

Operating Partners Forum New York 2022

October 19-20
Convene, 117 W 46th St, New York

Operating Partners Forum New York 2022 Agenda

Day 1 October 19, Wednesday

7:20 Registration and breakfast

8:00 PEI's welcome and chairman's opening remarks

Seth Kerker, Director of Events, Americas, PEI

Chairman: Tim Sanders, Vice President, Client Strategy, Upwork

8:20 Building agility in the current economy: the next chapter of the value creation playbook

- Value creation playbooks in a recessionary/inflationary environment: how is the recipe changing? How are operating teams addressing this unprecedented turbulent market?
- Developing an agility playbook to navigate through this period of instability and build sustainable EBITDA
- Essential steps/countermeasures for your portfolio companies: how is PE "future-proofing" and building resilience into its portfolios? What levers should be triggered to weather whatever comes next? How important will liquidity become during this downturn/recession?
- Discussing the trends/factors that will have the largest impact on PE — lessons learned from other downturns: what has PE done historically to deal with recessions? What works and what doesn't?
- How is PE investing its time and resources during these difficult times: what are the real challenges and opportunities?
- Uncovering longer term investments and operational approaches in looking at valuations as interest rates are rising — estimating the severity of its impact across various industries
- How can PE sponsors help portfolio management navigate issues and disruptions? With hold periods decreasing every year, how do you manage and improve the relationship with your portfolio companies and work together effectively?
- Strengthening operational alignment: improving the linkage between sales, operations, and finance to survive
- Investment and exit strategies in a recession: what are you doing differently to acquire companies and prepare companies for sale?

Moderators:

Markus Lahrkamp, Managing Director, Alvarez & Marsal

Shiwali Varshney Tenner, Senior Director, Alvarez & Marsal



For program information:
Marc Mele
marc.m@peimedia.com

For sponsorship opportunities:
Lawrence Dvorchik
lawrence.d@peimedia.com

For registration queries:
Customer Services
customerservice@peimedia.com

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Panelists:

Liraz Evenor, Operating Partner, Bain Capital

Lane McDonald, Managing Director, Strategy and Operations, OMERS Private Equity

Jeffrey Nagel, Operating Partner, AEA Investors

9:00 PE operating partners: what do your CEOs need from you?

PE investors are placing big bets on CEOs and their management teams. The partnership between the investment team and CEO is one of the most critical levers to get right early in the hold period. When it is off track, the investment is at risk. While much attention is placed on how operating partners drive growth and returns; has anyone ever asked the portfolio CEOs what do they really need? CEOs will make or break your value creation plan and operating partners can benefit from hearing directly on how they can collectively drive returns for all key stakeholders. This very insightful panel of portfolio company CEOs will share their experiences on ways to best leverage the operating partner alliance in looking at:

- How can your Operating Partners quickly earn your trust and management team's support?
- What aspects of the 100-day plan work well?
- What does a productive CEO/OP relationship look like?
- How should tough topics and issues be addressed?
- What level of communications and transparency are important?
- As CEOs, where do you need the most help?
- Where can Operating Partners continue to develop their skills and capabilities to be seen as value partners?
- Other advice and tips for Operating Partners to help CEOs drive value creation (in the eyes of the CEO)

Moderator:

Dan Hawkins, Founder and CEO, Summit Leadership Partners

Panelists:

Martin Coulter, Operating Partner, Arsenal Capital Partners, and Former CEO, PatientsLikeMe and Citizens Energy Corporation

Doron Grosman, Former President/CEO, Global Container Terminals & Former Operating Partner

Nick Leopard, CEO and Founder, Accordion

Eric McGlade, CEO and Co-Founder, VPL



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marc.m@peimedia.com

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9:40 Accelerating the pivot to growth with rapid, tactical commercial effectiveness levers

- Focusing on tactical, quick-hit revenue growth that's tangible and measurable
- Sustaining a growth trajectory: aligning the organization for longer-term revenue levers across the investment lifecycle
- Maximizing effective use of marketing and trade spend
- Utilizing digital capabilities to automate, improve targeting, and identify and focus on profitable growth
- Re-investing cost savings to fuel growth
- Driving performance visibility, accountability and P&L impact through margin and revenue wins

Moderator:

Joanne Taylor, Director, AlixPartners

Panelists:

Kevin Kerby, Operating Partner, Bain Capital

Beth Neumann, Partner, Head of Portfolio Operations, Kelso & Company

Jorge Rosales, Senior Vice President, Growth Team, Serent Capital

Kush Tulsidas, Operating Partner, One Rock Capital Partners

10:20 Networking break

10:40 Tech value creation roadmaps: digitizing across the entire investment lifecycle

- Tech strategy roadmaps across the lifecycle: pre-acquisition, 100 days, hold, and exit
- In what ways are investors identifying opportunities to leverage technology to unlock operational value creation during due diligence given limited time/information/resources?
- Achieving alignment through leadership, strategy, IT teams, and tech capabilities
- Finding gaps in the first 100 days
- Which areas are most often misaligned and how do you address the issues created by these misalignments?
- Tech playbooks and strategic roadmap execution – typical challenges, best practices for execution, and related mitigation strategies? What works and what doesn't?
- In what ways does your technology/digital value creation change, shift, or evolve over the course of the hold period?
- Sharing best practices in digitizing before the exit

Moderator:

Greg Petraetis, Managing Director, Midmarket and Partner Ecosystem, North America, SAP



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marc.m@peimedia.com

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Thomas Fountain, Operating Partner, One Rock Capital Partners
Greg Kegeles, Operating Partner, Digital Transformation, Newlight Partners
Kasra Moozar, Principal, Operations Team, Novacap
Carsten Weber, Technology Director, The Sterling Group

11:15 Unlocking the due diligence imperative to rapidly achieve the value creation plan

