

# CFOs & COOs Forum New York 2023

January 18-19  
Sheraton Times Square, New York



## CFOs & COOs Forum New York 2023 Agenda

**Day 1:** Wednesday, January 18

**8:00** Registration – continental breakfast

**9:00** PEI welcome & chair's introduction

**9:10** Chair's welcome & Keynote Introduction

**09:15** Opening Keynote Address by Ron Insana, Senior Analyst & Commentator, CNBC

As the world grapples with inflation, broken supply chains, confounding markets, economic and political turmoil, and living with Covid long term, Ron Insana is a voice of economic reason. Properly assessing the current environment is vital to determining what to do next. A savvy trend-watcher, Ron looks at today through the lens of economic history. He'll offer insights to help plan for the future in a world beset by constant change –

- Comparing prospects: Main Street vs. Wall Street
- The outlook for business growth; which sectors are winning, which are stuck?
- Markets always send signals; what is the message of the markets right now?
- Washington policy moves: how they'll impact business and investments

**10:00** 10th annual EY global CFO and COO benchmarking survey results

In this session, we will review the results of the ninth annual survey of CFOs and COOs from across the globe. We've collected extensive data on people, processes, and planning for the future. The insight gained from the survey will provide the foundation for a robust discussion by an esteemed panel of CFOs and COOs representing a broad spectrum of private funds.

**Moderator:** Ernst & Young

**11:00** Networking coffee break



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## 11:30 - 12:30 Think Tanks: State of market

### Track A Industry Trends

#### GPs only - Fund finance in a high inflation environment

- Interest rates impact -- where are we now and where are going in terms of price of products, what will the lending landscape look like?
- Supply/demand dynamics for fund finance in 2023 Subscription lines
  - partner / GP / management fee lines of credit
  - umbrella credit facilities
  - NAV credit
- Understanding the risks associated with each fund facility
- Will inflation rates lead to a decrease in the use of subscription lines

### Track B Regulatory & Geopolitical Considerations

#### GPs only - Geopolitical risk & concerns

- China & US policy and trade issue
- Russia-Ukraine war
- Crisis response
- Disruptions to firm operations
- Political/media scrutiny
- Balance risks and long-term market priorities
- Russian malicious cyber activity concerns

### Track C PE Firm Operations

#### GPs only - Preparing a readiness framework for your firm in advance of an economic downturn

- How can you maximize liquidity to prepare?
- Creating a triage plan
- Expanding offerings into private debt, infrastructure, real estate, venture capital, growth capital and natural resources
- How should you be thinking about supply chain risk?
- Tips for restructuring vendor agreements
- Enhancing procurement strategies
- Where can you automate and streamline?

### Track D Professional Development

#### GPs only - Talent management in 2023: dealing with the current talent shortage and adapting to long term trends

- How has the talent shortage impacted your finance teams?
- What trends are you seeing in the hiring market?
  - Increased competition?
  - Investment banks keeping analysts longer
- Ways to incentivize and retain finance teams in this highly competitive environment
  - What are compensation trends looking like?
  - What types of flexible work schedules are being offered?
  - How are you enhancing benefit packages?
- Are you seeing generational differences of opinions on:
  - back to office
  - retention incentives



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**Track E**  
**Service  
Provider**

## SPs only - Adapting to the current state of the market and supporting clients though uncertain times

- Anticipating wants, needs, expectations of clients during the fast-changing environment
- Setting realistic expectations

**12:30**      **Networking luncheon**

### 1:30 – 2:20      Breakout sessions

**Track A**  
**Industry Trends**

#### Boosting cybersecurity efforts amidst skyrocketing cyberattacks against financial firms

Cyberattacks against financial firms are up 238% and private equity firms quickly becoming a top target.

- How do you build a sustainable cybersecurity program
- Challenges of overseeing cybersecurity
- How can you adapt to the increased threat associated with remote work

**Track C**  
**PE Firm Operations**

#### Maximizing impact at the portfolio company level

- What are the top issues causing concern for today's finance and operations executives?
- International conflicts impact on private equity
- Cybersecurity, compliance, and changing SEC regulation
- What areas of concern could potentially bring any firm to its knees?
- Putting good controls in place at the firm
- Bolstering the relationship between finance and fundraising and IR

**Track B**  
**Regulatory & Geopolitical Considerations**

#### SEC exams in 2023: new audit rules & how to be prepared for an exam

- How can CFOs and COOs add value on the portfolio company level when it comes to efficiency, spend, regulation, performance and more.
  - cyber assessments at the portfolio level
  - onboarding new portfolio companies into the governance system
  - helping portfolio companies with vendors, service providers, build boards, ESG strategies
  - group purchasing & insurance
- Where can you really make the most impact when you're only spending some small amount of time working with each portfolio company?
- Best practices for collecting and formatting data from portfolio companies
- What technology tools are helpful?

