

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

## 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 Practice, **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**

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

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

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

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

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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

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- 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

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

- 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**

- 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

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

- 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

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- 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**

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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)**

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

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**

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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

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

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## 12:10 PM Networking break

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

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

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

##### **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

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#### **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**