

Operating Partners Forum New York 2021

October 20-21, 2021
Convence, 117 W 46th St, New York

Operating Partners New York Forum 2021 Agenda

Day 1: October 20, 2021

7:40 Think tanks for full-time operating partners: value creation war room (invitation-only)

This closed-door room will allow you to learn and share best practices of successful operating partners. The think tank will allow you to submit topics to be covered in looking at best value creation practices and the toughest challenges operating partners face daily. It will allow you to select one of the rooms based on how long you have been a PE/VC operating partner:

Room 1: Advanced/Seasoned Operating Partners

Room 2: Emerging Operating Partners

8:40 PEI's welcome and chairman's opening remarks

8:50 The impact of disruption on the future of work: leadership, culture, and talent

- Leading with impact in periods of constant disruption
- Scaling portfolio companies in a hybrid working environment
- Unlocking the importance of culture in value creation
- Leveraging the importance of DEI in talent retention
- Course-correcting the talent strategy post-pandemic
- Planning for further disruptions in different industries and sectors

9:30 The common characteristics of faster growing businesses

- What do faster growing companies do to accelerate their growth and outperform their peers?
- How do they embed these characteristics in their organization?
- What are some examples of how PE firms transformed commercial organizations?
- How did these changes impact the valuation of the business?

10:10 The archetype of a world class operating team

- Uncovering where successful operating partners focus their attention, value creation team processes, how to deploy an operating team, and the engagement approach
- Four key areas: staff, proven value creation processes, the investment lifecycle, and engaging with the CEOs
- Comparing operating partner models and the evolution of operating teams
- Making the “magic quadrant” work: how the deal partner, operating partner, CEO and board chairperson can work together to deliver value creation
- Bridging the gap between the investment teams’ model and what actually happens in reality
- Is the operating partner model changing? If so, how?
- Holistic value creation playbooks: what lies ahead?

10:50

11:20 Networking break

11:50 FUNCTIONAL BREAKOUT SERIES 1

Track 1: Reimagining OP-CEO connections: where strategy and delivery collide

- Offering a basic “cheat sheet” on how to recruit exceptional CEOs by highlighting some memorable stories (and learnings) from the trenches
- Detailing the markings of brilliant CEOs, and what it truly takes to be an exceptional leader
- Uncovering which current PE-CEO alignment and engagement practices the audience needs to know about most
- Exploring how PE executives can help CEOs reach peak performance and operate at max potential

Track 2: Add-on acquisition readiness: adding value through the finance function

Add-ons are an important, and growing, part of the private equity playbook. Well-managed integrations can lead to growth, expansion and higher valuations, but poorly managed integrations, wherein the finance variable is not properly structured and monitored won't in fact, add on, they'll just subtract from. In this discussion, we explore the critical role of the finance to drive value and maximize returns:

- Understanding bottlenecks
- Gaining visibility on hidden costs
- Uncovering inefficient processes
- Discovering unnoticed opportunity to realize the returns on investment faster

Track 3: Digital as a growth lever

- Digital marketing strategy: how to automate and maximize touchpoints to acquire and engage customers at scale
- Customer experience: how to optimize customer experience management and master the customer journey
- Analytics: how to leverage actionable data and clear KPIs to increase ROI and facilitate quick wins

12:20 FUNCTIONAL BREAKOUT SERIES 2

Track 4: Post-COVID talent acquisition, development, and assessment for the lower level

- Grasping the lower-level talent execution plan
- What levels in the organization does your PE firm get involved in talent selection?
- Talent retention best practices in today's world
- In our current environment, what particular people dynamics do you pay attention to and track?
- Challenges and opportunities of virtual/hybrid workforces

Track 5: The future value creation supply chain playbook

- Best practices around value creation and what has changed for the future of supply chain
- Future playbooks: what does that mean?
- Business models shifting in a direct to consumer / ecommerce environment, looking at how manufacturers and suppliers operate today, lessons learned
- There has been a course correction: focusing on what the core concepts are now

Track 6: Carveout 3.0—moving to the next level of value creation

- The focus on Carveout 1.0 to 2.0 to 3.0 provides insight into the maturity of driving value in complex transactions
- Developing a strategically aligned value creation plan early in the process
- Proven execution excellence approaches in separating on the buy and sell side
- Best practices in working with service providers during the carveout
- What is the biggest challenge or risk to be managed in a successful carveout deal?