- How is your due diligence playbook changing in the current economic environment?
- Conducting diligence in a stressed/distressed environment
- Operating partner-deal partner dynamics in understanding a company's potential pre-acquisition
- Partnering with deal teams for success: how to manage the collaboration between the deal side and value side and integrate both sides effectively
- Where are PE Firms investing time and resources across functional areas in due diligence?
- Refining your due diligence playbook in identifying risks and value creation opportunities: how operating partners are involved in the process to accelerate and determine the value creation levers
- Pre-deal assessments of the leadership team – how to know if/when to switch out members to rapidly achieve the value creation plan
- Understanding how due diligence impacts the holistic cycle and your value creation journey

Moderator:

Sean Mooney, Founder and CEO, BluWave

Panelists:

Kalyan Mukherjee, Operating Partner, Apollo Global Management
Cici Zheng, Partner, ParkerGale Capital

11:45 All-weather commercial strategy: no regret moves for the current environment

- Use predictive targeting to increase sales rep productivity and shift revenue mix
- Take share from competitors weakened during the last two years
- Build an integrated sales enablement process to attract, onboard, ramp and retain high performing sales talent
- Sharpen your differentiated value proposition and codify it in sales engagement software
- Create stronger alignment between sales and operations
- Design and roll out the next generation of price optimization



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marc.m@peimedia.com

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- Address headcount imbalances that crept into commercial organizations over the last two years (e.g., revenue ops, sales engineers)

Moderator:

Jim Corey, Managing Partner, Blue Ridge Partners

Panelists:

Jerry Hughes, Director, Commercial Excellence, American Securities

James Potter, Chief Commercial Officer, Dunes Point Capital

Richard Wyckoff, CEO, Arctic Glacier

12:20 Coffee break

INTERACTIVE WORKING GROUP SERIES 1

12:30 Interactive Working Group 1 (for operating partners only) | Operating Partner-Chief Information/Chief Technology Officer dynamics: dos and don'ts

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

- Understanding how the office of the CIO/CTO is becoming more strategic and what to look for in a CIO/CTO?
- What are the challenges? How are operating partners influencing portco CIO/CTO decision making? How is the engagement approach changing in the modern workforce setup?
- Cooperation and collaboration tech value creation partnerships: comparing dynamics
- Looking at best practices in working with different types of companies to deliver value
- What will the future role of the Chief Information/Technology Officer look like?

Facilitators:

Lisa Baldwin, Operating Executive, Evergreen Coast Capital

Don Dickinson, Partner, SAP Practice, Navisite

12:30 Interactive Working Group 2 (for operating partners only) | Modernizing your finance function: uncovering the most important elements to drive value for organizations

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

- Financial transformations to support modern organizations: operating partners share their thoughts
- Modern approaches to finance to ensure the organization's people, processes, data, and technology work in concert



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Marc Mele
marc.m@peimedia.com

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- Uncover stories of how modern CFOs and finance teams are embracing automation and tech integrations as a value-add service: what areas of automation in finance and accounting have been the most successful?
- Drive forward-looking insights and improved performance management with advanced data and analytics
- Data uses to enable predictive financial planning and analysis (FP&A)
- Upskill and evolve people capabilities to be successful in a modern finance environment

Facilitator:

Eric Markovich, Managing Director, Riveron

12:30 Interactive Working Group 3 (for operating partners only) | The future 100-day plan recipe: operating partners share viewpoints

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

- 100-day plans in a recessionary environment: how does your recipe change at this inflection point and what will the future look like?
- Fast start: coming out strong from day one in onboarding new portfolio companies even in the face of recent uncertainty
- Exposing the challenges of getting management to maintain focus in the first 100 days: what does your engagement model look like and how do you go about achieving alignment?
- How to prioritize and identify the most important value creation areas to focus on: what's key for your first 100 days to convert to execution?
- Best practices for the first 30–100 days vs. 365+
- Day 1-100: structured approaches, pragmatic actions, tools, and resources to bring about rapid alignment and focus

Facilitators:

Neal Cao, Principal, Transaction Advisory Services, RSM US

Lane McDonald, Managing Director, Strategy and Operations, OMERS Private Equity

12:30 Interactive Working Group 4 (for operating partners only) | Creating carveouts and greenfields – the new reality to put capital to productive use

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

- PE dry powder needs to be put to good use, but, with limited assets to buy or invest in, PE firms must be creative
- Deal teams and operating teams are confronted with the new challenge of formulating new businesses in the form of creative carveouts and greenfield startups
- Proactivity in identifying sectors, unmet needs, and building a business case and investment thesis will become more critical in the future



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- Establishing a playbook to address these new challenges will differentiate one firm over another in the competitive PE space

Facilitator:

Paul Lennick, Senior Vice President M&A Services, ContinuServe

1:10 Networking Lunch

1:10 Women in PE and VC portfolio operations lunch (invitation-only for operating partners)

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

- Uncovering what being a woman operating partner means and how to be successful in your role
- 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

Facilitators:

Toya Asbury, Managing Director, Alvarez & Marsal

Bobbi Kommineni, Operating Partner, Terminus Capital Partners

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FUNCTIONAL BREAKOUT SERIES 1

2:10 Track 1 Operationalizing data analytics playbooks and reporting to augment your decision making

- Using predictive analytics, and data integration for smarter decision making
- Advanced data science and predictive analytics to open up new revenue streams
- Looking at high value use cases per sector
- Managing cross functional data/KPIs and tying it to the company's strategy
- PE portfolio management new tools: best methodologies for portfolio company reporting and benchmarking



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- How do you help a company become more data-oriented? How do you avoid the pitfalls of sitting on data without operationalizing it?
- What has been the biggest challenge in collecting the “right” data? How are you dealing with it?
- Applying growth KPIs and ongoing metrics in different stages to track portco performance

