IT teams, and tech capabilities
- Which areas are most often misaligned and how do you address the issues created by these misalignments?
- Finding gaps in the first 100 days
- Technology strategic roadmap execution - typical challenges, best practices for execution, and related mitigation strategies?
- Tech playbooks: what works and what doesn't?

Moderator: Jeffrey Klein, Managing Director, Alvarez & Marsal

11:40 Tech's trillion-dollar war for talent: lessons and opportunities for PE investors

- Amazon, Microsoft, Apple and Google's trillion-dollar war for talent and implications in recruiting strategy for PE backed companies
- Overcoming the challenges of scarcity in tech talent, attracting, retaining, and supporting tech talent in the current environment
- What are the biggest pain points of hiring and onboarding 100% remotely?
- Leveraging tools and resources to drive hiring
- What strategies are leading PE portfolio companies utilizing to find great tech talent?

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

12:20 Cybersecurity: opportunity and peril

- First-hand stories in dealing with cybersecurity breaches
- Examples of attacks targeting remote workforces, data, supply chains, applications, and platforms
- How to allocate resources to it: what is enough security? how is security diligence changing?
- What processes ensure security? What are the steps? How to recover?
- How are you dealing with it for your portcos and PE firms to be protected?

Moderator: **Beth Musumeci**, Managing Director, **AlixPartners**

Panelists: **Misha Logvinov**, Managing Director and Head of IT Strategy, **EQT Partners**
Brad Strahorn, Director, Portfolio Support Group, **Thompson Street Capital Partners**

1:00 The role of technology in the future of selling

- Where are we now? What has happened over the past 6-12 months? What have been the most important levers, e.g., roles, segmentation, coverage, messaging, comp, etc.
- Role of tech in the digital transformation of sales, e.g., world class prospect-to-cash process
- The do's and don'ts - successes and disasters on the journey

Moderator: **Michael Smith**, Senior Managing Director, Technology, Media and Telecom Practice, **Blue Ridge Partners**

1:30 Networking lunch and extended live Q&A interactive discussions

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

INTERACTIVE
DISCUSSION 1

INTERACTIVE
DISCUSSION 2

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DISCUSSION 3

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DISCUSSION 4:

2:00 BREAKOUTS 1

Track 1: Innovation: digital initiatives in the fast lane

- Digital innovation for customer experience to drive business outcomes
- Digital innovation for new demand testing: taking advantage of research tech to build your product roadmap
- Digital innovation for scalability to sustain growth and expand your portcos' teams to meet demand; corporate tools and process innovation need to keep up with product innovation
- Digital innovation as a means to build diversity: remote work drove the creation of new apps and tools that allow your operating partners to build diverse teams wherever the talent is located
- Digital innovation as a means to build resilience: technology to help your portfolio overcome pandemics or survive economic crises, digital knowledge sharing to minimize the impact of layoffs or turnover

Moderator: Gerard Keating, Chief Technology Officer, Globalization Partners

Panelists: Raj Kushwaha, Managing Director, Digital Strategy & Innovation, Operating Partner & Chief Digital Officer, Warburg Pincus

Track 2: Technology value creation best practices for the exit

2:40 BREAKOUTS 2

Track 3: The next frontier in data science and advanced analytics in private equity

- What do you see as the most influential change in data and analytics in the PE space?
- To what extent are data/analytics initiatives like AI being included in deal theses when acquisitions are being considered?
- Sharing use cases and approaches to data strategy to grow topline
- Where is the most value being delivered from data/analytics initiatives across your companies? How do you prepare your organizations to effectively use data?
- How do integrate data science and advanced analytics across the business, not just in one specific department?
- What are biggest challenges convincing management teams to build data strategy?
- KPIs, metrics, and data visibility: what are some of the most effective ways in which you have been using data to manage your growing portfolio?

Track 4: Tech due diligence done right: critical elements in pre-deal assessments

- Key insights from operating partners for successful technology due diligence in partnering with investment teams and target companies
- What is most critical to accurately understand about a company's technology capabilities pre-deal?
- How has the current business environment and the shift to virtual work affected how technology due diligence is being performed?
- Data, tools, and resources for due diligence

Panelist: David Jones, Operating Partner, Pollen Street Capital

3:20 Networking break and extended live Q&A interactive discussions

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INTERACTIVE
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3:50 BREAKOUTS 3

Track 5: Uncovering cloud transformations success stories

- Key cloud transformation external and internal business aspects
- Cloud migrations, application transformation, and continuous investment into cloud infrastructure
- Successful cloud migration transformation case studies: what are the enablers for transition?
- Looking at the challenges of building and hiring cloud expertise in your companies: how are you dealing with it? What challenges might company culture pose to cloud adoption?
- Understanding the financial aspects of cloud transformations on revenue and costs

Panelist: Brian Jawalka, Principal, Portfolio Operations, Product and Technology, TCV

Track 6: Enabling a data-driven CFO: driving value via automation and analytics

- The evolving role of the CFO as the data steward for enterprise performance management
- Automation in finance and accounting is no longer a debate, but many organizations are still struggling with how
- An organization's path from anecdotal and reactive to data-driven and proactive
- Overcoming the finance and accounting talent crunch with purposeful automation
- Outlining a clear path to value via data and automation