12:50 FUNCTIONAL BREAKOUT SERIES 3

Track 7: How 100-day plans are changing in the current environment and years to come

- Fast start: coming out strong from day one in onboarding new portfolio companies even in the face of recent uncertainty
- What's key for your first 100 days to convert to execution?
- Best practices for the first 90-180 days vs. 365+
- Day 1-100: structured approaches, pragmatic actions, and tools to bring about rapid alignment and focus

Track 8: Recruiting top CFO talent for PE-backed companies

- What makes a candidate a good CFO for a PE-backed company?
- What is your greatest challenge when it comes to recruiting brilliant portfolio CFOs?
- How to assess CFO candidates during hiring?
- How can CFOs drive the value creation plan?

Track 9: Using GTM strategies to drive ROI in today's over-heated market

- Bidding with confidence based on in-depth commercial due diligence
- Driving GTM change early enough to significantly impact valuation
- Aligning GTM resources to growth buyers and new buyer journeys
- Deploying new sales roles for new product and segment selling
- Building a sustainable customer-development and lead-gen engine
- Strengthening RevOps to sustain GTM change and integrate buyer journeys

1:20 Women in PE and VC portfolio operations lunch (invitation-only)

This closed-door lunch discussion will explore what it's like being a woman in PE and VC portfolio operations:

- What are the issues causing a disparity in genders?
- Exploring career paths, development, and how to position yourself as female leaders
- Is your firm focused on women's leadership at portfolio companies?
- Does your company have any specific programs, leadership coaching and assessments geared towards promoting women's leadership?
- Are there any changes in recruiting that will create a more equal playing field?
- Looking at trends and stats in gender in PE and VC

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1:20 Networking lunch

2:20 FUNCTIONAL BREAKOUT SERIES 4

Track 10: Marketing due diligence: evaluating the marketing potential of a target investment

- Pre-deal assessments of the marketing team and operations
- How marketing can drive enterprise value in the first 100 days and beyond
- Marketing operations partner best practices

Track 11: Winning after the deal: the key to smooth post-merger transitions

- Formulating a successful implementation strategy
- Navigating the nuances of employment transitions and key employee retention
- Considerations for company culture alignment and employee integration
- Ensuring day 1 readiness through effective communication

Track 12: Finance transformation: performance improvement for the finance function

3:00 FUNCTIONAL BREAKOUT SERIES 5

Track 13: Addressing diversity and inclusion as a business imperative

- D&I approaches: operationalizing it and interfacing with portfolio company leaders for D&I initiatives
- What best practices can you share regarding advising CEOs and management teams at the portco levels?
- What is holding PE back from achieving diversity?
- Looking at initiatives from different PE firms, what has been successful? What goals do you set for the portfolio companies relative to D&I?
- How would you best describe your firm's D&I work at the fund and portfolio companies?
- KPIs for diversity: measuring effectiveness
- Diversity and leadership: what can be done better? How are you thinking about diversity of boards?

Track 14: Cybersecurity in the modern age: dos and don'ts

Track 15: Critical dimensions in pre-deal operational due diligence

- How do you really get at what the opportunities are to understand what the value creation plan should be?
- Coming out of the crisis, how do you think PE's behaviour will change across deal making and the extent of due diligence?
- Uncovering operating partner synergies and best practices in the deal evaluation phase
- Operating partner success factors when partnering with investment teams
- Exposing new challenges in assessing operational risks
- Critical pre-deal diligence elements in cost savings, technology human capital, sales, operational planning, data, and the investment thesis

3:40 Networking coffee break

4:00 FUNCTIONAL BREAKOUT SERIES 6

Track 16: Accelerating management team performance post transaction

- Critical factors in top management teams to drive value creation
- What pitfalls to avoid
- What's the right timeline post transaction?
- How do you spend your time post-transaction?
- What jobs to change out first? What are the most critical jobs?
- What would a quick CEO transition look like?
- How can you conduct talent assessments without hurting the relationship between the management team and the deal team?
- Relationships with the board; what does a high performing team look like?

