

Operating Partners Forum: Europe Virtual Experience

15–17 November 2021

15 November

18:30-21:00 **Pre-event operating partners cocktail reception**

Day one: 16 Nov

- 08:45 **The evolution of value creation in an economy that has been fundamentally shifted**
- How have investment strategies and the types of companies being invested in changed? What is the knock-on impact on operating partners?
 - Have economic disruption and lockdowns impacted how much PE firms engage with external advisors?
 - To what extent has the speed of evolution of operating teams increased in the past 18 months?
 - Has the profile of full-time operating partners been enhanced?
- Alan Roux**, Operating Partner, **CVC Capital Partners**
- 09:15 **Commercial Excellence Keynote Survey**
- Event knowledge partners Blue Ridge will present findings of a commercial excellence survey followed by reflections from leading operating partners on the results.
- Facilitator: Jim Corey**, Managing Partner, **Blue Ridge Partners**
- 09:55 **Making the “magic quadrant” work: how the deal partner, operating partner, CEO & board chairperson can work together to deliver value creation**
- Defining the roles of all four members of the quadrant and why every situation is different
 - How can operating partners help set a framework for success?
 - How operating partners can work most effectively with each member of the quadrant
 - War stories of when the group doesn't function and how-to turnaround challenging situations
- Jim Strang**, Chairman of The Board, **HG Capital Trust Ltd**
Ralph Friedwagner, Managing Director & Operating Partner, **CDPO**
- 10:25 **Keynote Interview**
- 10:50 **Coffee & speed networking**
- 11:30 **Developing a value creation plan for carve-outs**
- Why carve-outs lend themselves to significant improvements
 - Developing a value creation strategy during due diligence
 - The importance of negotiating a detailed Transition Service Agreement
 - Making a 100-day plan once your foot is in the door
- Krzysztof Drozd**, Senior Managing Director, **Varde Partners**
- 12:00 **Innovative tech strategies for customer retention**
- Using tech, machine & AI to manage customer retention
 - The importance of identifying your key audience
 - Post-sale marketing to keep customers engaged
 - The importance of focusing on net retention

Learn more at:

www.peievents.com/en/event/operating-partners-forum-europe/

12:30 How digital transformation can give PE firms a competitive edge

- Leveraging data & analytics to unlock cross-portfolio value
- Developing a digital strategy for more traditional companies
- Transforming in house processes in addition to those at portfolio companies
- Using digital to transform the outside-in approach

13:00 Lunch

FUNCTIONAL BREAKOUTS: STREAM A

14:00 How to make the board effective in a disrupted economy

- Should operating partners be on the board?
- Working out the ideal skillset composition
- Considering the role of the chair
- Maintaining focus and avoiding some of the common mistakes of a board

Alex Kessler, Principal - Portfolio Performance, **Antin**

14:35 Ensuring a positive CFO/CEO relationship to drive success

- What is the ideal skillset for a portfolio CFO?
- How to best support CFOs without previous PE experience
- Dealing with a breakdown in relations between CFO & CEO

Alain Beyens, Operating Partner, **Mid Europa Partners**

15:10 Why addressing diversity is a business imperative

- To what extent should operating partners be looking at their own team vs. portfolio companies?
- Looking at initiatives from different PE firms, what has been successful?
- How to ensure management at portfolio companies takes diversity seriously

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

15:45 How to turn culture into a value driver

- Identifying & incentivising key staff
- How to communicate with staff beyond the management team
- Implementing cultural change where issues are highlighted

Daniel Huber, Head of Human Resources, **Capvis**

Martijn Bouquet, Portfolio Operations Manager, **Waterland**

FUNCTIONAL WORKOUTS: STREAM B

14:00 Tech & talent: why a tech transformation plan needs to prioritise people first

- Ensuring management teams are capable of delivering
- How to highlight and address issues with tech expertise
- Case studies where the management team has been transformed in terms of tech expertise

14:35 Data science and advanced analytics in private equity

- To what extent are data and AI becoming embedded in value creation plans?
- Do firms need inhouse data science expertise?
- Practical tips to avoid drowning in useless data

Lisa Weaver-Lambert, Data and Digital Operating Partner, **Independent**

15:10 Implementing digital and technological transformation a time of change

- Using technology to make your portfolio businesses more efficient
- Understanding the challenges around web-enablement and changes in consumer behaviour
- Working with leadership to implement tech initiatives

15:45 Technology value creation and exit strategy

- Showing the value of investment in tech during a PE ownership cycle
- Highlighting opportunities for future tech gains for the next owner
- Pragmatic steps to position for exit

Guillaume Bourcier, Operating Director, **Hivest Capital Partners**

BREAKOUT WORKOUTS: STREAM C

14:00 Optimising sales for the hybrid world

- What should the sales organisation look like, now that buyers and sellers are working in hybrid office / home set-ups?
- How should field, virtual and digital sales work together to grow revenue?
- How should the new sales model be led, managed and measured?

