

Operating Partners Forum: Europe London 2023

17-18 May | Hilton Tower Bridge

Operating Partners Forum: Europe Agenda 2023

CONFIRMED SPEAKERS

Lisa Weaver-Lambert, Data and Digital Operating Partner, **Independent**

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

Robin Rowland, Operating Partner, **TriSpan**

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

Rob Dembitz, Investment Partner, **Mirovia Group**

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

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

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

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

Riccardo Basile, Operating Partner, **Permira**

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

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

Sachin Korantak, Partner, **Conditor Capital**

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

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

Alejandro Alcalde Rasch, Senior Director, Portfolio Support, **APS Advisory**

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

Tony O'Carroll, Managing Director and Head of Investment-Ops team, **SVPGlobal**

Marc Andre Lein, Partner & Managing Director, **Impulssum**

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

Dominic Gallelo, Managing Director, **Bridgepoint**

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

Charlie Ponsonby, Co-founder and CEO, **Plandek**

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

Chris Smith, Partner, **Leathwaite**

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

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

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

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

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

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

Matt Baird, Managing Director, **OMERS Private Equity Europe**
Jasper zu Putlitz, Operating Partner, **Triton Partners**
Emma Winter, Director, Value Creation, **Graphite Capital**
Wessel Schevernels, Senior Director Asset Management and Sustainability, **PATRIZIA AG**
Esther Nayyar, Managing Director, Due Diligence and Value Creation, **ICG**
Duncan Ramsay, Partner, **ECI Partners**
Ralph Friedwagner, Operating Partner - Private Equity, **CDPQ London**
Franck Abadia, Managing Director, Operating Team, **LBO France**
James Markham, Senior Partner - Portfolio Management, **Graphite Capital**
Jenny Collins, Chief Talent Officer, **Mayfair Equity Partners**

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)

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

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: Senior Representative, **Bain**

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

Tony O'Carroll, Managing Director and Head of Investment-Ops team, **SVPGlobal**

PEI To learn more, visit: privateequityinternational.com/opecu

9:50 AM CEO Perspective—How Operating Partners Can Earn the Right to Help

- Why are some CEOs reluctant to engage with Operating Partners?
- What are the do's and don'ts for earning the trust of CEOs and leadership teams?
- How have successful Operating Partners found ways to become relevant and earn the right to help?

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

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

- To what extent has economic 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
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Moderator: Senior Representative, **Alix Partners**

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 session: US Operating Partner perspectives on the evolution of value creation in North America

Facilitator: Salesforce

This unique session will feature the views of two prominent North American operating partners as they discuss how the operating model is developing in North American private equity

11:50 AM Networking break

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

PEI To learn more, visit: privateequityinternational.com/opecu

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

- How to persuade CEOs to make changes to the revenue model
- Overcoming friction with CEOs and management team
- How to earn the right to help on revenue growth

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

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?

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

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

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

2:00 PM Track 2

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

Facilitator, **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

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

Rob Dembitz, Investment Partner, **Mirovia Group**

FUNCTIONAL BREAKOUT SERIES 2

2:40 PM Track 4

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

2:40 PM Track 5

Managing supply chains during times of disruption

- What are businesses doing to enhance resilience in their supply chains?
- Managing costs at a time of inflation vs. ensuring reliable supply chains
- Examples of supply chain management that worked through the pandemic

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

Sachin Korantak, Partner, **Conditor Capital**

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**

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

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

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

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

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**

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?

Moderating role full

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: Driving value through technology

- Accelerating ROI on tech investment with data driven tech delivery
- Enabling portco technology delivery teams to become more data-led
- Case studies from the hg portfolio

Charlie Ponsonby, Co-founder and CEO, **Plandek**

PEI To learn more, visit: privateequityinternational.com/opeu

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**

James Markham, Senior Partner - Portfolio Management, **Graphite Capital**

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

Jasper zu Putlitz, Operating Partner, **Triton Partners**

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?

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:

Working with CFOs: operating partners share dos and don'ts

- Building a productive relationship with CFOs throughout the investment
- How to partner with a CFO during challenging times for the company
- Operating partners exchange war stories of challenging relationships

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:

Long-term digital strategy, how it becomes integrated

- How technology can be used for originating deals and during due diligence
- Working with management teams to set long-term IT goals for technology companies
- Putting digital strategy at the core of the fund

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:

Never let a crisis go to waste: how to prosper over the next 18 months

- The increased importance of agility throughout the value chain in challenging times
 - Maintaining a growth mindset: where are opportunities and how to realise them?
 - Deciding where to invest and where to hold back
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5:40 PM End of day and cocktail reception

Day 2 - Thursday May 18, 2023

7:40 AM Registration and breakfast

7:45 AM Breakfast deep dive discussion (invitation-only for operating partners)

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 Digital and Technology Operating Partners

Room 2 Human Capital/Talent Operating Partners

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

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

- How does the 100-day plan change in a recessionary environment?

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- 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

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

Lisa Weaver-Lambert, Data and Digital Operating Partner, Independent

11:30 AM How boards should react to a crisis: a case study

This unique session will highlight how a board should react in a crisis situation. A case study will be presented of an issue of huge importance to the running of PE backed business. The panelists will be made up with experts with experience in different board positions including an operating partner with board experience

12:00 PM Networking break

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:

Optimising revenue through sales, marketing & customer success during a downturn

- Strategies for operating partners to drive sustainable growth through turbulence
- What it means to have a shared methodology through the different functions
- Developing an action plan through all parts of the company

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

12:20 PM Interactive Working Group 9 (for operating partners only) |

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

Human capital strategy throughout 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 organizational derailments during the hold period
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1:00 PM Networking Lunch

1:00 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
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FUNCTIONAL BREAKOUT SERIES 5

2:00 PM Track 13

The CFO role during an economic downturn

- Recession-proof your portfolio companies
- Transforming finance from a cost-center into a value-creation engine
- Looking at effective ways to mitigate risk across the portfolio

2:00 PM Track 14

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?

Matt Baird, Managing Director, **OMERS Private Equity Europe**
Riccardo Basile, Operating Partner, **Permira**
Jenny Collins, Chief Talent Officer, **Mayfair Equity Partners**

CLOSING PLENARY SESSIONS

2:40 PM Operational excellence stories explained by the participants

Three award winning private equity firms will present a case study of a successful investment. Attendees will vote on the most impressive of the three case studies

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, Acertitude

4:00 PM Closing remarks and end of conference