

Operating Partners Forum Europe London 2024

Agenda

Pre-conference events - Tuesday, May 21, 2024

17:30 - 19:30 Operating Partners Forum Europe Pre-Event Welcome Reception at The Skyline London, 100 Minories, London, EC3N 1JY, United Kingdom (invitation-only for operating partners)

Join the operating partners attending the Europe Forum at our opening grand reception. Exchange valuable insights with your peers in a relaxed setting and build your connections before the conference kicks off.

19:30 - 21:00 Operating Partners Forum Europe Dinner at The Skyline London, 100 Minories, London, EC3N 1JY, United Kingdom (invitation-only for operating partners)

Join us for a private sit-down dinner designed exclusively for all operating partners attending the Forum.

Day 1 - Wednesday May 22, 2024

7:30 Registration and breakfast

THINK TANK SERIES 1


8:00 Think tanks for full-time operating partners: value creation war rooms (invitation-only)

These closed-door discussions will allow you to learn and share strategies together with your operating partner peers. Please select one of the rooms based on your functional expertise:

Room 1: Digital and Technology Operating Partners

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

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Agata Cooper, Digital Operating Partner, **Triton Partners**

Room 2: Human Capital/Talent Operating Partners

Cordelia Dolan, Principal and Global Head of Portfolio Talent, **InvestIndustrial**

Lisa Telford, Partner, **Montagu**

Room 3: GTM, Sales and Revenue Growth Operating Partners

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

Room 4: Finance Operating Partners

Phil Carrivick, Operating Partner, **Northfirst**

Kristen Paladino, Principal, **Blackstone**

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

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

9:10 Rewriting the Value Creation Playbook for the 2024 Market Environment

- What PE industry dynamics are driving changes for Value Creation Teams?
- What are the most important business issues on the minds of CEOs and how are they impacting Value Creation Teams?
- How is the role of the operating partner evolving given these market factors?
- What new behaviours should Operating Partners adopt?

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

Speakers:

Kristen Paladino, Principal, **Blackstone**

Alan Roux, **Independent**

Erem Kassim-Lakha, Senior Managing Director, **Ontario Teachers' Pension Plan**

Peter Colman, Senior Operating Partner - Commercial Excellence, **H.I.G. Capital**

9:50 Leveraging AI as a vital driver of value creation in the evolving private equity landscape

- How to move from the mechanics of AI to tangible financial implications such as return on investment, the costs, etc
- Identifying innovative ways of how CFOs and companies have implemented AI
- How to correctly allocate and move resources for AI

Facilitator:

Claudio Crivelli, RVP, Global Private Equity Practice, **Salesforce**

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Speakers:

Jamaria Kong, Managing Director, **TowerBrook Capital Partners**

Thomas Dixon, Managing Director, **Blackstone**

Marine Diot, Digital Manager, **EQT**

10:30 Driving value and growth: Emerging trends in private equity carve out transactions

- How the current macroeconomic climate has impacted the nature and enthusiasm for carve out transactions
- How are buyers and sellers changing their approach to delivering carve outs
- Lessons learned in successfully driving value from recent carve out transactions

Facilitator:

Dominic Orchard, Managing Director, **Alvarez & Marsal**

Speakers:

Christoph Bruguier, Chief Investment Officer & Partner, **Vauban Infrastructure Partners**

Grayden Reece-Smith, Principal, **Aurelius**

Mirco Iwan, Managing Director Portfolio Operations, **Talem Group**

11:10 Creating sustainable impact: the role of organizational health in transformation

Facilitator:

Tom Welchman, Partner, **McKinsey & Company**

Speakers:

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

Henri van Lennep, Operating Partner, **Bregal - Growth Factors**

Jean-Francois Willame, Operating Partner, **Patrizia Infrastructure**

11:50 Networking break

INTERACTIVE WORKING GROUP SERIES A

12:20 Interactive Working Group 1 (for operating partners only) | Pulling SaaS commercial levers to scale up post a period of depressed growth

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

- Executing price uplifts efficiently, and pitfalls to avoid
- Uncovering new revenue streams through usage and consumption
- Diversifying growth strategies with non-traditional sales-assisted models and an efficient growth stack
- Decreasing the cost and time of sale via touchless selling motions

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- Monetizing new AI solutions vs just using AI to drive efficiency

Facilitated by:

