

# CFOs & COOs Fall Roundup 2022

November 17  
InterContinental, San Francisco

## CFOs & COOs Fall Roundup 2022 Agenda

**Day 1:** Thursday, November 17

**8:30** Registration – Breakfast

**9:25** PEI Welcome

**9:30 – 10:00** Keynote interview

**10:00 – 10:45** Managing inflationary pressures, supply chain disruptions and other economic challenges

- Approaching portfolio company and firm valuations in today's market
- How are firms managing increased interest rates and obtaining lines of credit?
- Are secondaries and continuation funds a solution to consistent GP cash flow?
- How can GP CFOs advise portfolio companies through economic volatility?
- Can PE handle a potential recession?
- Allocating internal and external resources to carry firms forward through an inflationary environment
- Staying ahead of Federal Reserve and SEC measures tackling inflation in private markets

### Panelists

**Erica Keany Blob**, Partner, Chief Operating Officer & Chief Compliance Officer, Brighton Park Capital  
**Chris Smith**, Partner & CFO, SER Capital Partners

**10:45 – 11:15** Morning break



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11:15 - 12:15 Roundup

## Topic A

### Instituting a recipe for success in fundraising

- How involved are CFOs & COOs today's fundraising process?
- Navigating LP demand for more disclosure
- Applying historical and current data to make informed investment decisions
- How are firms catering to both global and emerging LPs?
- Effects of inflation on private market fundraising
- How are GPs balancing in-person and virtual fundraises?
- Evaluating the future of side letters

#### Facilitator

**Amanda Coussens**, CFO, P10

## Topic B

### Approaching internal recruitment and retention in an intense environment

- Enhancing short and long-term employee experiences across the firm
- Determining the proper amount of back/middle-office staff to carry the firm forward?
- What skill sets are firms seeking from finance and operations professionals to boost the firm's capabilities?
- Surpassing race and gender: increasing diversity, equity and inclusion initiatives to drive employee and investor satisfaction
- From job posting to candidate acceptance: how are firms engaging in today's recruitment cycles and practices?
- Employing alternative internal and external recruitment resources to source talent outside of PE & VC

#### Facilitator

**Scott Farden**, Partner and Chief Operating Officer, Nonantum Capital Partners



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## Topic C

### Refreshing the investor reporting process to correspond with LP and regulatory demands

- How are the back/middle offices responding to ad-hoc requests?
- What new items are LPs looking to find in quarterly and annual reports?
- Creating a practical and sustainable repository that satisfies LPs
- Developing reporting framework to showcase both firm and portfolio company ESG efforts
- How will the SEC's proposed rules change investor reporting requirements?
- Implementing automation to aid the investor reporting process

#### Facilitator

**Jennifer Randle**, Executive Vice President - Finance and Operations, TCG

## Topic D

### Enhancing firm-wide operational efficiencies while adjusting to updated industry norms

- Strengthening communication practices across the firm to drive informed decision-making
- Coping with the loss of intellectual capital as firms and outsourcing partners undergo staffing changes
- Where do cross-departmental efforts sit within the firm (ESG, IT, data, etc.)?
- How are firms staffing teams to meet industry and LP demands?
- Instituting professional development programs and plans to strengthen individual and team-wide skillsets
- Navigating relationships with service providers in today's environment
- How have remote or hybrid working environments evolved for finance and operations teams?
- Identifying effective technology solutions to help firms make informed decisions more rapidly

#### Facilitator

**Sharon Hwang**, Partner, Chief Operating Officer, MSP Sports Capital

12:15 – 1:15      Lunch

1:15- 2:00      Breakout series



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## Breakout A

### Taking a proactive approach to taxes

- Understanding the latest in pass through state entity taxes and their effect on GPs
- What's ahead for carried interest taxes?
- Enhancing communication efforts with portfolio companies to gather prevalent tax information for the firm and LPs
- Evaluating available resources to help organize necessary records and documents for the firm and portfolio companies
- Assessing how the SEC & IRS tax plans on the horizon will impact firm operations
- Addressing tax challenges and rules when working with foreign investors
- Is creating an in-house tax team necessary to manage and keep up with the influx of foreign and domestic tax updates?