Moderator:

Philip Moyer, Vice President, Strategic Industries, Google

Panelists:

Prashanth (PV) Bóccasam, Managing Partner, Jørn Capital

David Venker, Vice President of Portfolio Operations, HCI Equity Partners

Richard Spencer, Co-Founder, Operating Partner, Senior Advisor, Kamylon Holdings

Nicholas Wood, Co-Founder and CTO, Trident

2:10 Track 2 Practical approaches for operating partners to improve the linkage between ESG and value creation

The pandemic, climate change, and both regulatory and LP pressure have combined to make ESG an inescapable item on the agenda of every PE fund. Here we will look at how your ESG efforts can, in this new environment, evolve from a risk mitigation and compliance exercise towards identifying and driving long-term value creation:

- ESG due diligence best practices: How are GPs viewing ESG through the lens of value creation? How is ESG influencing the investment thesis?
- Driving ESG performance across the portfolio: What are common areas of misunderstanding about the purpose of ESG? How are operating partners prioritizing ESG? Where are they finding value creation opportunities in climate, DEI, and talent management?
- Enabling resilience: How does ESG enhance a company’s relevance in turbulent markets and over the long-term?
- Role of ESG data: How are GPs standing up efficient and insightful ESG tracking across the portfolio? How are GPs balancing the needs of portfolio companies and LPs? How is ESG resulting in better decisions?
- ESG considerations for exit: How can ESG enhance a portfolio company’s equity story? Where are GPs focusing ESG efforts ahead of exit?

Moderator:

Tania Carnegie, Global and US Lead for ESG, Private Equity and Asset Management, KPMG

Panelists:

Donna Bebb, Head of ESG, Thoma Bravo

Cornelia Gomez, Global Head of ESG, General Atlantic

Amisha Parekh, Managing Director, Global Head of ESG for Private Equity, Blackstone

Emily Welch, ESG Director, Audax Private Equity



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Marc Mele
marc.m@peimedia.com

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Lawrence Dvorchik
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2:10 Track 3 Better leadership: accelerate time to value across the deal cycle

- Custom fit your human capital playbook to optimize each stage of the investment – pre-deal, closing, 100 days, mid-deal, pre-exit, exit
- Practices for bettering executive team due diligence, pre-deal to post-close
- Even more ways to achieve max momentum in the first 100 days
- Drive exceptional outcomes on executive searches in the current business climate
- Using executive assessment as a strategic weapon

Moderator:

Kevin O'Neill, Co-Founder and Managing Partner, Acertitude

Panelists:

Jamie Jacobs, Chief Talent Officer, Oak Hill Capital

Kelly Carlson, Managing Director, Head of Talent, STG Partners

Geoffrey Lurie, Managing Partner, Traub Capital Partners

2:10 Track 4 The changing lens of the CFO: how to position and leverage your finance function in the current environment

- Recession-proof your portfolio companies: understanding how a recession will impact the role of the CFO and what must be done
- Transforming finance from a cost-center into a value-creation engine
- Operating partners share extensive value creation experiences in building out finance and accounting to position a company for scale and growth especially over the last four months
- Discovering tools and tactics currently being employed by finance executives and PE partners and what will be required in future
- Understanding what an optimized F&A function looks like in this environment and why this is critical to prioritizing the value creation plan
- Looking at effective ways to mitigate risk across the portfolio

Moderator:

Nick Leopard, CEO and Founder, Accordion

Panelists:

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

Kelley Morrell, Senior Managing Director, Portfolio Operations, Blackstone

Jonathan Waggoner, Managing Director, Co-Head North America Operations, SVPGlobal

Jill Wight, Managing Director, Operating Partner, Morgan Stanley Capital Partners



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Marc Mele
marc.m@peimedia.com

For sponsorship opportunities:
Lawrence Dvorchik
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FUNCTIONAL BREAKOUT SERIES 2

2:50 Track 5 Delivering faster time to value through service transformation

This session will allow you to learn from companies that implemented service transformation with quick time-to-value and hear insights from key players responsible for sales and service excellence. Key points to be covered include:

- Planning, and project preparation recommended to deliver value quickly
- Service strategies with fast time-to-value
- Case example(s) of project end-to-end and financial impact

Moderator:

Meredith Flynn-Ripley, Senior Vice President, CRM Product Management and GM Lab 1449, Salesforce

Panelists:

Margo Hays, Managing Director, Digital Strategy, TSG Consumer Partners

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

Shivani Tejuja, Advisory Director, Charlesbank Capital Partners

2:50 Track 6 Building a culture of innovation: key success factors to transform your companies

- Best practices in driving innovation through people: how do you equip your people to deliver innovation and create an environment that nurtures their efforts?
- Understanding how sustainable innovation requires the right: leadership, processes, capabilities, resourcing, and culture
- Unlocking the right new technologies and tools to deliver value and drive revenue
- Understanding how to improve enterprise planning and automate processes
- Driving continuous innovation and augmented intelligence across the different functions
- Looking at how to deliver innovation in a downturn

Moderator:

Steve Niesman, President and CEO, Americas Region, NTT Data Business Solutions

Panelists:

Liraz Evenor, Operating Partner, Bain Capital

Amar Ghai, Head of Digital Value Creation (Americas), KKR

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

Steve Mayotte, Operating Partner, Technology Enablement, New State Capital Partners



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Marc Mele
marc.m@peimedia.com

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Lawrence Dvorchik
lawrence.d@peimedia.com

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2:50 Track 7 Human capital due diligence done right: uncovering opportunities for PE

