
# Private Funds CFO West Coast Forum 2023 Agenda

September 20-21, 2023

## Confirm speakers include:

### Keynote speakers:

Fred Ebrahemi, Chief Operating Officer, Partner, and General Counsel, **Clearlake Capital Group**
Lauren Dillard, Senior Managing Director & Chief Financial Officer, **Vista Equity Partners**
Christopher Iorillo, Chief Financial Officer, **Freeman Spogli & Co.**

### Speakers:

Brandon Baudin, Chief Financial Officer, **The Sterling Group**
Tim Buchner, COO, **Mercatus, a State Street company**
Adam Childers, Chief Financial Officer & Chief Compliance Officer, **Quad-C Management, Inc.**
Kelly Cornelis, Partner & Chief Operating Officer, **Lasalle Capital**
Jackie Dao, CFO, **Reach Capital**
Jessica Duran, Managing Director, Chief Financial Officer, **TSG Consumer Partners**
Ivor van Esch, CFO & CCO, **Knox Lane**
Cesar Estrada, Private Markets Segment Head, **Arcesium**
Michaele Gobel, CFO, **Equilibrium Capital**
Katherine Gomer, COO and Managing Director, **Maverick Ventures**
Ted Hill, General Partner and Chief Administrative Officer, **B Capital Group**
Stella Ho, Partner, **LightBay Capital**
Frank Hodas, Senior Vice President – Finance, **Paladin Capital Group**
Brent Kelley, CFO and CCO, **North Hudson Resource Partners**
Eva Kiefer, CFO & CCO, **Akira Impact**
David Ludwig, Regional Director, Americas, **EWM Global**
Johnny Minassian, Partner, **Withum**
Kevin Neubauer, Partner, **Seward & Kissel**
Ryan Parker, Chief Financial Officer, **Mercato**
Tom Pierce, Partner, CFO, CCO, **Sorenson Capital**

Michele Reing, CFO, COO & CCO, **LongRange Capital**
Chris Sparenberg, Director, Commercial Strategy**, S&P Global Market Intelligence**
Albert Tan, Partner and Co-Head of Fund Finance, **Haynes Boone**
Brianna Wener, CFO, **Avante Capital Partners**
Matt Whelan, CFO & Managing Director, Finance Group, **Gryphon Investors**
Bessie Wu, CFO and CCO, **NewView Capital**
Nina Yoo, Chief Financial Officer, **Fengate Asset Management**

## September 19

Pre-conference cocktail

### CFO Network's Woman Circle Event (By invitation only)

*This pre-event cocktail will gather women leaders in the private equity and venture capital industries, providing them with opportunities to connect with old friends and make new connections in a casual setting before the two-day events.*

## Day 1 September 20

**8:00** **Registration – breakfast**

**8:45-8:50** **PEI welcome & chairperson's welcome**

**8:50-9:00** **Private Fund CFO Membership Survey Presentation**

**9:00-9:40** **Keynote interview**

**9:40-10:30** **Keynote Panel – The CFO as a strategic visionary**

- Working in tandem with the CEO to understand of the factors that impact firm strategy
- Ensuring the right financial structures and processes are in place to support the firms strategic vision
- Providing appropriate data and financial assessments to support and champion new ideas
- Suggesting alternative courses of action based on financials and data to when needed
- Being nimble in the face of rapid change

Moderator: Cesar Estrada, Private Markets Segment Head, Arcesium
Panellists:
Lauren Dillard, Senior Managing Director & Chief Financial Officer, Vista Equity Partners
Christopher Iorillo, Chief Financial Officer, Freeman Spogli & Co.

**10:30-11:00** **Networking break**

**11:00-11:50** **The dynamic challenges of fund finance amidst bank turmoil and a high interest rate environment**

- Investor sentiments about financing becoming more expensive and harder to come by
- Are lenders feeling more cautious about issuing debt?
- Access to subscription credit facilities, NAV financing and preferred equity with two large players (SVB and Signature) out.
- Is there concern other providers are next?
- Steps firms/finance teams can take in order to be proactive in future situations

Moderator: Albert Tan, Partner and Co-Head of Fund Finance, Haynes Boone

**12:00-12:50** **How to seize opportunities when the labor market opens up**

- What are the relevant labor market trends that you should be keeping an eye on?
  - Will tighter credit conditions prompt layoffs?
  - Increasing quits rates even as job openings decline
- Do you foresee changes in carry and incentives structures?
- Is this still a key recruitment and retention tool?

Moderator: David Ludwig, Regional Director, Americas, EWM Global

**12:50-1:50** **Networking lunch break**

**2:00-2:50**

## Breakout Panels

**Maintaining LP relationships: How to fundraise when you're not fundraising**

- How has CFO/COO involvement in the fundraising and investor relations evolved over the last several years?
- Relationship management and staying involved with your investors
- Managing LP requests and communicating with current investors
- Scenario modeling
- What's the role of the CFO in preparing for your next fundraise?