Michael Belkin, Head of Global PE Practice, **Zuora**

Tom Van Dael, Chief Financial Officer, **Hallo**

Jawad Bhatti, GTM Advisor, **Dawn Capital**

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

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

Diversity of boards: sharing practical examples of what needs to be built out

- Comparing board diversity across your companies: operating partner insights
- Do you have good diversity of boards? What does good look like?
- How do you increase board diversity? What are the challenges associated with it?
- What initiatives are you driving for women on boards across portcos? What can be done better?
- What tools and metrics are you using to achieve and track diversity on boards? What are you doing that is innovative and unique?
- How do you go about increasing your pipeline and pool of qualified diverse board members
- How do you develop and mentor high potential NEDs in looking at the future of boards

Facilitated by:

Charlotte Cederwall, Partner, **Acertitude**

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

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

Unlocking the value of your data, is it closer than you think?

In this session we discuss three hypotheses for unlocking value from data and generative AI.

- Hypothesis 1: Use data as a foundation right from the start of the deal life cycle
- Hypothesis 2: Be ruthlessly value led in all your data investments
- Hypothesis 3: Go up the value chain to unlock greater returns from data and Gen AI

Facilitated by:

Mike Magee, Head of Operational Value Creation, **PwC**

Sven Törnkvist, Global Head, **EQT Digital**

13:00 Networking Lunch

1:10 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

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- 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

Facilitated by:

Greta Steponaviute, Strategic Growth Manager, **Palatine Private Equity LLP**
Amber Hilkene, Partner, **Stanley Capital Partners**

FUNCTIONAL BREAKOUT SERIES 1

14:00 Track 1 The role of data in driving higher exit valuations

- How to set up the business for success throughout its ownership cycle from day 1
- Value creation - How can it be accelerated through data?
- How should you use data analytics and reporting during exit preparation to maximize return?
- Understanding the importance of having robust and granular data during equity story development and diligence (and the changing expectations)
- Showcasing a better data-driven management team and a data-enabled business

Facilitator:

Anush Newman, CEO and Co-Founder, **JMAN Group**

Speakers:

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

Catherine Cutts, Principal, **KKR**

Ethan Levner, Chief Financial Officer, **GLAS**

14:00 Track 2 From intent to action - How to protect and create value through sustainable operations


- The rising challenge of competing objectives: Growth, environment, operational efficiency, and social impact
- Breaking silos & illusion of performance: How do you know portfolio risks are adequately controlled?
- How to build resilience practicably into asset operating model

Facilitator:

Nicholas Bahr, Global Director Risk & Resilience, **dss+**

Speakers:

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Wessel Schevernels, Operating Partner, **Patrizia Infrastructure**
Katharina Neureiter, Co-Head, Global Sustainability, **The Carlyle Group**
Venkie Shantaram, Managing Director and Operating Partner, **Morgan Stanley Infrastructure Partners**

14:00 Track 3 Operating Partner's Guide to Driving Value Through Procurement, from Beginner to Advanced

- Exploring how companies are achieving significant procurement success despite all odds
- Exploring effective cost management techniques to mitigate the impact of inflation on business operations
- Highlighting the importance of the relationship between the commercial and procurement functions to safeguard margins during unstable economic climates

Facilitator:

Conrad Grajczak, Vice President, **Insight Sourcing, part of Accenture**

Speakers:

Will Harman, Principal, **Apax**

Max von Trotha, Managing Director, Portfolio Operations, **Helios Investment Partners**

Brendan Tobin, Operating Advisor, **Independent**

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

FUNCTIONAL BREAKOUT SERIES 2

14:40 Track 4 Future-proofing cyber security for PE portfolio companies: A cloud native Zero Trust approach

- Why are cyber attacks increasing in intensity & scale?
- What PE portfolio companies are doing to prevent, detect and respond to cyber threats?
- Why is a network centric security approach becoming archaic?
- How can a cloud-native zero trust platform approach future-proof the PE portcos?
- What steps can PE portfolio companies take to get ahead of the curve?