- Talent due diligence dos and don'ts: operating partners share lessons learned
- New challenges in assessing management teams and talent across all levels
- How are operating teams working effectively with investment teams when it comes to talent due diligence?
- Understanding where the opportunities lie in the current environment
- What tools and resources are most effective in executing your talent due diligence playbook
- Turnover cost savings identification practices in due diligence

Moderator:

Shannon Gabriel, Managing Director, Leadership Solutions, TBM Consulting Group

Panelists:

Caleb Clark, Partner, Palladium Equity Partners

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

Drew Scielzo, Operating Partner, ACON Investments

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

2:50 Track 8 Winning after the deal: the key to smooth post-acquisition integrations

- Achieving cohesion between the diligence phase and integration planning process to move toward long-term performance
- Effective synergy modelling, value capture and governance throughout the transaction lifecycle
- Effective talent management, communications, and culture alignment through the transaction lifecycle
- Getting the synergies right post acquisition and ensuring day 1 readiness through effective assessments, engagement, and strategy
- Developing 90–100-day integration playbooks: identifying the value drivers
- Mitigating risks through successful integration planning and execution support at the overall transaction level and at the functional levels

Moderator:

Scott McGurl, Principal, Strategy and Transactions, Grant Thornton

Panelists:

Jessica Castillo, Operating Partner, Sovereign's Capital

David Feierstein, Managing Partner, Ronin Equity Partners

Daniel Goetz, Managing Director – Value Creation, Siris Capital

Sheheryar Shah, Chief Operating Officer and Chief Investment Officer, ZT Corporate



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Marc Mele
marc.m@peimedia.com

For sponsorship opportunities:
Lawrence Dvorchik
lawrence.d@peimedia.com

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FUNCTIONAL BREAKOUT SERIES 3

3:30 Track 9 Effectively managing healthcare across the portfolio: a Blackstone story

Healthcare is one of the largest challenges in the US; it's typically the second biggest expense for companies behind only salaries. Here we will explore components of Blackstone's platform and lay out six initiatives which do not rely on significant scale or healthcare expertise to drive exceptional outcomes to make healthcare healthier for the portfolio. PE and operating executives have a huge opportunity to make healthcare better when it comes to managing spending and keeping costs flat. Giving the HR leaders what they need for it and tracing the roadmap of what you can do will help you to think about enacting this change through:

- C-suite engagement
- Broker RFP/evaluations
- Carrier (insurer) RFP
- Leveraging pharmacy collectives
- Leveraging stoploss collectives
- Dependent eligibility audit

Presenter:

Andreas Mang, Senior Managing Director, Portfolio Operations, Blackstone

3:30 Track 10 Leveraging technology and data to unlock value

- Identifying, quantifying, and enhancing conviction of digital opportunities during diligence
- Unlocking the value of existing data to drive behaviors and improve performance
- Enhancing the moments that matter in the value chain through digital enhancements to capture value across all stakeholder groups including customers, vendor partners, and talent and labor

Moderator:

Andy Johnson, Partner, Mergers & Acquisitions, West Monroe

Panelists:

Michael Kingston, Managing Director, Chief Information Officer Americas, The Carlyle Group

Raj Kushwaha, Managing Director, Co-Head Value Creation and Chief Digital Officer, Warburg Pincus

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

Prerak Vohra, Managing Director, Goldman Sachs Asset Management



For program information:
Marc Mele
marc.m@peimedia.com

For sponsorship opportunities:
Lawrence Dvorchik
lawrence.d@peimedia.com

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Customer Services
customerservice@peimedia.com

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3:30 Track 11 CFO-PE operating partner dynamics: critical factors in creating a value generating finance function

- Understanding how investor-backed CFOs are optimizing for growth
- Accelerating your finance value creation function through people, processes, and technology
- Sharing how CFOs of investor-backed businesses must adapt their finance and accounting functions to drive operational gains faster
- Creating an impactful portfolio company CFO: how can PE best support portco CFOs?
- Establishing roadmaps for CFOs: expectations vs. reality
- Finance and accounting reporting and assessment best practices

Moderator:

Will Dick, Senior Director, Private Equity and Venture Capital, Consero Global

Panelists:

Brian Barnum, Operating Partner, Shamrock Capital

Joseph Gwozdz, Operating Partner, Edison Partners

Brian Regan, Managing Director and Chief Financial Officer, Spectrum Equity

3:30 Track 12 GTM levers for today's market realities

- Gaining insight and building momentum through commercial diligence
- Mobilizing management on commercial VCP initiatives that move the needle
- Leadership – installing the commercial talent needed to bring the deal thesis to life
- Pricing – putting up quick wins and building foundational disciplines
- Segmentation and targeting – directing the business to markets that matter
- Channels – diversifying routes to market
- Revenue operations and enablement – establishing visibility and preparing the organization to scale
- Engaging management teams throughout the hold and sustaining change adoption

Moderator:

Matt Greenstein, Principal, Alexander Group

Panelists:

Amanda Good, Partner, Global Head of Value Creation, Searchlight Capital Partners

Seckin Ozdamar, Operating Vice President, General Atlantic

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

FUNCTIONAL BREAKOUT SERIES 4



For program information:
Marc Mele
marc.m@peimedia.com

For sponsorship opportunities:
Lawrence Dvorchik
lawrence.d@peimedia.com

For registration queries:
Customer Services
customerservice@peimedia.com

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4:10 Track 13 Riding the talent wave into 2023 and beyond: an inside look at challenges and opportunities for PE

During economically challenging times, companies find themselves whipsawed from feast to famine when it comes to resourcing their work. In the short term, hiring freezes and layoffs create delivery problems. This leads to more emphasis on operating expense budgeting until the next wave of adding back employees commences. This panel will discuss how leaders ride this wave, create value through it all and emerge stronger on the other side. Key points to be covered include:

- Hiring freezes, spending limitations, and layoffs: operating partners share lessons learned from previous downturns
- How to deliver speed during times of constraint: how can companies stay fast while operating under constraints?
- Sharing innovative ways companies are solving talent challenges in the current environment: what leadership skills are necessary in this operating context?