**Track D**  
**Professional Development**

#### Driving personal & team transformations as a COO

- What are the top issues causing concern for today's finance and operations executives?
- International conflicts impact on private equity
- Cybersecurity, compliance, and changing SEC regulation
- What areas of concern could potentially bring any firm to its knees?
- Putting good controls in place at the firm
- Bolstering the relationship between finance and fundraising and IR



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## 2:25 – 3:15 Breakout sessions II

### Track A

#### Industry Trends

##### Private equity secondaries amid shifting market dynamics

- Will record breaking volume continue as GPs and LPs look for ways to increase liquidity?
- What are the current and future supply/demand dynamics
- Identifying pockets of resilience as potential downturn unfolds
- What's expected in the secondaries market regarding valuations
- Interest rates impacts on the secondaries market
- Geopolitical risk considerations

### Track C

#### PE Firm Operations

##### Tackling operational complexity while streamlining firm operations

- Firms are no longer operating as lean mean deal machines LPs want to see the whole firms professionalized
- Determining the proper amount of back/middle-office staff to carry the firm forward?
- Thoughts on using management company as a cost center vs use it more as a profit center
- Goals in terms of helping your firm improve data management and data evolution

### Track B

#### Regulatory & Geopolitical Considerations

##### Staying ahead of proposed regulatory & tax changes

- Proposed amendments to Form PF
- Fees & expenses
  - How are firms rethinking fees and expenses in light of proposed new compliance monitoring and reporting obligations?
  - Accelerated monitoring fees
  - Lack of standardization of how funds measure returns
  - Future of pass-through expense models
- Taxes and the future of carry
- ESG and the SEC proposed enhancements to disclosures
- SEC proposed amendments to enhance and standardize disclosures regarding cybersecurity risk management

### Track D

#### Professional Development

##### Personal & team development of junior finance professionals

- Mapping career journeys for jr team members (alongside managers and HR if applicable)
- Creating/seeking out opportunities for your team to interact with other business units within your firm
- Ways to enhance the strategic acumen of analysts, treasurers, controllers and stay/help them stay engaged
- Coming up with/encouraging creative solutions

## 3:15 Networking coffee break

## 3:45 Plenary Session - Using data to gain a strategic advantage

- How can better data collection help with accounting, transparency, reporting and more.
- How is your data analysed to discern patterns and make better decisions?
- Using technology to foster strategic growth
  - data warehouses
  - data lakes
  - business intelligence tools
- Strategies for data quality control
- Data protection



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4:35

Keynote Interview - ESG & Sustainability

**Dave Stangis**, Senior Partner & Chief Sustainability Officer, Apollo Global Management

5:15

Cocktail reception and end of day one



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## Day 2: Thursday, January 19

8:00 Members Town Hall

8:30 Continental breakfast

*Delegates will enjoy breakfast at breakout sessions based on asset class and market segmentations*

RE/Infrastructure/Debt

VC & Emerging  
Managers

Middle Market

Global Buyout

9:00 CFOs Think Tank  
(Invite only)

COOs Think Tank  
(Invite only)

Senior Finance Executive Think Tank  
(Open to all)

9:10 Chair's welcome & Keynote Introduction

10:00 Reframing diversity, equity & inclusion: how difference can make a difference

**Wema Hoover**, Global Diversity, Equity & Inclusion Leader, Executive Coach, Culture Curator, & former Global Head of Diversity, Equity and Inclusion at Google & Pfizer

As a former Chief Diversity Officer, Cultural Strategist and Employee Engagement Leader at Fortune 500 companies including Google, Pfizer, Sanofi, and Bristol-Myers Squibb, Wema Hoover demonstrates how to harness diversity to unlock an organization's skills and abilities. She reveals how inclusive practices lead to increased employee engagement and collaboration, breakthrough thinking and enhanced innovation. Wema also discusses unconscious bias, how to create a culture of belonging, and cultural competence. An authentic, riveting and impactful speaker, Wema uses her lived experiences as a Black female senior executive to show the true potential of diversity and that differences really can make a difference.



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## 10:45 Evolving your back office: how are firms reinventing themselves post-pandemic

- How are you adapting to the increased focus on purpose and transparency?
- How are you rethinking performance metrics and KPIs for post-pandemic goals?
- Are you revisiting your long-term real estate footprint?
- What have you learned about future disaster preparedness?