Facilitator:

Akshay Grover, Global Private Equity Practice Lead, **Zscaler**

Speakers:

Paul Harragan, CISO & Cyber Program Leader, **KKR**

Adam Dawson, SVP & EMEA Cyber Program Leader, **Blackstone Innovations**

Emma Winter, Director, Value Creation, Technology, **Graphite Capital**

14:40 Track 5 Building a Robust Talent Function: Developing and Scaling Talent Strategies in Private Equity from Year 1 to Year 4

- Year 1: Establishing the Foundation: Dissecting strategies to successfully hire and onboard the initial talent base to support early-stage investment activities

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- Year 2: Refining Talent Practices: The role of training programs, mentorship initiatives, and career progression paths to foster talent growth
- Year 3: Scaling Talent Function: How to identify high-potential employees, develop succession plans, and implement leadership development programs
- Year 4: Sustaining and Evolving Talent Function: Navigating the process of talent management plans with the overall business strategy to ensure talent function supports the firm's growth and success

Facilitator:

Rory Gaston, Group Managing Director, **Saragossa**

Speakers:

Ikepo Abiru, Associate - Milestone Performance Partners, **Bregal Milestone**

Hernan Arrigone, Principal - Operations Team, **Actis**

Nicola Mann, Chief of Staff, **Elevate at Verdane**

Claire Hogg, Vice President, **General Atlantic LLC**

14:40 Track 6 Navigating the commercial private equity value creation journey: Strategies for success

- What investors are now looking for assets – and implications for what businesses at exit will need to have proven and what will / won't excite investors on the next stage of growth
- Examining what "good" looks like at various stages of the value creation journey – from initial value creation planning to realising early gains to mid-cycle review to exit for the different value creation archetypes
- Key milestones, indicators of success and pitfalls to avoid at each stage

Facilitator:

Tom Gladstone, Global Head of Private Equity, **OC&C Strategy Consultants**

Speakers:

Phil Carrivick, Operating Partner, **Northfirst**

Jawad Bhatti, GTM Advisor, **Dawn Capital**

Lewis Bantin, Partner, **ECI**


Anne Foster, MD, Global Head of Sustainability and Impact Investment, **Quinbrook Infrastructure Partners**

15:20 Networking break

FUNCTIONAL BREAKOUT SERIES 3

15:30 Track 7 How to execute a multi-year digital transformation for a traditionally analog portco

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- Operating partners share war stories in working with traditionally analog companies that are embarking on digital transformations
 - How do you go about digitizing manual processes and use technology to improve operations
 - Sharing dos and don'ts in moving non-software companies to digital: how best to engage with your companies to digitize workflows
 - Uncovering digital capability building and change management as key factors that underpin the success of these transformations
 - How are you using and showcasing data as part of the process to improve decision making?

Facilitator:

Daniel Swann, Vice President, Business Development Europe & Head of Healthcare, **Symphony**

Speakers:

- **Daniel Alsen**, Investment Professional, **KLAR Partners**
- **Josefin Frick**, Associate Director, **EQT**
- **Agata Cooper**, Digital Operating Partner, **Triton Partners**

15:30 Track 8 Unleashing Revenue Growth: exploring innovative pricing strategies as the key driver in value creation

- Understanding how implementing advanced pricing strategies can drive value creation
- Exploring the importance of pricing analytics in value creation and provide operating partners with best practices for implementation
- How to position your sales strategy to be aligned with the biggest opportunities in 2024

Facilitator:

Ben Gregory, Managing Director, **Teneo**

Speakers:

Peter Colman, Senior Operating Partner - Commercial Excellence, **H.I.G. Capital**
Tarak Nath Gorai, Director and Operating Partner, **Mavenswood**
Daniel Vadet Hansen, Chief Commercial Officer, **Elevate at Verdane**

15:30 Track 9 Nurturing top talent - Within your firm and your portfolio companies

- How to build a high-performance team in looking at complementary skills, experiences, technical aspects, and personality traits
- Understanding the importance of diversity of thought to spark creative and nonhomogeneous ways of thinking
- How do you measure the right skillsets and metrics to create impact, drive cohesion, and avoid discrepancies? How are you filling specific roles based on objectives?
- Comparing and contrasting team structures at your portcos: operating partners share what works and what doesn't to drive the value creation plan
- Dissecting the psychology of effective teams in looking at journey, purpose, positions, communication, and leadership
- Developing and improving future workforces in looking at tomorrow's new talent

Facilitator:

Rory Gaston, Group Managing Director, **Saragossa**

Speakers:

Daniel Kashmir, Co-Head of Leadership & Culture, **Triton Partners**

Andy Archer, Chief Technology Officer, **CVC Credit Partners Investment Management Limited**

