

Operating Partners Forum: Europe London 2021

15-17 November 2021 | Hilton Tower Bridge, London

Pre-event: 15 November

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

Day one: 16 November

08:30 **Chairpersons opening remarks**

David Cooper, Founding Partner, Cooper Limon

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?

Alejandro Alcalde Rasch, Senior Director, Portfolio Support, APS Advisory

Josephine Hus, Investment Professional, Permira

Jérôme Losson, Partner, Head of Operations Team, BC Partners

Alan Roux, Operating Partner, CVC Capital Partners

09:15 **The common characteristics of rapidly 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?

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

Moderator: Michael Weyrich, Senior Managing Director, FTI Consulting

Ralph Friedwagner, Managing Director & Operating Partner, CDPO

George Moss, Partner, ECI Partners

Jim Strang, Chairman of The Board, HG Capital Trust Ltd

10:25 **Keynote Interview: Tech & Value Creation**

Facilitator: Yawar Murad, Managing Director, Alvarez & Marsal

10:50 **Coffee & 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

Moderator: Mo Habbas, Managing Director, **Alix Partners**

Riccardo Basile, Principal, **Permira**

Krzysztof Drozd, Senior Managing Director, **Varde Partners**

Celine Infeld, Operating Partner, **Investcorp**

- 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

Mark Billige, CEO, **Simon-Kucher & Partners**

In conversation with: Mark Fulford, Head of Portfolio Growth, **Hg Capital**

- 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

Etienne Colas, Senior Managing Director, **Operating Team, LBO France**

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

Michal Kedzia, Partner, **Enterprise Investors**

- 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**

James Markham, Senior Partner - Value Creation, **Graphite Capital**

Robert Massey, Managing Director, Business Services, **AnaCap**

- 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

Soline Kauffmann-Tourkestansky, Head of Platform & ESG, **Blisce**

Jérôme Richard, Operating Partner, **Wendel**

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
- Martijn Bouquet**, Portfolio Operations Manager, **Waterland**
Andy Caine, Partner, Human Capital, **Frazier Healthcare Partners**
Kristine Janhunnen, Chief People Officer, **Generate Capital**
Elena Pantazi, Head of Talent and Portfolio Development, **Northzone**

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
- Nicolas Requillart**, Chief Digital Officer & Operating Team Leader, **Siparex Group**
- 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
- Catherine Cutts**, Principal, **KKR**
Steve Jones, Growth Acceleration Team, **Livingbridge**
Duncan Ramsay, Partner, **ECI Partners**
Lisa Weaver-Lambert, Data and Digital Operating Partner, **Independent**
- 15:10 **Implementing digital and technological transformation in 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
- Moderator: Sarah Herman**, Sr. Manager, Tech Business Development, EMEA Private Equity & Global Strategy, **AWS**
Joshua Fidler-Brown, Associate Director, **Livingbridge**
Rachael Holtzberg, Digital Operating Partner, **TDR Capital**
Josephine Hus, Operating Executive, **Permira**
Gregory Salinger, Chief Digital Officer, **Apax Partners SAS**
- 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
- Matt J Baird**, Managing Director, Operations & Strategy, London, **Omers PE**
Christopher Parmo, COO/CFO, **Verdane**

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**
Christian Atherton, Managing Director, **PAI Partners**
Tamara McMillen, Member of the Portfolio Team, **Hg**
Harshavardhan Ramanan, Investment Director, **LDC**
- 14:35 **Expanding PE backed businesses internationally**
- Exploring talent growth opportunities and challenges within carve-out deals
 - How not to let the onboarding of new employees slow you down
 - Examples of successful expansions in PE backed businesses and reasons for success
- Moderator: Sam Perry**, Director, Strategic Alliances - Private Equity, **Globalization Partners**
Marc Stoneham, Partner, **Development Partners International**

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**

James Bagan, Operating Partner, **Frog Capital**

Lewis Bantin, Partner, **ECI Partners**

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**

16:20 **Coffee & networking**

16:45 **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, VP, Global Head of Private Equity Practice, **Salesforce**

17:15 **Roundtable discussions over drinks**

- Procurement challenges
- Salesforce effectiveness
- Board effectiveness
- Talent management
- Digital Transformation - **Sarah Walker** (Salesforce)
- Pricing strategy - **Mark Billige** (Simon-Kucher & Partners)

Day two: 17 November

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.

Miles Graham, Operating Partner, **Operating Partners Group**

Tony O'Carroll, Managing Director and Head of Investment-Ops team, **SVPGlobal**

09:30 **Optimisation to unlock value**

- Identifying which areas to prioritise and how to build the value creation plan
- Balancing pricing / commercial improvements versus cost-out opportunities
- Using technology to drive improvements in performance
- How investing in ESG & impact can create long-term savings

Moderator: Tim Wainwright, Managing Director, **Duff & Phelps**

Will Harman, Principal, Margin Practice Lead, **Apax Partners**

Esther Nayyar, Managing Director, Due Diligence & Value Creation, **ICG**

Franck Temam, Portfolio Performance Group, **PAI Partners**

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**

Lodewijk De Graauw, Partner - Head of Portfolio Operations, **Freshstream**

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

Gabriele Questa, Director, **KKR Capstone**

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**

Mark Keatley, Experienced Board Member, **Independent**

Ralph Schuck, Managing Director, Private Equity Goods and Products, **Partners Group**

Paul Vega, Partner, **Cinven**

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

Moderator: Willem Vunderink, Founding Partner, **Vunderink De Vries**

John Brown, Experienced CFO/Independent Adviser

John Gilligan, Director, **The Finance Lab**, **Saïd Business School**, **Oxford University**

11:40 **Coffee & networking**

12:15 **Scaling the finance function of portfolio companies to prepare for exit**

- What is the role of the operating partner in working with the CFO?
- Ensuring the finance function has the right people to drive a successful exit
- How to ensure portfolio companies meet due diligence requests during a sales process
- War stories of what happens when this isn't done

Moderator: Roshan Chakuri, Private Equity and Venture Capital Alliances Lead, **FloQast**

Maria Carradice, Managing Director, **Mayfair Equity Partners**

Steven Dunne, Senior Partner, **Frog Capital**

Matthew Harris, Operating Partner, **SilverTree Equity**

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

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

Oliver Kullman, Partner, **Baltcap**

Jean-Philippe Syed, Principal, **Development Partners International**

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

14:00 **Working groups**

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.

WORKING GROUP A: DIGITAL MARKETING

Business leaders face various challenges seen and unseen as they attempt to connect their brand with consumers, optimize ecosystems and talent, and improve investments as consumers dramatically shift media consumption.

In this workshop participants will explore how marketing performance should align on two important principles: 1. Exposing opportunity—in real time--and 2. Delivering measurable results, then acting on them. Helping businesses understand what capabilities can move marketing forward. Scale ideas, solutions, and opportunities to achieve results and gain perspective.

Blake Cuthbert, Expert Partner, **FRWD - Bain & Company**

WORKING GROUP B: CUSTOMER EXPERIENCE