Moderator:

Tony Buffum, Vice President of HR Client Strategy, Upwork

Panelists:

Natalie Ings, Managing Director, Head of Portfolio Solutions, Lightyear Capital

Alice Mann, Partner, Human Capital, Sentinel Capital Partners

Steve Schloss, Operating Partner, Leadership Center of Excellence, Edison Partners

Debra Somers, Senior Vice President, Portfolio Recruitment, Warburg Pincus

4:10 Track 14 Operating partners: what does your tech scorecard look like in a downturn?

- Operating partners share key tech portfolio initiatives being delivered in a downturn
- What can tech and tech operations do to protect EBITDA?
- How the profile of tech-spending changes during a downturn?
- Looking at steps to remedy: how to transform from problem solving to maximizing value in the years to come

Moderator:

Aswatha "Amar" Amarnath, Senior Vice President and Head of Global Sales Operations, Wipro

Panelists:

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

George Mashini, Operating Partner, Welsh, Carson, Anderson & Stowe

Chris Satchell, Operating Principal Technology and Digital, Clayton Dubilier & Rice



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marc.m@peimedia.com

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4:10 Track 15 **Optimizing revenue across the full bowtie: driving sustainable growth during a downturn**

In order to maximize recurring revenue and increase efficiency and productivity, the most successful companies are employing a full funnel strategy, using a 'bowtie' rather than 'funnel' and applying a common operating system across Sales, Marketing, and Customer Success. The panel will cover the current market, and the strategies PE operating partners are applying to drive sustainable growth during turbulence such as:

- How to achieve sustainable growth, rather than growth at all costs
- How to improve revenue productivity per rep, rather than hiring more reps
- What it really means to have a shared methodology and common language across Marketing, Sales, and Customer Success
- How to optimize recurring revenue from existing customers
- Developing an action plan by company stage to drive sustainable growth

Moderator:

Lauren Goldstein, Private Equity Practice Lead, Winning by Design

Panelists:

Rebecca Granne, Director, Portfolio Support Group, Advent International

Yvonne Hyland, Head of Portfolio Business Development, B Capital Group

James LiVigni, Operating Advisor, JMI Equity

Angelique Slagle, Managing Director, Head of GTM, Sales and Networks, Blackstone

4:10 Track 16 **Navigating supply chain disruptions: a firsthand look at PE responses and initiatives**

- Uncovering severe supply chain disruptions that have had significant impacts on timely delivery and product costs
- How is inflation/price inflation affecting distribution costs and your supply chain strategy overall?
- What new/recent strategies have you adopted to enhance resiliency and meet customer demand?
- Are you looking at more solutions in region for your region?
- How have constraints affected your ability to grow and drive innovation in companies?
- What are some innovative examples of supply chain management that worked through the pandemic?
- Supply chain cost optimization in this environment: individual company vs. cross-portfolio programs

Moderator:

Jake Wojcik, Executive Vice President, Insight Sourcing Group and SpendHQ

Panelists:

Rami Cassis, Founder and CEO, Parabellum Investments

Gabriel Mesanza, Partner, Resource Group, Huron Capital

Jud Morrison, Operating Partner, The Sterling Group

Zaid Nesheiwat, Vice President, Portfolio Operations, ORIX Capital Partners



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Lawrence Dvorchik
lawrence.d@peimedia.com

For registration queries:
Customer Services
customerservice@peimedia.com

Operating Partners Forum New York 2022

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Convene, 117 W 46th St, New York

4:50 Networking coffee break

INTERACTIVE WORKING GROUP SERIES 2

5:00 Interactive Working Group 5 (for operating partners only) | Uncovering the keys to operational improvement success factors

This session will allow the audience to join an interactive roundtable discussion with designated facilitators: ERP implementation alone does not equate to operational improvement. Operational improvement is far more nuanced and involves the effective balancing of technology, management, and human capital elements. Achieving true operational improvement requires the implementation of a robust ERP ecosystem that serves as a technology backbone to support optimized business processes that are supported by an effective change management strategy, an accountable management team and capable and well-trained users. This interactive roundtable will explore the keys to operational improvement success in terms of both technology and general operational improvement transformations by looking at:

- Realistic expectation setting and effective change management strategy
- Sound implementation partner and methodology advice
- The importance of data migration strategy and timing
- Successful blueprinting, testing, and training planning approaches
- Cutover planning tips
- Maintenance and support planning best practices

Facilitators:

Alex Olano, CEO and Managing Partner, Trajectory

Kyle Sarausky, Former Operating Partner, Parthenon Capital

5:00 Interactive Working Group 6 (for operating partners only) | An inside look at the metaverse and what the future holds for PE operating partners

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

- Understanding what the metaverse means to you in your value creation journey as an operating partner
- Uncovering key elements in looking at the enterprise, consumer, and infrastructure side
- How the metaverse ties in with ongoing IT trends like IoT, AR/VR, and gaming
- Sharing what will be needed from a data and network functionality perspective to meet the consumer side
- Understanding different use cases for the metaverse by industry and customer segment



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Marc Mele
marc.m@peimedia.com

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- Grasping the importance of having the right infrastructure in place to meet the required level of interaction and experience within the metaverse
- In what ways will it impact and influence PE and your future tech roadmap

Facilitators:

Sebastian de Meel, Partner, PwC

Karl Meyer, Managing Director and Head of Portfolio Operations, Digital Alpha

5:00 Interactive Working Group 7 (for operating partners only) | Human capital strategies for mitigating risk and driving growth throughout the investment lifecycle