FUNCTIONAL BREAKOUT SERIES 4

16:10 Track 10 How to use technology to improve business processes and add value

- How introducing technology can enhance efficiency, productivity and create value
- Tackling the challenges that companies face when implementing new technologies and methods
- Highlighting case studies and examples of companies that have successfully used technology to improve their processes and add value

Facilitator:

Jerone Walters, Senior Partner, **Alysian**

Speakers:

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

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

Ercan Ucak, Vice President, **Cerberus Capital Management**

Ilinca Rosetti, Operating Partner, **JC Flowers & Co**

Mittu Sridhara, Operating Principal, Digitalisation, Europe, **CD&R LLP**

16:10 Track 11 Dissecting the role of OPs in assessing leadership capabilities, conducting due diligence on management teams, and implementing succession planning

Facilitator: Craig McGlashan, Editor, **PE Hub Europe**

Speakers:

Christian Truempler, Member of Management, **Partners Group**

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

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

Chris Severson, Operating Managing Director, **Terra Firma Capital Partners**

16:10 Track 12 The role of the finance team and the CFO in creating value

- How to recruit for and retain high performing CFOs for portfolio companies
- How CFOs drive the value creation plan in the current economy
- Identifying the biggest challenges CFOs are facing in this environment

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- Highlighting successful case studies illustrating the benefits of collaborative decision-making and strategic alignment between operating partners and CFOs

Facilitator:

Michael J. Tyroller, Partner, **Alix Partners**

Speaker:

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

Brendan Tobin, Operating Advisor, **Independent**

Phil Carrivick, Operating Partner, **Northfirst**

16:50 Networking break

INTERACTIVE WORKING GROUP SERIES B

17:00 Interactive Working Group 4 (for operating partners only) | Realise Untapped Enterprise Value from Operations

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

- Learn from case studies, how process and digital enablers contribute to Enterprise Value (EV) through process effectiveness, not just efficiency; impacting working capital, third-party spend reduction and growth. Including a discussion on why Operating Partners might be leaving money on the table and how might we change that?
- Hear how process effectiveness improvements can be worth several times the impact of cost savings, and how they can be achieved without necessitating implementation of a new ERP
- Dive into examples where the scale of the impact can meaningfully fuel growth

Facilitated by:

Peter Sheppard, Senior Partner and Lead, Genpact Private Equity Practice, **Genpact**

Tobias Klaiber, Operating Partner, **Aurelius**

17:00 Interactive Working Group 5 (for operating partners only) | The impact of the economic climate on talent retention: strategies for attracting and retaining top performers

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

- What changes private equity firms have made to their talent models to adapt to the challenges in the macroeconomic environment
- Identifying the greatest recruitment challenges in this environment
- Beyond salary playbook: how to create a culture of retention in an ever-changing economic landscape

Facilitated by:

James Ryan, Partner, **Riviera Partners**



17:00 Interactive Working Group 6 (for operating partners only) | Operating Partner/CFO dynamics: the checklist for a successful portfolio company CFO

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

- How to support CFOs to be successful throughout the deal cycle
- How to assess and track CFO performance
- First-hand experiences from OPs who have worked with different CFOs and a deep-dive into the diverse skillsets they require

Facilitated by:

Christina Barakett, Managing Director, **Alvarez & Marsal**

17:40 End of day and cocktail reception

Day 2 - Thursday May 23, 2024

7:40 Registration and breakfast

7:45 Breakfast Deep Dive Discussion 1 (for operating partners only) - Portfolio level analysis: showcasing how operating partners add value

This breakfast deep dive session will allow all operating partners to join an interactive discussion with designated facilitators.

Facilitated by:

William Bundy, Partner, **McKinsey & Company**

7:45 Breakfast Deep Dive Discussion 2 (for operating partners only) - AI in Private Equity: What's working and what's not, and why

- Applications of AI that are making a difference now
- Applications that are soaking up investment but are not yet moving the dial
- How to tell the difference and what you can do about it

This breakfast deep dive session will allow all operating partners to join an interactive discussion with designated facilitators

Facilitated by:

Catherine Brien, Partner and Managing Director, AI & Data Practice, **Alix Partners**

This breakfast deep dive session will allow all operating partners to join an interactive discussion with designated facilitators.

