

Operating Partners Forum New York 2021

October 20-21, 2021
Convvene, 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

Moderator: **Ted Bililies**, Managing Director and Chief Talent Officer, **AlixPartners**

Panelist:

David Cohen, Managing Director, Human Capital, **Kelso & Company**

Hannah Gräfin von Walderssee, Vice President, Strategy and Innovation, **Insight Partners**

Steven Maxwell, Senior Vice President, Portfolio Human Capital, **Audax Private Equity**

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?

Moderator: **Jim Corey**, Managing Partner, **Blue Ridge Partners**

Panelist:

Jerry Hughes, Director, Commercial Excellence, **American Securities**

Todd Markson, Operating Partner, Tech Opportunities, **Bain Capital**

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?

Panelists:

Michael Kohlsdorf, President, **Francisco Partners Consulting**

Aaron Miller, Partner, Head of Portfolio Performance Solutions, **Apollo Global Management**

Jon Weber, Head of Global Portfolio Operations Group, **Elliott Investment Management**

10:50 The end of the pandemic: accelerating challenges and opportunities for private equity and portfolio companies

The end of the pandemic may be harder to manage than the pandemic itself from a business and financial perspective. Issues to be addressed in looking at challenges and opportunities:

- Inconsistent demand signals posing challenges for revenue forecasts
- Severe supply chain disruptions with impacts on timely delivery and product costs
- Labor shortages and wage inflation
- Transportation costs through the roof
- Work life balance issues moving from remote back to on-site work
- “Free money” to invest - a curse or a blessing?

Moderator: **Markus Lahrkamp**, Managing Director, **Alvarez & Marsal**

Panelists:

Bill Fry, Managing Director, **American Securities**

Doron Grosman, President and CEO, **Global Container Terminals**

Jason Karl, Principal, **Advent International**

Brian Slobodow, Operating Partner, **HGGC**

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

Moderator: **Kevin O’Neill**, Co-Founder and Managing Partner, **Acertitude**

Panelists:

Doron Grosman, President and CEO, **Global Container Terminals**

Benjamin Humphreys, Senior Operating Executive, **Monomoy Capital Partners**

Jean-Marc Levy, Operating Partner, **Edison Partners**

Nick Winter, Managing Director, Head of North America Portfolio Operations, **Värde Partners**

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

Moderator: **Bill Klein**, President, **Consero Global**

Panelists:

Andrew Walshe, Head of Portfolio Operations, Two Sigma Private Investments, **Sightway Capital**

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

Moderator: **Sarah Walker**, Vice President, Global Head of Private Equity Practice, **Salesforce**

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

Moderator: **Tim Sanders**, Vice President of Customer Insights, **Upwork**

Panelists:

Tracey Abbott, Senior Operating Lead, **Partners Group**

Jon Davies, Managing Director, Head of Talent, **Lightyear Capital**

Kristin Brown Patrick, Senior Operating Partner, Human Capital, **New State Capital Partners**

Track 5: The future value creation supply chain playbook

Companies are looking for growth by expanding into new markets, new regions and into new customer bases. Many firms are grappling with continued supply chain disruptions and respect the imperative of assessing and transforming supply chain health during all stages of the deal cycle. Join this session to learn how supply chain is changing from traditional value creation strategies and what market catalysts are creating the need for more innovative approaches to value creation. Participants will hear from the experts on sourcing, inventory, logistics, and distribution fulfillment strategies that create value and drive returns while mitigating risk and meeting customers' shifting demands.

Moderator: **Wendy Buxton**, President, **LynnCo Supply Chain Solutions**

Panelists:

Brian Slobodow, Operating Partner, **HGGC**

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?