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

- Underwriting and assessing human capital impact during diligence – how to measure the people side of the deal
- Reducing new portfolio company onboarding times – and gaining faster traction towards delivering on the investment thesis
- Preventing costly organizational derailments during the hold period – and how to identify development opportunities that will have outsized impact on performance
- Leveraging outcomes and human capital excellence to achieve exit premiums – maximizing the return on your development investment

Facilitator:

Chris “Mitch” Mitchell, Principal, Private Equity, FMG Leading

5:00 Interactive Working Group 8 (for operating partners only) | When supply chains fail: repairing them now while building agility and resiliency

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

- Examine and discuss recent examples of supply chain failures and share specific solutions that fixed difficult problems while ensuring greater agility and resiliency in the future
- Reveal pre-existing vulnerabilities, deeper root causes, and valuable lessons for the future
- Uncover expert insights, practical solutions, and “future proof” designs to avoid known pitfalls, build agility, and become more resilient to future disruption
- Operating partners share recent challenges and lessons learned with their peers to help each other build stronger, more resilient supply chains

Facilitators:

Bill Angeloni, Founder and Director, Tenzing Consulting

Thom McLeod, Founder and Managing Director, Tenzing Consulting

5:40 End of day one and networking cocktail reception

Hosted by: NuView Analytics



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Day 2 October 20, Thursday

7:45 Registration and breakfast

7:45 Breakfast deep dive discussion (invitation-only for operating partners) — Working with CEOs: dos and don'ts

- Setting up productive relationships with CEOs across the deal lifecycle: managing tension and helping to bridge alignment
- How to best partner with CEOs in creating value in a recessionary environment
- If you had to hire a new CEO today what profile and characteristics would you prefer?
- Supporting new CEOs as well as CEOs new to PE to help them operate at full power
- How do you do good CEO performance reviews: what is the right process for it
- What does the next generation CEO look like? What can be done to identify that next generation and coach them?
- Sharing of lessons learned and do overs: what works and what doesn't?

Room 1

Facilitators:

Ted Bililies, Managing Director and Chief Talent Officer, AlixPartners

Joanne Taylor, Director, AlixPartners

Room 2

Facilitators:

Kyle Nelson, Managing Director, AlixPartners

Clark Perry, Director, AlixPartners

Hosted by: "AlixPartners"



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THINK TANK SERIES 1

8:30 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 rooms:

Room 1 Digital and Technology Operating Partners

Facilitators:

Lee McCabe, Operating Partner, AEA Investors
Carsten Weber, Technology Director, The Sterling Group

Room 2 Human Capital/Talent Operating Partners

Facilitators:

Jimmy Holloran, Operating Partner, ParkerGale Capital
Kate Migliaro, Global Head of Portfolio Talent, Searchlight Capital Partners

Room 3 Sales and Revenue Growth Operating Partners

Facilitators:

Ori Ben-Moshe, Director of Portfolio Operations, ORIX Capital Partners
Jerry Hughes, Director, Commercial Excellence, American Securities

THINK TANK SERIES 2

9:15 Think tanks for full-time operating partners: value creation war room (invitation-only)

This closed-door discussion will allow you to learn and share strategies together with your operating partner peers. It will also allow you to submit topics to be discussed in value creation:

Room 1 Emerging Operating Partners (1-2 years in PE)

Facilitators:

Matt Hively, Operating Partner, Angeles Equity Partners
John Sander, Principal, Portfolio Solutions, Lightyear Capital

Room 2 Advanced Operating Partners

Facilitator:

Jon Weber, Global Head of Portfolio Operations, Elliott Management Corporation



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10:00 Chairman's welcome

Tim Sanders, Vice President, Client Strategy, Upwork

10:10 The evolution of value creation: PE operating partners compare models

- Comparing operating partner models: how are operating partner models evolving in PE and at your firm? How is the operating model different/unique at your firm?
- Comparing team designs/structures from generalists to functional specialists
- How to deploy an operating team throughout the phases of the investment lifecycle
- What types of companies/industries does your model work well in and not work well in?
- Embedding your deal teams in your operating model: bridging the gap between the investment teams' model and what happens in reality
- Making the "magic quadrant" work: how the deal partner, operating partner, CEO, and board can work together to deliver value creation
- Uncovering where successful operating partner teams focus their attention: value creation team processes, resources, and playbooks
- What does your engagement approach with portfolio companies look like? How is the engagement approach changing? How do you build trust?

Moderator:

Amy Daly, Americas Private Equity Consulting Leader, EY

Panelists:

Anne Arlinghaus, Managing Director, Co-Head of Americas, KKR Capstone

Marco Mendes, Partner, Head of Portfolio Group North America, Advent International

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

10:50 Fireside chat: Underwriting for growth in times of economic uncertainty

- How will changes in valuations impact the hurdle for investing in capital projects?
- If hold periods become extended, what opportunities and challenges does this represent?
- With thinner margins for error, what controls can be put in place to monitor costs and transformation outcomes?
- The ability for a portfolio company to react quickly to market conditions is more important than ever but agility is not easily quantified. Discuss successful ways to value and enable business agility



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- Despite the economic slowdown, there is still expected to be a talent gap for the foreseeable future in areas like digital transformation and machine learning. What are some effective strategies that help mitigate this risk? What role does automation play?
- How does the role of partners change in this new climate?