Moderator: Ana Minter, Director, Management Consulting, RSM US Consulting, RSM US

4:30 The future of technology and digital initiatives in working with your portfolio companies in the post COVID-19 world and beyond

- Using technology to make your processes and businesses more efficient in the current environment and in the years to come
- Looking at the overlap of tech with other functions in the company (sales, customer support, etc.)
- Tools and resources to manage the business: what is effective to build your business
- How would describe your approach when working with portco leadership on technology initiatives?
- How will the future of work change processes and managing relationships with management virtually? What is the long-term vision in leveraging tech?
- Understanding the challenges around web-enablement and changes in consumer behavior
- Recent digital transformation and digital disruption stories within specific industries

5:00 Extended live Q&A interactive discussions

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5:00 Interactive working group: The role of technology in sales transformation (invitation-only)

- Integration across the revenue journey – e.g., world class prospect-to-cash process
- Where to leverage tech
- How to prioritize tech investments/ROI
- Crafting a realistic roadmap, metrics, expectations

Hosted by:  **BLUE RIDGE PARTNERS®**
The Revenue Engine

Facilitator: Michael Smith, Senior Managing Director, Technology, Media and Telecom Practice, Blue Ridge Partners

5:30 End of day 1

Day 2: Friday June 4, 2021

9:30 Women in PE and VC technology operations breakfast (invitation-only)

This closed-door virtual room discussion will explore what it's like being a woman focused on PE and 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**

Facilitator: **Angela Zutavern**, Managing Director, **AlixPartners**

10:15 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 rooms:

[THINK TANK ROOM 1](#)

[THINK TANK ROOM 2](#)

11:00 Top tech trends for private equity

- The digital workplace is here to stay
- Cyber security and data privacy become even more important in a digitally reliant world
- Global connectivity reshaping the war on talent
- Automation and artificial intelligence get bigger and better
- Focus on speed and flexibility leading to rise IT outsourcing
- Rapid acceleration of digitalization resulting in increased investment in tech

Moderator: **Adam Sheffield**, Chief Revenue Officer, **Global Upside**

11:30 BREAKOUTS 4

Track 7: Workforce analytics: leveraging data science with talent/portfolio performance

- To what extent are you using people analytics to understand your business, make strategic decisions, and drive business processes?
- AI, metrics and data science for talent development and assessments
- Tools and innovations in "people data science" to uncover hidden patterns

Track 8: Accelerating focused growth: tech strategies for customer retention/success

- Managing customer retention with tech, machine learning, AI
- Leveraging AI and advanced digital tools to segment your customers and reduce churn
- Focusing on net retention rate to accelerate growth
- Empowering your customer success with optimized interactions
- Uncovering growth stories and early warning signs with operating partners

Moderator: Adam Echter, Partner, Simon-Kucher & Partners

Panelist: Alexandra Lutz, Managing Director, EQT Partners

Track 9: Leveraging technology and AI for the finance function

12:10 Networking lunch and extended live Q&A interactive discussions

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12:40 BREAKOUTS 5

Track 10: Maximizing your ecommerce, digital marketing, and customer success efforts

- How to effectively address customers moving to digital
- Understanding how branding is an extension of customer experience, designing your customer experiences effectively
- Addressing customer retention with metrics and key initiatives
- Automation for lead generation
- Product management, data, and product marketing best practices

Panelist: Jarrad Berman, Vice President, Digital Transformation, TZP Group

Track 11: Digital transformation portfolio company case studies

Operating partners will share specific portfolio case studies and war stories in driving and executing digital transformation projects.

1:20 BREAKOUTS 6

Track 12: Digital and analytical tools to enhance the supply chain

Track 13: The next level of implementing AI/ML for value creation

- Getting a pulse check on AIML: what is real?

2:00 Networking break and extended live Q&A interactive discussions

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2:30 BREAKOUTS 7

Track 14: SaaS companies: reducing costs and unlocking hidden value

- What does a sophisticated RevOps function look like? And why is the RevOps model a critical growth-hack for SaaS companies?
- Following a series of acquisitions and roll-ups, how can the “Frankenstein” SaaS business efficiently clean up its tech stack?
- How can the office of the CFO consolidate unit economics to reduce operating contracts? (e.g. cloud providers)
- What is “Development Velocity Excellence” and how can sponsors work with management to achieve it?
- How can SaaS companies monetize their data to scale from a single format product to an autonomous, commercial platform with multiple revenue streams?

Moderator: **Hal Polley**, Managing Director and Co-Head of Western Region, **Accordion**

Track 15: Technology M&A integration best practices: key steps for PE and their portcos

3:00 Operating partner-CIO/CTO dynamics

- How is the CIO and CTO role evolving? How are backgrounds/required skills changing?
- Cooperation and collaboration value creation partnerships: comparing dynamics
- What are the challenges? How are operating partners influencing CTO decision making?
- Looking at best practices in working with different types of companies

Panelist: **Manek Kapur**, Vice President, TMT and Digital Value Creation, **Partners Group**

3:30 Extended live Q&A interactive discussions

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4:00 End of conference