

Private Equity
International

Operating Partners Forum Europe London 2023

Operating Partners Forum: Europe Agenda 2023

Day 1 - Wednesday May 17, 2023

7:30 AM Registration and breakfast

THINK TANK SERIES 1

8:00 AM 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 (1-3 years in PE)

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

Room 2 Advanced Operating Partners

Hosted by **Alejandro Alcalde Rasch**, Senior Director, Portfolio Support, **APS Advisory & Ralph Friedwagner**, Operating Partner – Private Equity, **CDPQ London**

8:55 AM PEI's welcome and chairman's opening remarks

Tim Sanders, VP, Customer Insights, **Upwork**

9:10 AM Building agility in the current economy: the next chapter of the value creation playbook

- Value creation playbooks in a recessionary/inflationary environment: how is this impacting strategy?
- Maintaining a growth mindset to navigate through instability and build sustainable EBITDA
- Lessons learned from other downturns: what has PE done historically to deal with recessions?
- How is PE investing its time and resources during these difficult times: what are the real challenges and opportunities?

Moderator: **Emilio Domingo**, UK Head of Private Equity Practice, **Bain & Company**

Christopher Harwood, Operating Partner – Apollo Portfolio Performance Solutions, **Apollo**

Celine Infeld, Operating Partner, **Investcorp**

Karen O'Mahony, Managing Partner, **PEAL Capital Group**

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9:50 AM The behaviours of highly effective operating partners

- Sharing the findings from interviews with over 30 of the world's most successful operating partners
- Summary of what they do that makes them so effective
- Discussion of the key issues impacting operating partner contributions to value creation
- Takeaways for current operating partners, new operating partners, operating partner team leaders, investment partners and CEOs

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

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

Alan Roux, Operating Partner, **CVC Capital Partners**

Raj Kushwaha, Co-Head of Value Creation and Chief Digital Officer, **Warburg Pincus**

10:30 AM The evolution of operating models in European private equity

- To what extent has disruption changed how funds are structuring their teams?
- Making the "magic quadrant" work: how the deal partner, operating partner, CEO, and board can work together to deliver value creation
- Comparing team designs eg functional vs. generalist
- How best to engage with portfolio companies

Moderator: **Sherwin Godinho**, Partner, **AlixPartners**

Andrei Balta, Senior Director, Portfolio Support Group, **Advent International**

Ralph Friedwagner, Operating Partner - Private Equity, **CDPQ London**

Robin Rowland, Operating Partner, **TriSpan**

Maria Orlowski, Partner, Value Creation, **GTO Partners**

11:10 AM Keynote: US Operating Partner perspectives on the evolution of value creation in North America

This unique session will feature the views of one of North America's most prominent operating partners as he discusses the evolution of operating models in North American private equity. Learn key insights to uncover the main differences between the US and Europe and what the future of value creation will look like.

Facilitator: **Tim Sanders**, Vice President of Client Strategy, **Upwork**

in discussion with

Lee McCabe, Operating Partner, **AEA Investors**

11:50 AM Networking break

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INTERACTIVE WORKING GROUP SERIES A

12:20 PM Interactive Working Group 1 (for operating partners only) |

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

How to approach tech during a downturn

- How the profile of tech-spending changes during a downturn?
- Knowing where to spend when budgets are being cutback
- How to transform from problem solving to maximizing value in the years to come

Facilitator: **Stephen Craig**, Managing Partner, **Alysian**

Andrea Peyracchia, Principal, **CVC Capital Partners**

12:20 PM Interactive Working Group 2 (for operating partners only) |

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

Working with portfolio companies on revenue growth

- Value creation through pricing and commercial models
- How to persuade CEOs to make changes to the revenue model
- Overcoming friction with CEOs and management team

Facilitator: **Tim Ham**, CEO, **Pearson Ham Group**

Mark Finlay, Chief Commercial Officer, **Money Penny**

12:20 PM Interactive Working Group 3 (for operating partners only) |

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

Aligning management teams and employees around the value creation plan

- Incentivising management teams during longer hold periods and planning for exits during economic turmoil
- Assessing if management have the capabilities to deliver: signs to know when they don't
- Organisational effectiveness: ensuring employees understand their role

Facilitators: **Andros Payne**, Founder and Managing Partner, **Humatica**

Stijn Vos, CEO, **Esdec Solar Group**

1:00 PM Networking Lunch

FUNCTIONAL BREAKOUT SERIES 1

2:00 PM Track 1

Practical approaches for operating partners to improve the linkage between ESG and value creation

- Where to find genuine value enhancement in sustainability
- Role of ESG data: How are GPs standing up efficient and insightful ESG tracking across the portfolio?
- How closely should operating partners work with sustainability heads?