Presenters:

Martin Taylor, Managing Director and President of OneVista, Vista Equity Partners

Paul Zimmerman, Managing Director, Global Private Equity, Amazon Web Services (AWS)

11:30 Strategically managing pricing in an inflationary and recessionary environment

- Uncovering how pricing is a key element of organic growth in a recessionary/inflationary environment in looking at market, market share, consolidation
- Implementing urgent and opportunistic pricing changes in current times
- Looking at inflation and current opportunity for different industries
- Engaging with companies to successfully execute pricing projects
- Aligning value delivered with willingness-to-pay by using strategic pricing and packaging for longer-term pricing change
- Leveraging segmentation, value positioning, and value communication to improve and sustain price realization in the medium and long term
- Using data and other tools for better pricing and adjustments

Presenters:

Mark Billige, Chief Executive Officer, Simon-Kucher & Partners

James Wood, Senior Vice President, Pricing Strategy, Insight Partners

12:00 Networking break

INTERACTIVE WORKING GROUPS SERIES 3

12:20 Interactive Working Group 9 (for operating partners only) | Value creation for employee benefits and risk programs: strategies to create sustainable value inside your portfolios across the entire lifecycle

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

- Remove excess costs and waste from employee benefits programs without cost-shifting, plan degradation, or member disruption
- Learn how to take back and maintain control of your benefits program with a best-in-class governance framework



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- Discover ways to evaluate commercial insurance programs for coverage enhancements, savings opportunities, and market checks
- See what an optimal sourcing process entails for both risk management and benefits programs

Facilitators:

Todd Miller, CEO, Risk International

John Weaver, Senior Director, Risk International

12:20 Interactive Working Group 10 (for operating partners only) | Cybersecurity: operating partners share war stories

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

- How to raise your standards in the current cyber epidemic in working with your portfolio companies and their functional areas of business?
- How do you define good cybersecurity? What is enough security? How prescriptive are you on cybersecurity?
- Cyber assessments and resource allocation: how is security diligence changing?
- How do you engage with portfolio company teams about cyber?
- First-hand stories in dealing with cybersecurity breaches: what to do and what not to do
- What are current implications for PE when it comes to cyber in the changing geopolitical and financial world? How are these challenges being met?
- Cost effective portfolio security measures and risk management
- Addressing cyber liability insurance carrier requirements

Facilitators:

Chris Hueneke, Chief Information Security Officer, RKON

Marcos Marrero, Chief Information Security Officer, H.I.G. Capital

Kris Radhakrishnan, Director, Financial Excellence, SK Capital Partners

12:20 Interactive Working Group 11 (for operating partners only) | Digital transformation dos and don'ts across different industries: operating partners share specific elements

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

- What are the boundaries of Digital, and what does it mean to Digitally transform?
- What are the 2-3 plays that drive the most value with regard to Digital in your Industry/Sector?
- How do you approach Digital transformation in the transaction lifecycle...when do you assess, design, implement and how do you sequence this relative to other activities?
- What are the biggest challenges and opportunities in driving Digital (people, process, technology, adoption)
- Where's the tipping point with regard to value creation vs not worth the effort (i.e. are you up for the tough Tech projects and multi-year efforts)



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- What are the examples or stories that really showcase success?

Facilitators:

Ryan Jones, Principal and Private Equity Leader, Deloitte Consulting
Greg Kegeles, Operating Partner, Digital Transformation, Newlight Partners
Chris Satchell, Operating Principal Technology and Digital, Clayton Dubilier & Rice

12:20 Interactive Working Group 12 (for operating partners only) | Procurement after transformations: why great assets and operators keep creating value

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

- Value creation from procurement needs more than a one-off transformation – what ensures ongoing value delivery in procurement?
- What do great assets with sustained procurement performance look like – KPIs and qualitative indicators?
- How to uncover performance of your assets outside of a transformation
- Effective approaches and interventions to improve ongoing value delivery post transformation
- How Operating Partners can unblock common challenges – sponsorship, resourcing, finance partnering, ambition levels

Facilitators:

Jose Oliveira, Vice President, Efficio
Patrick Traynor, Vice President, Efficio

1:00 Networking Lunch

FUNCTIONAL BREAKOUT SERIES 5

1:50 Track 17 Improving lives and the bottom line: EBITDA growth through healthcare navigation

The next few years will provide significant challenges for companies to manage medical costs while supporting employee health. Learn how a leading technology company provides solutions to questions such as:

- How can CFOs break the cycle of medical spend creep?
- Can your portfolio executives improve employee engagement while simultaneously eliminating wasted spend?
- Healthcare navigation: balancing employee needs with financial realities
- Can CHROs/CFOs change the model of health insurance to improve outcomes & employee satisfaction – while driving EBITDA?

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



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Panelists:

Ingrid Evans, Vice President, Human Resources, Insight Enterprises
Michael Frain, Senior Vice President, Shared Services, Warburg Pincus

1:50 Track 18 Maximizing ESG impact across your portfolio's supply chain

- Procurement's role in achieving sustainability goals, while reducing costs, managing risk and improving your 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 emissions throughout the supply chain across portfolio companies
- Delivering on supplier diversity and inclusive procurement practices with an ESG framework
- Uncovering data and key metrics in supplier diversity and ESG for the supply chain

Moderator:

Bob Brennan, Executive Vice President, Integrated Solutions, SGS-Maine Pointe

Panelists:

Jill Dumain, Global Vice President of Sustainability Solutions, SGS
Brian Slobodow, Operating Partner, HGGC
Jana Wayne, Director of Portfolio Procurement, SK Capital Partners

1:50 Track 19 Tech due diligence imperatives: aligning and leveraging technology with your investment thesis

- Operating partner anecdotes recounting successful tech due diligence and post-close technology readiness in partnering with investment teams, providers, and target companies
- What is most critical to accurately understand a company's technology environment pre-deal?
- How do you connect buy-side technology diligence to company valuation?
- How do you leverage technology diligence to start value creation within your portfolio company?
- What role do you see for technology diligence on the sell side?