## Breakout C

### Strengthening firm-wide data management practices to help drive strategic growth

- Utilizing both qualitative and quantitative data to provide firms and LPs informative insights
- Increasing data standardization and integration across the back, middle and front offices
- How are firms for collecting, analyzing, and sharing ESG data with investors?
- Uncovering additional focus areas to record that will aid in firm advancement (i.e., DE&I and talent management)
- Keeping up with LP requests for portfolio-company specific data
- Addressing confidentiality and cyber risk concerns when sharing internal data with external partners
- Leveraging modern technology to modernize data management and analysis

#### Panelist

**Nina Labatt**, Chief Operating Officer & Chief Financial Officer, Section 32

## Breakout B

### Assembling a robust IT infrastructure to further expand GP capabilities

- Approaching firm-wide buy when adopting new programs and platforms
- Is PE fully ready to adopt AI and machine learning capabilities?
- Determining when to build in-house solutions or outsource?
- Creating an IT budget that aligns with firm size and evolving growth
- Evaluating potential cyber risks during implementation periods
- Should firms hold on to their legacy systems as a backup?
- What technology solutions are LPs looking for their GPs to have?
- Tech alert: what tools are available to drive efficiency and decision making?

## Breakout D

### The role of finance teams in ESG reporting and development

- Looking beyond the basics: what makes an ESG program unique from the finance and operations perspective?
- Managing the LP appetite for ESG (data, reporting, due diligence, etc.)
- Best practices for quantifying ESG data
- Tying carried interest to ESG metrics
- Preparing the firm for ESG regulatory requirements as the SEC looks to solidify rules on industry initiatives
- Enlisting help from third parties to aid in ESG reporting

#### Panelists

**Matt Alessio**, Head of Growth and Rise Operations, TPG

**Machal Karim**, Head of ESG, Blue Owl Capital

**David Smolen**, Managing Director, General Counsel & Chief Compliance Officer, GI Partners



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2:45 – 3:15 Afternoon break

3:15- 4:15 Think tank

## Think tank A

### Instituting compensation tactics and incentives that align with a budding market

- How is inflation playing a role in today's employee compensation efforts?
- Strategies for incentivizing staff that are not eligible for carry
- What soft benefits can be added to the total employee package?
- What additional fund performance compensation methods can firms apply to increase employee earnings across the firm (i.e., phantom carry)?
- Are remote or hybrid working options must have incentives for today's talent?

## Think tank C

### Refining cybersecurity efforts at the firm

- How are firms staying ahead of sophisticated bad actors and emerging attack methods?
- Innovative approaches to continuous internal cybersecurity training
- What are LPs seeking in both firm and portfolio company cybersecurity policies?
- Taking stock of all devices in its IT inventory (in and out of the office) to help mitigate cyber risk
- Efforts to protect the firm when granting external parties access to sensitive materials (encryption, password protected documents, etc.)
- How to prepare for proposed SEC cybersecurity rules?

## Think tank B

### Navigating a new era of compliance

- How often should firms review and revise their policies and manuals?
- Preparing the firm as new guidelines and rules come into effect (i.e., fee disclosure, side letter agreements, fund indemnification, general investor reporting, etc.)
- Evolving finance and operations team processes to align with the current regulatory environment
- Compliance considerations for remote and hybrid employees
- How are firms overseeing compliance when investing overseas?
- What cyber rules are in place to protect the firm when working with external parties?
- Establishing compliance and mitigating conflict of interest with GP family offices?
- Are third party providers equipped to help firms keep up with increasing cyber compliance efforts?

## Think tank D

### Staying ahead-of-the-curve while simultaneously managing daily obligations

- Where should GPs allocate internal funds to enhance the firm?
- Enhancing investment offerings to entice LPs while staying true to the firm's core values
- Taking a hold of new growth platforms (crypto, blockchain)
- How are firms growing due diligence efforts?
- Are PE and VC ready to be more public facing rather than remain private?
- Alleviating tasks from the CFO & COO agenda to focus on strategic growth
- Obtaining the proper resources to protect the firm from prospective threats and risks as firms are evolving

#### Facilitator

Eleena Melamed, Managing Director and Head of Strategic Operations,  
The Carlyle Group



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4:15      Cocktail reception and end of roundup



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