Track 17: Digital transformations and innovation to drive investment value

- Building a roadmap for technological change
- Digital innovation and operations – going beyond ideation, conception, and analysis and turning strategy into real delivery, particularly in the context of a novel initiative or product
- Digital transformations in the post COVID-19 world: how digital initiatives and innovation have accelerated and what does the future hold
- How can PE firms utilize innovative technologies that return near-term, sustainable investment value without getting stuck in a never-ending cycle of transformation projects?
- Digital workplace transformation and product transformation stories

Track 18: How is private equity "future-proofing" and building resilience in its portfolios?

- How PE firms successfully pivoted their portfolio companies toward growth
- How to secure portfolio companies' liquidity and operational savings during a downturn
- The different ways in which PE firms can set up their portfolio for durable success going forward
- How regional specificities played into the design of PE's portfolio resiliency strategies

4:40 FUNCTIONAL BREAKOUT SERIES 7

Track 19: Leveraging your portfolio's supply chain to maximize ESG impact

- Procurement's role in achieving sustainability goals, while reducing costs, managing risk and improving competitive position
- How to execute a decarbonization and energy efficiency / renewable strategy across your portfolio, including funding solutions that eliminate capital constraints to scale savings
- Exploring solutions for managing Scope 3 emissions throughout the supply chain across portfolio companies
- Delivering on supplier diversity and inclusive procurement practices with an ESG framework

Track 20: The return of business travel—discussing approaches and what lies ahead

Join a live panel discussion on the business travel landscape in the era of COVID and easing restrictions. Panelists will discuss the approaches their organizations have taken towards business travel, how this has impacted throughout their investment companies and their perspectives on handling employee duty-of-care implications going forward.

Through a leveraged procurement lens, we'll discuss experiences in working with travel related vendors throughout the pandemic, how travel management companies are weathering the storm and what's top of mind as managed travel re-emerges in major global markets.

Track 21

5:10 **Enabling a technology-driven CFO: key success factors in the future of value creation**

- Finding data driven CFOs and their role in enterprise performance
- How is the CFO role evolving? What does the CFO of the future look like?
- How to get your portfolio companies from tactical to strategic
- Barriers to automate finance and accounting and how to overcome them
- Sharing value creation insights via data analytics and cloud technology

5:10 INTERACTIVE WORKING GROUPS 1

Interactive working group 1: deep dive discussion for operating partners: Writing the next chapter of the value creation playbook

This session will allow the audience to join an interactive roundtable discussion with designated facilitators:

- Moving toward high-tech sustainability and creating long-term value for society
- Modernizing assets through practical implementation of ESG principles
- Using predictive analytics and data intelligence to enhance investment strategy and decision-making
- Leveraging automation and business process optimization to streamline, modernize, and transform costs

Interactive working group 2: deep dive discussion for operating partners: Reinventing the commercial organization through the eyes of customers (invitation-only)

This session will allow the audience to join an interactive roundtable discussion with designated facilitators.

- Most (85%) commercial organizations expect sales model transformations this year and next
- Planned transformations seem to focus on “inside-out” perspectives – e.g. getting sales meetings in a hybrid world; using content/knowledge capital to obtain leads/meetings
- A better way might be approaching the transformation from the view of prospects/customers and working back into the company
- Reviewing examples of this “outside-in” commercial transformation approach

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

5:50 End of day one chairman’s remarks & cocktail reception

Day 2: October 21, 2021

8:00 Operating partners portfolio breakfast deep dive discussion (invitation-only)

Hosted by: **AlixPartners**

8:40 Think tanks for full-time operating partners: value creation war room (invitation-only)

This closed-door discussion will allow you to learn and share best practices of successful operating partners. The think tank will allow you to submit topics to be introduced by the facilitators and discussed in the room. It will allow you to select one of the two rooms:

Room 1: Digital and Technology Operating Partners

Room 2: Human Capital Operating Partners

9:40 Chairman's welcome

9:45 The future of technology and digital initiatives in working with your portfolio companies

- 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.)
- Approaches to working with portco leadership on technology initiatives
- Understanding the challenges around web-enablement and changes in consumer behavior
- Recent digital transformation and digital disruption stories within specific industries