Moderator:

Riley Scott, Partner, Cuesta Partners

Panelists:

Ishan Manaktala, Operating Partner, STG Partners
Jessica Pizzo, Resource Partner, Court Square Capital Partners
Eric Taylor, Founder and CEO, Trident
Andrew Vittetoe, Private Equity – Technology, Partners Group



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marc.m@peimedia.com

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1:50 Track 20 **Operating partner-leadership team alignment to rapidly accelerate the value creation plan**

- Understanding why it is now essential to rapidly accelerate value creation and transform companies faster
- Fast start: coming out strong from day one in onboarding new portfolio companies (even in the face of recent uncertainty)
- Accelerating management team performance post transaction: how to do it quickly and robustly for it to have an ongoing impact in the lifecycle sooner and sooner
- Aligning value initiatives with management: how do you influence CEOs/management teams? How do you get management teams aligned when shifting management teams?
- Engaging with your portfolio companies throughout the investment lifecycle: how do you get them to let go of the reigns? How do you build trust to be able to scale faster?
- Looking at executing in the four phases: the legacy team, the middle management team to get where needed, the more specialized team, and the exit phase

Moderator:

Jan Jamrich, CEO and Founder, Entromy

Panelists:

Kenneth Horne, Director of Portfolio Operations, Spring Lane Capital

Dan Meyer, Talent Partner, Align Capital Partners

Roya Rashtchi, Vice President, Portfolio Operations, Arcline Investment Management

FUNCTIONAL BREAKOUT SERIES 6

2:30 Track 21 **Leveraging strategic providers and partnerships in driving value creation across the portfolio**

- Why partnerships for value creation should not be limited to only procurement/preferred pricing/savings (although this is an important benefit of establishing these partnerships)
- Vetting partners to identify them as leaders in what they do as part of the initial alignment before deploying them into the portfolio community
- Creating a framework for how you engage/work with your partner network in identifying opportunities for optimization and value creation
- Setting expectations and communicating effectively to keep your partner network working within the framework and guidelines of your operating strategies
- Monitoring and tracking your successes and impacts to the business

Moderator:

Simon Roberts, Managing Director, UKG



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marc.m@peimedia.com

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lawrence.d@peimedia.com

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Panelists:

Bryce Ashcraft, Vice President, Human Resources, SonicWall

Gregory Beutler, Operating Partner, Blackstone

Theresa Ciullo, Head of Procurement - North America, Asia and Pacific, Merlin Entertainments

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

2:30 Track 22 Key considerations in commercial due diligence: operating partners share their thoughts

- Understanding how to make your companies more successful early on in looking at how customers think
- Sharing thoughts on how effective design of commercial due diligence makes you a better PE owner
- Unlocking capabilities in commercial diligence to enable key growth decisions post acquisition
- Uncovering key commercial diligence considerations in looking at your: market, customers, competitors, the resiliency of your target companies, key value generation and integration initiatives

Moderator:

Tim Foster, Managing Partner, Maple Street Advisors

Panelists:

Elizabeth Dresdale, Principal, The Catalyst Group, Incline Equity Partners

Jonathan Konkoly, Vice President of Portfolio Operations, HCI Equity Partners

Amy Kramer, Operating Partner-Growth, Level Equity

Christopher Young, Managing Director, Operations and Strategy, OMERS Private Equity

2:30 Track 23 Tech M&A playbooks: operational improvement driven by technology efficiencies

- Organizations around the world are undergoing business transformations but how are we determining and measuring the real impact to the business?
- How do we best ensure that the original goals of the business case carry through beyond Go-Live?
- How do you empower employees and key stakeholders to get the most out of the transformation?

Moderator:

Stephen Williams, Senior Vice President, Enterprise Transformation and Value Realization, Oracle

Panelists:

Amar Ghai, Head of Digital Value Creation (Americas), KKR

Richard Spencer, Co-Founder, Operating Partner, Senior Advisor, Kamylon Holdings

Michael Weingart, Operations Executive, TPG Capital



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marc.m@peimedia.com

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FUNCTIONAL BREAKOUT SERIES 7

3:10 Track 24 **Building an effective talent function for your PE firms and portfolio companies**

- How operating teams are using talent to drive value creation plans: what does your model look like?
- What makes a great PE talent partner/human capital operating partner team? What will the future role of the human capital operating partner look like?
- What does transforming your talent function look like?
- Best practices in working with the CEO and CHRO to support successful initiatives
- Rapid acceleration of the talent value creation plan: sharing what must be done
- Sharing creative practices that talent functions are embarking on with the competitiveness and challenges there are now in looking at talent

Moderator: Shannon Carlson, Principal, Private Equity, Beecher Reagan

Panelists:

Kate Berkeley, Managing Director, Talent Acquisition, Gryphon Investors

Kristen Chang, Managing Director, Human Capital, LLR Partners

Christopher Grillo, Private Equity Vice President, Partners Group

Jimmy Holloran, Operating Partner, ParkerGale Capital

3:10 Track 25 **Unlocking cloud transformations for value creation**

- Cloud transformation external and internal business aspects: how to handle it with your portcos
- Leveraging the cloud for security, scalability, and reliability
- Create value through cost optimization and product modernization using Cloud
- Multi-cloud vs. single cloud vs. hybrid cloud
- Understanding the financial aspects of strategic cloud partnerships on revenue and costs
- Looking at the challenges of building and hiring cloud expertise in your companies

Moderator: Rohini Williams, Associate Vice President, Infosys

Panelists:

Ajaykumar Kutty, Technology Operating Principal, KKR

Scott Puopolo, Operating Partner, Digital Alpha

Ali Shams, Technology Operating Partner, H.I.G. Capital

Craig Vosburgh, Chief Technology Officer, Strattam Capital

3:50 Closing remarks and end of conference



For program information:
Marc Mele
marc.m@peimedia.com

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lawrence.d@peimedia.com

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Customer Services
customerservice@peimedia.com