## 11:35 Networking coffee break

## 12:05 – 12:55 Breakout sessions III

### Track A

#### Industry Trends

##### The continuing momentum of continuation funds

- Continuation fund popularity has skyrocketed and they currently account for over half the deal flow in private equity secondaries transaction
  - What is driving this trend and is it sustainable?
- Facts vs fiction with the preconceived notions about continuation funds
- How to structure continuation funds to ensure fairness and avoid potential misalignment of interests
- Conflicts of interest considerations that arise while managing both an existing investment vehicle and another vehicle and how to strike the right balance between profit and fiduciary duty

### Track C

#### PE Firm Operations

##### Multi-strategy transitions: addressing growing pains along the way

- What are the most common challenges when moving away from a single fund model and transitioning to multi-strategy?
- Understanding fiduciary duties and identifying and resolving conflicts as you grow
- Ways to remain nimble even as your strategies become more complex
- Communicating with limited partners about your expansion into different strategies

### Track B

#### Regulatory & Geopolitical Considerations

##### Overcoming the ongoing challenges of the new marketing rule

- What have been the biggest challenges to overcome when becoming compliant with the new marketing rule
- 
- How are you continuing to communicate and train your team on the revised rule and your firm's updated policies and procedures
- Are you prepared to adjust procedures, materials and documentation as best practices evolve?

### Track D

#### Professional Development

##### The CFO of the future: expanding your knowledge to drive further impact at your firm

- How to engage your stakeholders and become a better data "storyteller"
- How to better convey complex financial data and ideas in a digestible way
- Enhancing your financial decision-making skills
- Cross-functional knowledge of the company and becoming a better strategic partner to the CEO
- Transcending the finance department to become a more holistic leader -- what are non-financial skills you should cultivate?



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## 1:00 Networking luncheon

### Breakout Panels with Peer-to-Peer Workshops

These sessions will be more interactive than a traditional breakout panel discussion. The sessions start with a 30-minute panel discussion and will be followed by a 45-minute interactive peer-to-peer workshop.

<p>2:00</p>	<p><b><u>Technology Breakout Panel</u></b> <b>Addressing the Need for Enhanced Connectivity Between Technology and Data Management Tools</b></p> <ul style="list-style-type: none"> <li>• With an abundance of technology solutions how do you compile multiple information outputs in a way that's useful?</li> <li>• Tips and tools for enhancing connectivity between technology and data tools</li> <li>• How can you streamline the number of productivity-enhancing tools you're using?</li> </ul>	<p><b><u>DEI Breakout Panel</u></b> <b>Steps for Elevating Diversity Equity and Inclusion Initiatives at Your Firm and Beyond</b></p> <ul style="list-style-type: none"> <li>• What are the elements of a best-in-class DEI program?</li> <li>• What are the most comprehensive ways to assess progress?</li> </ul>	<p><b><u>ESG Breakout Panel</u></b> <b>ESG Data Collection &amp; Reporting</b></p> <ul style="list-style-type: none"> <li>• How to measure and report on the financial return on ESG activities</li> <li>• Ensuring accuracy and overcoming concerns about the trustworthiness of ESG data</li> </ul>
<p>2:30</p>	<p><b><u>Peer-to-Peer Technology Workshop</u></b></p> <p>Similar to our think tank sessions, these workshops will give delegates the opportunity for peer-to-peer discussion and the sharing of best practices around making data more usable without requiring considerable manual input and ways to automating manual processes.</p>	<p><b><u>Peer-to-Peer DEI Workshop</u></b></p> <p>Similar to our think tank sessions, these workshops will give delegates the opportunity for peer-to-peer discussion and the sharing of best practices around elevating diversity equity and inclusion initiatives at your firm and throughout your portfolio.</p>	<p><b><u>Peer-to-Peer ESG Workshop</u></b></p> <p>Similar to our think tank sessions, these workshops will give delegates the opportunity for peer-to-peer discussion and the sharing of best practices around ESG data collection &amp; reporting.</p>

## 3:20 Adapting to the Newly Accelerated Pace of Fundraising & Reporting

- Adapting to the accelerated pace caused by –
  - retaliation and influx of new investors
  - Post covid changes
    - hybrid format and less road shows
    - rapid deployment of capital that seems to have stuck. Firms are now going to market every 2 years vs 4 year previously
- How to adapt to the extreme competition in fundraising
- Finding the right tools and systems to manage the post pandemic workflow



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- Outsourcing considerations

4:10 Closing Keynote

4:50 Closing Remarks

5:00 End of conference



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