Moderator: Moti Shahani, Managing Director, **Blue Ridge Partners**
Harshavardhan Ramanan, Investment Director, **LDC**

14:35 Cost optimisation to unlock value

- Identifying which areas to prioritise
- Focusing on pricing as well as cost out
- Setting targets and getting management buy-in
- Implementing a cost performance culture in companies

15:10 Accelerating valuation through the go-to-market lever

- Prioritising your growth buyers and their new buyer journeys
- Leveraging the right mix of customer-facing roles and ways to reach them
- Driving GTM change early enough to significantly impact valuation

Moderator: Marc Metzner, Vice President, **Alexander Group**

15:45 Using digital and analytical tools to enhance procurement savings

- What digital tools are available?
- Having a cross portfolio view of procurement
- Using expert advisors vs. having your own inhouse expertise

Michaela Merlin-Jones, Senior Associate, **Vendor Optimization Specialist**, **Apax Partners**

Learn more at:

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16:20 **Coffee & networking**

16:45 **Tech due diligence to ensure post-deal technological success**

- How involved are operating partners?
- To what extent is it possible to develop a tech plan pre-deal vs. dealing with what you are given?
- Dealing with integration challenges when they come

17:15 **Roundtable discussions over drinks**

- Procurement Challenges
- Salesforce Effectiveness
- Board Effectiveness
- Talent Management
- Digital Transformation

Day two: 17 Nov

08:00 **Invitation-only Think Tank for Operating Partners**

This closed-door session is an opportunity to share first-hand accounts on how to best position yourself in your career as an operating partner. The think tank will expose the toughest challenges operating partners face daily and will allow you to learn best practices in dealing with them.

09:30 **Deal Mechanic case studies: Operational excellence stories explained by the participants**

10:10 **Why integrating ESG into value creation plans is now a necessity**

- To what extent should sustainability experts be leading on ESG vs. someone on the investment team?
- Mapping out and engaging with all key stakeholders on ESG
- Incentivising management and portfolio companies with sustainability based KPIs
- Moving to net-zero and how the work involved can benefit the exit value

Moderator: Marc Lino, Partner, **Global ESG leader for Private Equity, Bain & Company**

Rob Hetherington, Senior Operating Partner, **Bregal Milestone**

Anna Dellis, Partner, **3i Infrastructure**

10:40 **How PE investors can help portfolio companies drive long-term value**

- Considering the reasons that executives sometimes focus on short-term results
- Why it's crucial to not rely purely on growth
- Investing and managing talent to ensure success
- Improving outcomes for all stakeholders in the business

Moderator: Frédéric Brunner, CEO and Founder, **Genioo**

Simon Adcock, Partner, **Head of Portfolio Management, Bowmark Capital**

11:10 **Shaping Management Equity Plans to drive value creation**

- Outlining the issue that PE firms have had because of changing tax laws
- Creating equity plans to align all key stakeholders
- Case studies of successful implementation and why it is so important
- How to react when things go wrong due to economic disruption

11:40 **Coffee & networking**

12:15 **Making CEOs effective at PE backed companies**

- Choosing the right CEO, how crucial is previous experience of working with PE?
- What specific characteristics are most important for CEOs?
- The importance of CEO interactions with the PE house and board
- What are the usual reasons for failure? Spotting issues and when to pull the trigger

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12:45 **How to successfully implement a buy-and-build strategy**

- The importance of choosing the right sector and why cashflow is king
- Building on a solid platform and targeting companies that add value
- Going in with eyes wide open to possible issues
- Case studies in successful and failed buy-and-builds

13:15 **Close of conference followed by lunch**

Invitation only workshop sessions:

Our workshops will offer an opportunity for operating partners to discuss different topics of value creation in small groups allowing you to build your network of operating partners with similar areas of expertise.

WORKSHOP A

14:00 **Board effectiveness**

WORKSHOP B

14:00 **Digital Marketing**

WORKSHOP C

14:00 **Customer Experience**



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