

# Operating Partners Forum Europe London 2023

## 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**  
**Cordelia Dolan**, Head of Portfolio Talent, **Investindustrial**  
**Lisa Telford**, Partner, **Montagu Private Equity**  
**Andrei Balta**, Senior Director, Portfolio Support Group, **Advent International**  
**Jamaria Kong**, Managing Director, **Towerbrook**  
**Simon Hardy**, Head of Portfolio Operations, **Attestor**  
**Ruby Biring**, Head of Talent, **Livingbridge**  
**Mikael Castelluccio**, Portfolio Director, **Charterhouse Capital Partners**  
**Mark Billige**, Chief Executive Officer, **Simon-Kucher & Partners**  
**Alessandro Moretti**, Head of Operational Value Creation, **Public Investment Fund**  
**Kate Migliaro**, Global Head of Portfolio Talent, **Searchlight Capital Partners**  
**Riccardo Basile**, Operating Partner, **Permira**  
**Emilio Domingo**, UK Head of Private Equity Practise, **Bain & Company**  
**Anush Newman**, Managing Director, **JMAN Group**  
**Victor Benazech**, Principal, **Three Hills Capital Partners**  
**Huseyin Genc**, AI/ML Solutions Architect, **AWS**  
**Karen O'Mahony**, Managing Partner, **PEAL Capital Group**  
**Sherwin Godinho**, Partner, **Alix 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**  
**James Brooks**, Founding Partner, **Stanley Capital Partners**  
**Marc Bielitz**, Director, **Deutsche Private Equity**  
**Andros Payne**, Founder and Managing Partner, **Humatica**

**Tony O'Carroll**, Managing Director and Head of Investment-Ops team, **SVPGlobal**  
**Marc Andre Lein**, Partner & Managing Director, **impulssum**  
**Benjamin Grether**, Digital Value Creation Manager, **FSN Capital**  
**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**  
**Vaibhav Gadodia**, Managing Director and CTO, **Nagarro**  
**Jocelyn Dehnert**, Senior Operating Partner, Leadership Strategy, **Hanover Investors Management**  
**Nick Day**, Operating Partner, **Investcorp**  
**Matt Baird**, Managing Director, **OMERS Private Equity Europe**  
**Charlotte Cederwall**, Partner, **Acertitude**  
**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**  
**Marie Fabiunke**, Operating Partner, **FoodLabs**  
**Ikepo Abiru**, Associate, **Bregal Milestone**  
**Ilinca Rosetti**, Operating Partner, **JC Flowers & Co**  
**Tarak Nath Gorai**, Director and Operating Partner, **MavensWood Investments**

## Day 1 - Wednesday May 17, 2023

**7:30 AM Registration and breakfast**

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### **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**

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

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**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 Practise, **Bain & Company**  
**Christopher Harwood**, Operating Partner - Apollo Portfolio Performance Solutions, **Apollo**  
**Tony O'Carroll**, Managing Director and Head of Investment-Ops team, **SVPGlobal**  
**Karen O'Mahony**, Managing Partner, **PEAL Capital Group**

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**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**

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## 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: **Sherwin Godinho**, Partner, **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**

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## 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*

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## 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**

#### **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

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

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### **1:00 PM Networking Lunch**

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## **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**

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

### **2:00 PM Track 2**

#### **Strategically managing revenue growth 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:* **Mark Billige**, Chief Executive Officer, **Simon-Kucher & Partners**

**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, **Mirovia Group**  
**Marie Fabiunke**, Operating Partner, **FoodLabs**  
**Ikepo Abiru**, Associate, **Bregal Milestone**

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## **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**

### **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**  
**Mikael Castelluccio**, Portfolio Director, **Charterhouse Capital 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**  
**Lisa Telford**, Partner, **Montagu Private Equity**  
**Cordelia Dolan**, Head of Portfolio Talent, **Investindustrial**  
**Ruby Biring**, Head of Talent, **Livingbridge**

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## **FUNCTIONAL BREAKOUT SERIES 3**

### **3:20 PM Track 7**

#### **Cybersecurity: operating partners share war stories & tips**

**PEI** To learn more, visit: [privateequityinternational.com/opeu](https://privateequityinternational.com/opeu)

- 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: Senior representative, **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

**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?

**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**

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## **FUNCTIONAL BREAKOUT SERIES 4**

### **4:00 PM Track 10**

#### **Fireside chat: Making tech investment count - how Hg 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 portco technology teams implement metrics-led delivery
- Case studies from the Hg portfolio - the benefits of getting it right

**Charlie Ponsonby**, Co-founder and CEO, **Plandek** in conversation with **TBC Stuart Pearce**, Portfolio CTO, **Hg**

#### **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**

**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: **RHR**

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

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

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#### **4:40 Networking break**

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### **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

**PEI** To learn more, visit: [privateequityinternational.com/opecu](http://privateequityinternational.com/opecu)



### **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**

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## **Day 2 - Thursday May 18, 2023**

### **7:40 AM Registration and breakfast**

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

##### ***Adding operational efficiency without adding headcount***

*The private equity industry is facing increased competition and pressure to deliver strong returns for investors. In this context, operational cost efficiency is becoming increasingly important as a means of maximising value. This exclusive session will discuss best practices and strategies for streamlining operations, reducing costs, and improving overall efficiency, including:*

- *Assessment of the current state of operational efficiency in the private equity industry*
- *Best practices for reducing operational costs and maximising value for investors*
- *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*

*Attendees will leave with a deep understanding of the key factors that drive operational cost efficiency in private equity, and the practical strategies and techniques that they can apply to maximise value.*

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### **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:

**PEI** To learn more, visit: [privateequityinternational.com/opeu](https://privateequityinternational.com/opeu)

**Room 1 Digital and Technology Operating Partners**  
**Room 2 Human Capital/Talent Operating Partners**

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**9:25 AM Chairman's welcome**

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**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**

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

**Jamaria Kong**, Managing Director, **Towerbrook**

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**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**

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**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**, Data and Digital Operating Partner, **Independent**

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**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
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**12:10 PM Networking break**

**PEI** To learn more, visit: [privateequityinternational.com/opeu](https://privateequityinternational.com/opeu)

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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:*

#### **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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### **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?

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

**Riccardo Basile**, Operating Partner, **Permira**

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

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#### **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**

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#### **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**

#### **4:00 PM Closing remarks and end of conference**