

# Operating Partners Forum Europe London 2024

## Agenda

### Pre-conference events - Tuesday, May 21, 2024

**17:30 - 19:45** 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.*

**19:45 - 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.*

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### Day 1 - Wednesday May 22, 2024

**7:30** Registration and breakfast

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#### 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**

**Room 2: Human Capital/Talent Operating Partners**

**Room 3: GTM, Sales and Revenue Growth Operating Partners**

**Room 4: Finance Operating Partners**



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

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### 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**

**Dominic Gallelo**, Managing Director, **Bridgepoint**

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

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### 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**

**Speaker:**

**Lucy Shamdasani**, Managing Director, Global Portfolio Solutions, **The Carlyle Group**

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### 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

**Speaker:**

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

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## 11:10 Keynote presentation

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## 11:50 Networking break

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## **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

**Facilitator:**

**Michael Belkin**, Director, Private Equity Partnerships & Global Alliances, **Zuora**

### **12:20 Interactive Working Group 2 (for operating partners only) | The Role of the CFO in maximizing value for the exit**

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

- Examining the CFO's role in identifying and implementing operational improvements to enhance the company's efficiency and profitability
- Discussing the CFO's responsibility in managing financial risks, including liquidity, working capital, and debt management, to mitigate potential obstacles during the exit process
- Highlighting the CFO's role in meeting the due diligence requirements to support the exit valuation and negotiation process

**Facilitator:**

**James Kenyon**, Partner, **Acertitude**

### **12:20 Interactive Working Group 3 (for operating partners only) | Using data to drive value creation**

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

- How to transform data into a valuable asset within your portfolio company
- Strategies to leverage data during the due diligence process
- How machine learning can be used to optimise value creation

**Facilitator:**

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

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### **13:00 Networking Lunch**

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## **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:**

**Tom Pearson**, Associate Partner, **JMAN Group**

**Speaker:**

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

### **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+**

**Speaker:**

**Wessel Schevernels**, Operating Partner, **Patrizia Infrastructure**

### **14:00 Track 3 How to manage costs during an inflationary period vs ensuring reliable supply chains**

- 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**, Director, **Insight Sourcing**

**Speakers:**

**Will Harman**, Principal, **Apax**

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## **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:**

**John Cranmer**, Cyber Program Leader, **Hg Capital**

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

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

**Lionel Hill**, Chief Technology Officer, **Permira**

### **14:40 Track 5 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**

#### **Speaker:**

**Cecile Dutheil**, Head of Leadership & Culture Portfolio, **Triton Partners**

### **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**

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**15:20 Networking break**

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**FUNCTIONAL BREAKOUT SERIES 3**

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

- 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:**

**Katharina Pfaffhauser**, Chief Business Officer, **Symphony**

**Speakers:**

- **Marc Stoneham**, Partner, **Development Partners International**
- **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**

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**15:20 Track 9 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
  - 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
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**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:**

**Stephen Craig**, Managing Partner, **Alysian**

**Speaker:**

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

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

**Speaker:**

**Christian Truempler**, Senior Governance Leader, **Partners Group**

**Dr. Marc P. Bielitza**, Director, **DPE Deutsche Private Equity Management III**

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

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

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## 16:50 Networking break

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### **INTERACTIVE WORKING GROUP SERIES B**

#### **17:00 Interactive Working Group 4 (for operating partners only) | Maximize Enterprise Value: Look beyond cost-savings to drive high-efficiencies and enable growth**

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

- Discover how process and digital transformations can serve as enabler for operational efficiencies and beyond, contributing to increased Enterprise Value (EV) through measurable business outcomes (e.g., working capital optimization, third-party spend management and revenue enhancing opportunities)
- Learn how the magnitude of value from these business outcomes could be worth several times the cost savings impact
- Dive into examples of how operational savings can be effectively reinvested to fuel business growth and further increase EV

**Facilitator:**

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

#### **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

**Facilitator:**

**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

**Facilitator:**

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

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**17:40 End of day and cocktail reception**

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## **Day 2 - Thursday May 23, 2024**

**7:40 Registration and breakfast**

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**7:45 Breakfast Deep Dive Discussion 1 (for operating partners only) - Driving Operational Excellence: Highlighting the strategies employed by operating partners to enhance operational performance**

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

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**7:45 Breakfast Deep Dive Discussion 2 (for operating partners only) - The Do's and Don'ts on how to engage with the Deal Team**

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

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### **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)**

**Room 2: Advanced Operating Partners**

**Room 3: Heads of PE Portfolio Operations Teams: Leaders Think Tank**

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**9:20 Chairman's welcome**

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**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

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- Highlighting case studies and examples of businesses that successfully transformed and created value despite the turbulent climate

**Speakers:**

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

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**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

**Speakers:**

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

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

**Ralph Friedwagner**, Operating Partner, **CDPQ**

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**10:50 Networking break**

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**11:10 Insights from Operating Partners: Maximizing Value Creation for the Exit**

- Identifying the best time to implement operational improvements to enhance the company's efficiency and profitability in preparation for exit
- Understanding what must be done in the final year pre exit: how operating partners navigate risk mitigation, cost in preparation for a sale, driving value, and ensure the processes are effective and efficient
- Dissecting portfolio company resource allocation strategies for exit readiness
- Operating partner perspectives and lessons learnt from recent exits

**Speaker:**

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

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**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

**Speaker:**

**Gavin Cullen, Independent**

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

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### **INTERACTIVE WORKING GROUP SERIES C**

#### **12:30 Interactive Working Group 7 (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**

#### **12:30 Interactive Working Group 8 (for operating partners only) | How to navigate the “future of work”**

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

- How to navigate the cultural challenges of hybrid working
- Looking beyond the salary - workforce compensation and modern trends under the microscope
- Equity vs non equity - arguments for and against

#### **12:30 Interactive Working Group 9 (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 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

**Speaker:**

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

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## 13:10 Networking Lunch

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### 13:10 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
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## **FUNCTIONAL BREAKOUT SERIES 5**

### 14:00 Track 13 Building a Diverse, Equitable, and Inclusive Culture: How DEI Drives Value Creation in Private Equity

- Discussing emerging trends in DEI and their implications for private equity
- Identifying key performance indicators and evaluating a company's commitment to DEI
- Highlighting case studies that demonstrate how diverse teams and inclusive cultures lead to better decision-making, innovation, risk management, and long-term value creation

### 14:00 Track 14 A deep dive into GTM, sales revenue growth as a key driver for private equity success

- Exploring how pricing analytics and dynamic pricing techniques can increase value and revenue
- How to leverage customer analytics for revenue growth, and highlighting successful case studies of implementation of customer analytics
- Sharing best practices and case studies showcasing the successful identification and execution of market expansion strategies

#### **Speaker:**

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


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### 14:40 Closing Plenary Panel | AI Decoded: 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?

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- 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 an elite group of practitioners, we hear how they have succeeded and failed in building AI solutions to futureproof their businesses. The result is 'The AI Value Playbook': a practical framework distilled for successful AI implementation*

**Speaker:**

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

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**15:20** Closing remarks and end of conference