THINK TANK SERIES 2

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 select one of the rooms:

Room 1: Emerging Operating Partners (1-2 years in PE) - Tom Mountford, Portfolio Director, **Bridges Fund Management**

Room 2: Advanced Operating Partners - Ralph Friedwagner, Operating Partner, **CDPQ & Libby Chambers**, Operating Partner, **Searchlight Capital Partners**

9:20 Chairman's welcome

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

9:30 From boom to bust: How to transform your business and create value across functions while being cash restrained

- Exploring ways to identify and implement cost-saving measures without compromising value creation
- Discussing the role of digital transformation in streamlining processes and reducing costs
- Highlighting case studies and examples of businesses that successfully transformed and created value despite the turbulent climate

Facilitator: Rachel Barton, Strategy – Global Private Equity Lead, **Accenture**

Speakers:

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

Paul-Louis Andrés, Principal, Value Creation, **Seven2**

Leo Scanavino, Director – Portfolio Management, **British International Investment**

Peter Roos, Chief Operating Officer, **Target Global**

Jamal Ismayilov, Managing Director, **AnaCap**

10:10 How can Operating Partners and CEOs collaborate effectively to maximise value creation

- Exploring frameworks for aligning the operating partner's expertise with the CEO's vision and the portfolio company corporate strategy
- How the required skillset of a portfolio company CEO has evolved to adapt to the current landscape
- CEO and operating partner perspectives - The Do's and Don'ts to ensure their unique partnership works smoothly and effectively

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

Speakers:

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

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

Ralph Friedwagner, Operating Partner, **CDPO**

Naresh Kumar, Independent Operating Partner, **Operating Bridge Partners**

Johann Dupont, Operating Partner, Head of Operating Team, **Abenex**

10:50 Networking break

**11:10 Insights from Operating Partners, Deal Teams and Portfolio Company CFOs:
Maximising Value on Exit**

- Understanding the importance of the CFO in preparing for exit and how operating partners can maximise their CFOs' impact
- How can CFOs and Finance functions contribute to operational improvement and value creation both during the lifecycle and towards exit
- Operating Partner, Deal Team, CFO, CEO, and Chair views from experiences of exits, and lessons learned with respect to the role of the CFO

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

Speakers:

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

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

Simon Crowe, Chief Financial Officer, **Wood Mackenzie**

Anastasya Molodykh, Senior Principal, **Cinven**

11:50 The role of the operating partner in accelerating value creation from due diligence to the first 100 days

- Determining procurement's role in due diligence and 100-day plans
- Identifying successful strategies to enhance procurement and supply chain value within the initial 100 days
- Examining the evolving priorities of operating partners beyond cost optimisation and understanding the underlying factors driving these changes

Facilitator:

Mark Maitland, Senior Partner and Global Head of Transaction Services & Private Equity, **Simon Kucher**

Speakers:

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Gavin Cullen, Independent

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

Louis Saud, Vice President, Business Operations, **Brookfield**

Henry Weaver, Operating Principal, **Bregal Investments**

12:30 Closing Plenary Panel | The AI Value Playbook: How to make AI Work in the real world

This session explores how businesses can adapt to AI technologies focusing on the questions frequently posed by leaders and boards:

- How can they start building and deploying AI as a strategic asset to drive efficiency and create value?
- What risks or threats need to be considered?
- How quickly can value be created?

Drawing from a series of in-depth and wide-ranging conversations with practitioners, from CEOs leading new generative AI-based companies to Data Scientists and CFOs working in more traditional companies, we hear how they have succeeded and failed in building AI solutions to futureproof their businesses. The result is a value-driven playbook for how AI can be put to work today.

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

Speaker: Lisa Weaver-Lambert, NED, Technology & Data Executive, **Independent**

LUNCH WORKING GROUPS

13:10 Lunch Working Group 1 (for operating partners only) | Board optimization: how to create value through the board

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

- Who from the board should be on the investment side
- Exploring what an optimal board structure looks like
- How to get more entrenched into real value creation with management and how to help them to improve

Facilitator:

- **Tom Mountford**, Portfolio Director, **Bridges Fund Management**

13:10 Lunch Working Group 2 (for operating partners only) | Comparing Go-To-Market strategies


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

- Highlighting the benefits and limitations of traditional go-to-market strategies and how to adapt the GTM approach for improved sales effectiveness
- How to use data-driven insights and analytics to develop targeted go-to-market strategies and drive revenue growth and create value
- How to diversify your route to market and the best channels to follow

Facilitated by: Greg Harwood, Partner, **Simon Kucher**

Speaker:

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

13:50 Close of conference