10:20 Panel

11:00 PE partner-CFO dynamics: alignment, expectations, and impact

- Examining the PE sponsor-CFO relationship across three critical dimensions: measuring the business (collecting the data to inform insights), managing the business (reporting, technology infrastructure, KPIs), scaling the business (operational levers to drive accelerated growth)
- Understanding CFO/Partner alignment, or lack thereof, with regard to: the firm-finance dynamic and operating model, expectations for value contribution, key focus areas and objectives
- Measuring operating partner impact and understanding the critical role of technology in achieving operational alpha and accelerating value creation

11:30 Networking break

11:50 Monitoring and quantifying portfolio performance with data science and analytics

- What new tools are you adopting for portfolio management?
- Looking at best methodologies for portfolio company reporting
- Applying growth KPIs and metrics for operational improvement in different stages
- Using data science to measure the success of a company and drive value creation
- Approaches in utilizing data lakes and big data to drive results
- Value creation team approaches in working with heads of data science

11:50 INTERACTIVE WORKING GROUPS 2

Interactive working group 3: deep dive discussion for operating partners: Putting ESG at the heart of your business strategy in the new sustainable economy

This session will allow the audience to join an interactive roundtable discussion with designated facilitators:

- How does your firm think about ESG, and what specific areas within E, S, and G are covered?
- ESG due diligence best practices
- What is the role of the operating partner in driving ESG initiatives?
- Mapping out and engaging with all key stakeholders on ESG
- How are ESG based KPIs and metrics being used?
- Private equity's ESG journey: what comes next?

Interactive working group 4: deep dive discussion for operating partners (invitation-only)

This session will allow the audience to join an interactive roundtable discussion with designated facilitators.

Hosted by: SIMON ♦ KUCHER

12:30 Networking lunch

1:30 INTERACTIVE WORKING GROUPS 3

Interactive working group 5: deep dive discussion for operating partners

This session will allow the audience to join an interactive roundtable discussion with designated facilitators.

Interactive working group 6: deep dive discussion for operating partners: Evaluating your sales organization's readiness: due diligence and assessment best practices

This session will allow the audience to join an interactive roundtable discussion with designated facilitators:

- Understanding traits of salespeople that are so critical
- Mapping a sales organization: evaluating sales leaders, traits, competencies, and culture
- Looking at historical performance and financial results of sales readiness
- Improving the readiness of your salesforce
- Selecting the right sales talent and leadership
- Coaching: helping sales leaders and executives to run a salesforce
- Uncovering great sales data and reporting

2:10 FUNCTIONAL BREAKOUT SERIES 8

Track 22: Technology value creation and exit strategy

- Showing the value of investment in technology, including finance technology, during a PE ownership cycle
- Building the optimal technology stack
- Highlighting opportunities for future tech gains for the next owner
- Pragmatic steps to position for exit

Track 23: Culture and strategy to accelerate growth in the first 100 days

- Understanding culture: how do you get the most traction post close in working with executive teams?
- How to align around the investment strategy to accelerate momentum into growth
- Establishing clear roadmaps for the organization and help people understand where the company is headed
- Designing environments that support the new strategy and promote high performance in people

2:50 FUNCTIONAL BREAKOUT SERIES 9

Track 24: Managing the total cost of risk

Identifying cost drivers and implementing a strategic approach to improve P&C and benefits insurance performance and spend is key. The property/casualty and benefits insurance value streams are opaque by design. This session will explain the traditional model and show how to:

- Leverage risk management controls
- Create underwriting demand
- Achieve best-in-class program structure and pricing

Track 25: Value creation in recurring revenue businesses—keys to success

- As we see more and more businesses in software and elsewhere move to a “SaaS” type model, what is the role of the operating partner in driving success?
- How to balance both revenue growth rate and Net Dollar Retention
- The role of pricing in driving growth and NDR
- How does digital commerce contribute to growth rates? Is this visible in data?
- Approaches to measuring and tracking these key performance indicators in portfolio companies
- Experiences - what has worked - what hasn't
- Repeatable patterns for success

3:30 Optimizing board governance and effectiveness—key elements for success

4:00 Closing remarks and end of conference