Moderator: **Paul Lennick**, Senior Vice President, M&A Services, **ContinuServe**

Panelists:

Andy Pickens, Managing Director - Data and Digital Transformation, **Apollo Global Management**

Robert Roley, Director of Portfolio Operations, **TPG Capital**

Luis Sosa, Senior Vice President, Portfolio Operations, **Platinum Equity**

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?
- How to prioritize: identifying the most important value creation areas to focus on
- 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

Moderator: **Sean Adkins**, Managing Partner, Mergers and Acquisitions, **West Monroe Partners**

Panelists: **Brian Chu**, Senior Managing Director, **Centerbridge Partners**

Asheesh Gupta, Managing Director, Portfolio Support, **Audax Private Equity**

Michael Song, Managing Director, Portfolio Operations, **Providence Equity**

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?

Moderator: **Atta Tarki**, CEO and Managing Director, **ECA Partners**

Panelists:

Angela Geffre, Chief Human Resources Officer, **Sun Capital Partners**

Jim Morris, Operating Partner, **Sun Capital Partners**

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

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

Panelists:

Amy Kramer, Operating Partner, **Level Equity**

Bijal Sheth, Operations Principal, **Pamlico Capital**

Kush Tulsidas, Operating Partner, **One Rock Capital Partners**

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

Sponsored by: 

1:20 Networking lunch

2:20 FUNCTIONAL BREAKOUT SERIES 4

Track 10: Driving impact: what makes a great PE talent partner?

- PE talent partner market trends: driving better and faster execution
- How do you provide the most value in your talent partner role? When does your firm engage the talent partner?
- Talent partner-deal team dynamics: better identifying opportunities and risks during diligence
- Uncovering specific and tactical talent partner value creation plans
- Establishing playbooks of evaluation, resources, and support at different stages
- Key success factors in looking at better use of data and ongoing monitoring

Panelists:

Merche del Valle, Managing Director and Chief Talent Officer, **Grain Management**

Alice Mann, Operating Partner, Human Capital, **Blue Wolf Capital Partners**

Michelle Nasir, Chief Talent Officer, **Arsenal Capital Partners**

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

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

Panelists:

Daniel Goetz, Principal, Operational Excellence, **Siris Capital**

Track 12: The changing lens of the CFO - pre and post pandemic trends

- K-shaped recovery impact
- Liquidity focus
- Automation
- Investment planning
- Workforce structure/employee retention

Panelists:

Michael Hennessey, Managing Director, **Grant Thornton**

Howard Reba, Head of Portfolio Finance, **CI Capital Partners**

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?

Panelists:

Kara Helander, Managing Director, Chief Diversity, Equity and Inclusion Officer, **The Carlyle Group**

Kate Migliaro, Principal, Talent Management and Organizational Effectiveness, **Apollo Global Management**

Melissa Mounce, Managing Director, Leadership Talent and Diversity, **GTCR**

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

- Best practices in communicating cyber risks to boards
- The importance of cybersecurity in acquisition diligence
- The increasing importance of cybersecurity insurance
- Reducing complexity and costs of your cyber tools and services stack

Moderator: Jamey Cummings, Partner - Cybersecurity and Technology, **JM Search**

Panelist:

Matt Hollcraft, Group Chief Information Security Officer, **Hellman & Friedman**

Neil Kimber, Operating Principal, **Accel-KKR**

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

Moderator: Gary Hoover, Vice President, Global Supply

Panelists:

Geoffrey Baird, Independent Operating Partner Chain Practice, **TBM Consulting Group**

Gilyana Lidzheeva, Director of Portfolio Operations, **Frontenac**

Michael Monagle, Principal, Portfolio Operations, **Providence Equity**

Lane Wiggers, Managing Director, Operating Partner Program, **Argosy Private Equity**

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?