Moderator: **Marc Lino**, Senior Partner, Global ESG Leader for Private Equity, **Bain & Company**

Polly Firman, Associate, Sustainability, **Actis**

Suzie Ruffley, Global Head of People & Sustainable Culture, **Foresight Group**

Simo Santavirta, Senior Managing Director, **Ardian**

James Brooks, Founding Partner, **Stanley Capital Partners**

2:00 PM Track 2

Strategically managing revenue growth in an inflationary and recessionary environment

- Uncovering strategies for managing growth in a simultaneous recessionary and inflationary environment
- Implementing urgent and opportunistic changes in current times
- Sharing a pricing and sales toolkit to help navigate volatility

Facilitator: **Mark Billige**, Chief Executive Officer, **Simon-Kucher**

Franck Abadia, Managing Director, Operating Team, **LBO France**

2:00 PM Track 3

Building a culture of innovation in portfolio companies

- Best practice in driving innovation through people: equipping management teams to create an innovative and entrepreneurial environment
- Making best use of technology and tools to deliver value
- How to deliver innovation in a downturn

Moderator: **Vaibhav Gadodia**, Managing Director and CTO, **Nagarro**

Gilad Amir, Digital Operating Partner, **Pollen Street Capital**

Rob Dembitz, Investment Partner, **Lyvia Group**

Ikepo Abiru, Associate, **Bregal Milestone**

FUNCTIONAL BREAKOUT SERIES 2

2:40 PM Track 4

Fireside chat: using tech and data to drive value creation

- Harnessing data analytics and AI
- How machine learning can be used to optimise value creation
- Examples of using tech and data to drive multiples

Facilitator: **Huseyin Genc**, AI/ML Solutions Architect, **AWS**
in conversation with

Paul Bergbusch, Data Scientist, **Triton Partners**

2:40 PM Track 5

Managing supply chains throughout the investment cycle

- How businesses are dealing with changing regulations globally
- Managing costs at a time of inflation vs. ensuring reliable supply chains
- Examples of supply chain management that worked through the pandemic

Moderator: **Andrew Probert**, Managing Director, **Kroll**

Marc Bielitz, Director, **Deutsche Private Equity**

Sachin Korantak, Partner, **Conditor Capital**

Mikael Castelluccio, Portfolio Director, **Charterhouse Capital Partners**

Will Harman, Principal, Global Margin Expansion Lead, **Apax Partners**

2:40 PM Track 6

Building an effective talent function for your PE firms

- Where to recruit in-house talent execs from
- What makes a great PE talent partner/human capital operating partner team?
- Rapid acceleration of the talent value creation plan: sharing what must be done

Moderator: **Chris Smith**, Partner, **Leathwaite**

Kate Anderson, HR Operating Partner, Green Investment Group, **Macquarie Group**

Lisa Telford, Partner, **Montagu Private Equity**

Cordelia Dolan, Head of Portfolio Talent, **Investindustrial**

Ruby Biring, Head of Talent, **Livingbridge**

FUNCTIONAL BREAKOUT SERIES 3

3:20 PM Track 7

Cybersecurity: operating partners share war stories & tips

- Ensuring you have the right controls in place and how to respond to an attack
- Setting up a centralised Security Operations Centre (SOC) across your portfolio
- Picking a security tool when there are so many: advice on where to go

Moderator: **Geordie Stewart**, Principal Consultant, **Endava**

Philip Borbély, COO, **Private Assets AG**

Nick Day, Operating Partner, **Investcorp**

3:20 PM Track 8

Go-To-Market levers during a recession

- Gaining insight and momentum during due diligence
- Pricing – picking up quick wins and bringing sales teams with you
- Channels – diversifying routes to market

Moderator: **Claudio Crivelli**, Senior Director Global Private Equity Practice - APAC Lead, **Salesforce**

Dominic Gallelo, Managing Director, **Bridgepoint**

Streisan Bevan, Director, Specialist – Customer Insight and Sales Effectiveness, **Mayfair Equity Partners**

Guillaume de Montchalin, Managing Director-Portfolio Performance, **Eurazeo**

Milena Moutsopoulou, Operations Director, **Nordic Capital**

3:20 PM Track 9

HR best practice: addressing the biggest risk and inhibitor to growth

- Why is HR excellence often ignored during value creation?
- Recruitment & retention during a time of inflation and labour shortage
- What can companies do to increase efficiencies of recruitment?