Moderator: **Dan Hawkins**, CEO, **Summit Leadership Partners**

Panelists:

Bala Ganesan, Managing Director, Special Situations, **Oaktree Capital Management**

Ignacio Giraldo, Partner, **TPG Growth**

Marco Mendes, Head of Portfolio Support Group, North America, **Advent International**

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

Moderator: **Aswatha Amarnath (Amar)**, Senior Vice President, Strategic Engagements and Sales Strategy, **Wipro**

Panelists:

Darren Herman, Operating Partner, **Bain Capital**

Jarrad Berman, Vice President, Digital Transformation, **TZP Group**

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

Harrison Lung, Partner, Portfolio Value Creation, **Siris Capital**

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

Moderators:

Kevin Burke, Director, M&A, Private Equity and Venture Capital, **Globalization Partners**

Panelist:

Pericles Mazarakis, Managing Partner, **Trispan Capital**



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

Moderator: **Tommy Greer**, Senior Vice President Enterprise Energy Solutions, **Insight Sourcing Group**

Panelist:

Michael Frain, Senior Vice President, Shared Services, **Warburg Pincus**

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.

Moderator: **Brady Kuhn**, Business Development Manager - Global Private Equity, **SAP Concur**

Panelists:

Adam Cummins, PMO Lead, Global Investment Resources, **The Carlyle Group**

Michael Farrell, Executive Vice President of Business Development, **World Travel, Inc.**

Track 21: Healthcare costs: managing 2022 surge in consumption

Learn how portco CHROs and CFOs leverage unbundled plan offerings along with independent healthcare navigation to dramatically improve employee satisfaction, engagement while driving measurable EBITDA through cost avoidance. Challenges to be explored include:

- 6%-8%—Estimated trend growth for self-insured employers due to "COVID Hangover"
- 15% of American consumers with employer-sponsored health insurance said they had deferred some care
- Poor pandemic-era health behaviors are leading to increases in chronic care management

Moderator: **Todd Grove**, Vice President, Private Equity, **Quantum Health**

Panelist: **Christopher Kim**, Senior Vice President, **Platinum Equity**

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

Moderator: **Jesse Weber**, Private Equity Lead, **Sage Intacct**

Panelists: **Russ Trpkovski**, Operating Principal, **CVC Capital Partners**



5:10 INTERACTIVE WORKING GROUPS SERIES 1

Interactive working group 1: deep dive discussion for operating partners only–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

Facilitator: Dave Noonan, Principal, National Lead of M&A Strategy Execution and Solution Development, **RSM**

Interactive working group 2: deep dive discussion for operating partners only–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

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

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

Day 2: October 21, 2021

8:00 Operating partners portfolio operations breakfast deep dive discussion: The future of workforce (invitation-only)

In this session we will discuss the war for talent, the multi-generational workforce, and its impact on investing in manufacturing and distribution businesses. Topics include:

- New requirements for employers in attracting talent in this time of disruption
- Overcoming the labor shortage in industries with an hourly workforce
- Meeting the expectations and differing values of the four generations in the workplace (Boomers, Gen X, Gen Y, Gen Z)
- Improving operations and building an inclusive culture to retain talent
- Effective change management to optimize operations

Facilitators:

Parmesh Bhaskaran, Managing Director, **AlixPartners**

Marc Lampieri, Managing Director, **AlixPartners**

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

Facilitators:

Bob Barthelmes, Managing Director, Portfolio Operations, **Blackstone**

Cory Eaves, Operating Partner, **General Atlantic**

Room 2: Human Capital Operating Partners

Facilitator:

Christopher Kim, Senior Vice President, **Platinum Equity**

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

Moderator: **Spencer Farrar**, Private Equity Business Development, **Amazon Web Services (AWS)**

Panelists:

Cory Eaves, Operating Partner, **General Atlantic**

Misha Logvinov, Managing Director and Head of IT Strategy, **EQT Partners**

10:20 Uncovering the pricing due diligence playbook

- What does your pricing playbook look like? How to critically evaluate top-line improvements when bidding
- Evaluating potential acquisitions through structured pricing analysis
- Key elements and opportunities where price is a key concern and major aspect of the investment thesis
- First-hand accounts in looking at commercial due diligence and top-up diligence on pricing issues

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

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

Moderator: **Nick Leopard**, CEO and Founder, **Accordion** and Co-Founder, **Maestro**

Panelists:

Evan Lorch, Operating Partner, **Francisco Partners Consulting**

Steven Siwinski, Operating Partner, **High Road Capital Partners**

John Toriello, Operating Partner, **General Atlantic**

11:30 Networking break

11:50 INTERACTIVE WORKING GROUP SERIES 2

Interactive working group 3: deep dive discussion for operating partners only—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?

Facilitator: **Donald Reed**, Managing Director, Finance Transformation, **PwC**

Interactive working group 4: deep dive discussion for operating partners only—Implementing price changes in 2021: essential steps & countermeasures for your portfolio companies during inflationary times (invitation-only)

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

- Key steps to offset price inflation: leveraging inflationary times to expand margin
- Price adjustments: deploying multiple tools to create options when input prices fall
- Implementing robust and workable pricing processes and systems
- How to bring reluctant management team along
- Dealing with sustained price volatility: successful elements to protect margins, drive growth and offset the commercial implications of these effects

Hosted by: **SIMON ♦ KUCHER**

Interactive working group 5: deep dive discussion for operating partners only: Working with CEOs: do's and don'ts

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

- Sharing of lessons learned and do overs
- Setting up productive relationships with CEOs across the deal lifecycle
- Managing tension and helping to bridge alignment
- Helping CEOs operate at full power

Facilitators:

Randy Street, Managing Partner, **ghSMART**

Claudio Waller, Co-head of Private Equity, **ghSMART**

12:30 Networking lunch

1:30 FUNCTIONAL BREAKOUT SERIES 8

Track 22: Modernizing your finance function: driving value through evolving capabilities

Join us to discuss how finance functions are transforming to meet the evolving needs of its stakeholders: Improving finance processes, organizational design, and analytics

- Drive forward-looking insights and improved performance management with advanced data and analytics
- Improve how work gets done through process and controls automation
- Gain efficiency via integrated systems and information
- Implement a cost-effective organization structure and delivery model
- Upskill and evolve people capabilities to be successful in a modern finance environment
- Increase cross-functional collaboration and business partnering

Moderator: **Greg Carlson**, Managing Director, **Riveron**

Panelist: **Steve Cumbow**, Operating Partner, **Sentinel Capital Partners**

Track 23: 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

Panelists: **Richard Spencer**, Co-Founder, Chief Operating Officer, Operating Partner, **Kamylon Holdings**



2:10 FUNCTIONAL BREAKOUT SERIES 9

Track 24: Creating value through your technology investment

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

Moderator: **Maria Urias**, Manager, Strategic Alliances, **FloQast**

Panelists: **Adam Cummins**, PMO Lead, Global Investment Resources, **The Carlyle Group**

Track 25: Culture and strategy to accelerate growth in the first 100 days

A misaligned culture and unclear strategy are two of the most common portfolio company growth barriers. This session is designed to help investors and operators assess, align, and activate both culture and strategy to ensure momentum in the key 100 days post-close.

- 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

Moderator: **Matt Brubaker**, CEO, **FMG Leading**

Panelist:

Andy Caine, Partner, Human Capital, **Frazier Healthcare Partners**

2:50 FUNCTIONAL BREAKOUT SERIES 10

Track 26: 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

Moderator: **Todd Miller**, President and CEO, **Risk International**

Track 27: 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

Moderator:

Travis Huch, Vice President Alliances, Private Equity Partners, **Zuora**

Panelists:

Prital Kadakia, Partner, **Serent Capital**

Alex Mace, Vice President, **Thompson Street Capital Partners**

Kunal Mehta, Principal, Portfolio Operations, **TCV**

3:30 Unlocking the cloud revolution for portfolio value creation

- Create value through cost optimization and product modernization using Cloud
- Leverage the cloud for scalability and reliability
- Increase revenue through strategic cloud partnerships

4:00 Closing remarks and end of conference