Moderator: **Katrina Stewart**, Partner, Executive Search, Human Resources Practice, **EtonBridge Partners**

Alex Kessler, Partner – Performance Improvement, **Antin Infrastructure Partners**

Kate Migliaro, Global Head of Portfolio Talent, **Searchlight Capital Partners**

Christian Trümpler, Member of Management, Operating Directors & Entrepreneurial Governance, **Partners Group**

FUNCTIONAL BREAKOUT SERIES 4

4:00 PM Track 10

Fireside chat: Making tech investment count - how PEI track and drive R&D ROI

- Why R&D ROI really matters
- How to track and accelerate R&D ROI (with metrics that stakeholders can understand)
- Helping technology teams implement metrics-led delivery
- Case studies from PEI - the benefits of getting it right

Charlie Ponsonby, Co-founder and CEO, **Plandek** in conversation with **Darren Thorpe**, Chief Product Officer, **PEI Group**

4:00 PM Track 11

Value creation for the mid-market in a more challenging environment

- What different operating models exist for the mid-market?
- Exploring the dynamic between management teams, deal teams and operating teams
- Which levers are most important for the mid-market?

Moderator: **Marc Andre Lein**, Partner & Managing Director, **impulssum**

Nick Eichorn, Director, Value Creation, **Graphite Capital**

Wessel Schevernels, Senior Director Asset Management and Sustainability, **PATRIZIA AG**

Benjamin Kleidt, Partner, **Deutsche Private Equity**

4:00 PM Track 12

Human capital due diligence in private equity

- How to implement talent due diligence
- Challenges in assessing management teams and talent at all levels
- What tools and resources are most effective in executing talent due diligence?

Moderator: **Nick Twyman**, Partner, Private Equity Lead, **RHR International**

Jocelyn Dehnert, Senior Operating Partner, Leadership Strategy, **Hanover Investors Management**

Simon Hardy, Head of Portfolio Operations, **Attestor**

4:40 Networking break



INTERACTIVE WORKING GROUP SERIES B

5:00 PM Interactive Working Group 4 (for operating partners only)

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

Identifying and mitigating climate risk as part of a disciplined risk management strategy throughout the investment lifecycle

- Understanding the greatest financial risks and opportunities created by the transition
- Should climate risk be a standard component of due diligence?
- Incorporating climate risk analysis into a value creation plan

Torolf Hamm, Head of Physical Climate Change Risk & Sustainability Consulting, **WTW**

5:00 PM Interactive Working Group 5 (for operating partners only) |

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

Approach to Tech Transformation & Cost out

- Levers to achieving significant cost out from Technology & Operations
- Keys elements to drive Tech led transformation
- Leveraging savings from cost out initiatives in order to fund transformation

Amit Vij, SVP, Private Equity, **Tech Mahindra**

5:00 PM Interactive Working Group 6 (for operating partners only) |

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

Working Group 6 - Driving sales productivity in challenging markets

- Finding sweet spots for cost-effective growth
- Adapting the go-to-market approach for improved sales effectiveness
- Identifying and executing on sales productivity improvements

Moti Shahani, Managing Director, **Blue Ridge Partners**

Streisan Bevan, Director, Specialist - Customer Insight and Sales Effectiveness, **Mayfair Equity Partners**

5:40 PM End of day and cocktail reception

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Day 2 - Thursday May 18, 2023

7:40 AM Registration and breakfast

7:45 AM Breakfast Session (Operating Partners Only) - Adding operational efficiency without adding headcount

Operational cost efficiency is becoming increasingly important as a means of maximising value across the portfolio. In this invitation-only session, we discuss best practices and strategies for streamlining operations, reducing costs, and improving overall efficiency, including:

- The current state of operational efficiency in Private Equity
- Best practices for reducing operational costs and maximising value
- The role of technology and innovation in improving operational efficiency
- Strategies for improving portfolio company performance through operational improvements
- The impact of ESG considerations on operational cost efficiency

Facilitators:

Kate Boddington, Partner, **AlixPartners**

Douglas McIvor, Director, **AlixPartners**

THINK TANK SERIES 2

8:30 AM 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 select one of the rooms by functional area:

Room 1 Generative AI and Value Creation

Lisa Weaver-Lambert, NED, Technology & Data Executive

John Tang, Managing Director, **Cerberus Technology Solutions**

Room 2 Human Capital/Talent Operating Partners

Lisa Telford, Partner, **Montagu Private Equity**

9:25 AM Chairman's welcome

9:30 AM Driving organization effectiveness in a challenging economic environment

- How digitisation can help with driving efficiencies
- Creating new opportunities for a competitive advantage during economic disruption
- What can be learnt from businesses who thrived through covid?
- Case studies of companies who have done things right

Moderator: **Yawar Murad**, Managing Director, **A&M**

Benjamin Grether, Digital Value Creation Manager, **FSN Capital**

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Ilinca Rosetti, Operating Partner, **JC Flowers & Co**
Jamaria Kong, Managing Director, **Towerbrook**

10:10 AM 100-day plans for value creation: operating partner views

- How does the 100-day plan change in a recessionary environment?
- Why starting quickly is even more important during times of uncertainty
- Outlining some of the challenges with engaging management teams in the first 100-days
- How to prioritize and identify the most important value creation areas to focus on

Moderator: **Bridget Walsh**, Global Private Equity Leader, **EY**

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

Benjamin Puche, Director Value Creation & Sustainability, **Paragon Partners**

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

Alessandro Moretti, Head of Operational Value Creation, **Public Investment Fund**

10:50 AM Utilising data throughout the investment process

- Tips for mid-market firms without data specialists
- Getting ahead of the game on data during due diligence
- What are the 10 questions you should ask?
- Turning data into an asset at your portfolio company

Facilitator: **Anush Newman**, Managing Director, **JMAN Group**

Lisa Weaver-Lambert, **NED**, Technology & Data Executive

John Tang, Managing Director, **Cerberus Technology Solutions**

11:30 AM The role of the CFO in driving value - and why they too often fail

- Recruiting and retaining high quality CFOs for portfolio companies
- Supporting CFOs to be successful throughout the deal cycle
- Transforming finance from a cost-centre into a value-creation engine
- The role of the CFO in protecting value during an economic downturn

Moderator: **Emma Cox**, Global Private Equity Leader, **Deloitte**

Matt Baird, Managing Director, **OMERS Private Equity Europe**

Victoria Bell, Experienced Private Equity Backed Company CFO

Nicole Jones, Talent Director, Portfolio Support Group, **Advent International**

Laura Carr, Managing Director, Private Equity, **Bain Capital**

12:10 PM Networking break

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INTERACTIVE WORKING GROUP SERIES C

12:20 PM Interactive Working Group 7 (for operating partners only) |

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

Human capital strategy throughout the investment lifecycle

- 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 organisational derailments during the hold period

Nick Twyman, Partner, Private Equity Lead, **RHR International**

12:20 PM Interactive Working Group 8 (for operating partners only) |

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

Integrating new acquisitions to ensure success

- How involved should operating partners be?
- Ensuring culture and talent align throughout the process
- Managing integration of technology

Jan Rattay, Operational Due Diligence & Value Creation Services, **Deloitte**

13:00 PM Networking Lunch

13:00 PM Women in PE 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

Hosted by: **Charlotte Cederwall**, Partner, **Acertitude**

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CLOSING PLENARY SESSIONS

2:00 PM Tech and talent: attracting and retaining top talent in the current environment

- Has the tide turned with tech companies making cutbacks?
- Are there signs of more talent available?
- Is there an opportunity to double down on tech talent?

Moderator: **Hemant Lamba**, Executive Vice President and Global Head - Strategic Sales, **Insofys**

Matt Baird, Managing Director, **OMERS Private Equity Europe**

Riccardo Basile, Operating Partner, **Permira**

Jenny Collins, Chief Talent Officer, **Mayfair Equity Partners**

2:40 PM Operational excellence stories explained by the participants

Two award winning private equity firms will present a case study of a successful investment.

Facilitator: **Tim Sanders**, VP, Customer Insights, **Upwork**

Duncan Ramsay, Partner, **ECI Partners**

Victor Benazech, Principal, **Three Hills Capital Partners**

3:20 PM Women in PE & VC portfolio operations panel: revealing key talking points from the event's closed-door lunch discussion

For the very first time, this insightful panel will reveal the key discussion points from the event's closed-door women's lunch discussion with the entire audience. Please join the main room to learn what matters most to the industry and how progress can be achieved.

Facilitator: **Charlotte Cederwall**, Partner, **Acertitude**

Laura Carr, Managing Director - Private Equity, **Bain Capital**

Kate Migliaro, Global Head of Portfolio Talent, **Searchlight Capital Partners**

4:00 PM Closing remarks and end of conference