Panellists:

Tom Pierce, Partner, CFO, CCO, Sorenson Capital

Eva Kiefer, CFO & CCO, Akira Impact

Adam Childers, Chief Financial Officer & Chief Compliance Officer, Quad-C Management, Inc.

**Data management: sharpening insights throughout your fund lifecycle**

- Managing multiple data types and complex data projects
- Efficient ways to manage data collection and stakeholder reporting
- How can you use data to manage workstreams more effectively :
- How to leverage data for better decision making as it relates to –
  - ESG initiatives
  - Portfolio companies

Moderator:

Chris Sparenberg, Director, Commercial Strategy, S&P Global Market Intelligence

**2:50-3:50**

## Breakout Panels with Peer-to-Peer Workshops

*These sessions will be more interactive than a traditional breakout panel discussion. The sessions start with a 20-minute panel discussion and will be followed by a 40-minute interactive peer-to-peer workshop. At the end of the workshop, group leaders will come back to the panel table to present key takeaways from each small group.*

# Private Funds CFO Network

# West Coast Forum

**Panel A | Assembling a robust technology infrastructure for firms <$4B AUM**

*During this 20-minute panel discussion, our expert speakers will share their experiences with assembling a robust technology infrastructure.*

Moderator:
Johnny Minassian, Partner, Withum
Panellists:

Ivor van Esch, CFO & CCO, Knox Lane

Ryan Parker, Chief Financial Officer, Mercato

Frank Hodas, Senior Vice President – Finance, Paladin Capital Group

**Panel B | Assembling a robust technology infrastructure for firms >$4B AUM**

*During this 20-minute panel discussion, our expert speakers will share their experiences with assembling a robust technology infrastructure.*

Moderator:
Tim Buchner, COO of Mercatus, a State Street company
Panellists:
Ted Hill, General Partner and Chief Administrative Officer, B Capital Group

**Workshop A | Assembling a robust technology infrastructure for firms <$4B AUM**

*During the workshop the audience will be broken into small groups for peer-to-peer discussions lead by our panelists above. Potential topics during these small group discussions are --*

- What are the key drivers for technology adoption at your firm?
    - investor expectations, response to new regulatory requirements, market volatility and the need for more data? Others?
- What is the process for getting new technologies approved at smaller firms?
- What types of technologies offer the most ROI for smaller firms?
- What are typical budgets for new technologies at firms <4B AUM
    - What types of technologies do you prioritize when you have a limited budget?

**Workshop B | Assembling a robust technology infrastructure for firms >$4B AUM**

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- What are the key drivers for technology adoption at your firm?
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- What types of technologies offer the most ROI?
- What are typical budgets for new technologies at firms >4B AUM
    - What types of technologies do you prioritize when you have a limited budget?
- Does your firm use artificial intelligence in any way or are you considering how to implement the use of AI at your firm?

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**3:50-4:20** **Networking break**

**4:25-5:25** **Think tanks**

**PE Panel Think Tank**
**(GP ONLY)**

**What's keeping you up at night: Private Equity**

- What are the top issues causing concern for today's finance and operations executives?
    - Talent management, cybersecurity, compliance, and changing SEC regulation, interest rates, etc

Facilitator: Stella Ho, Partner, LightBay Capital

**VC Panel Think Tank**
**(GP ONLY)**

**What's keeping you up at night: Venture Capital**

- What are the top issues causing concern for today's finance and operations executives?
    - Talent management, cybersecurity, compliance, and changing SEC regulation, interest rates, etc

**Service Provider Think Tank**
**(SP ONLY)**

**What's keeping you up at night: Service Providers**

- What are the top issues causing concern for today's finance and operations executives?
- Supporting clients through compliance, and changing SEC regulations
- How can you support your clients during uncertain times?

**5:30** **Cocktail reception and end of Day 1**


## Day 2 September 21

**8:00-9:15** **Registration – breakfast**

**8:40-9:25** **CFO and COO Think Tank (By invitation only)**

*Designed to facilitate candid discussion, this closed-door session for CFOs and COOs targets the issues and challenges impacting your firm. Attendees can benchmark ideas and share best practices to help you gain solutions for common concerns facing your office.*
*Designed to facilitate candid discussion amongst solution providers supporting the private equity industry, attendees will discuss how they are adapting to the current state of the market and supporting clients though uncertain times.*

**9:30-9:35** **Chairperson opening remarks**

**9:35-10:15** **Opening Keynote Interview – Managing Through Growth & Scaling Firm Operations**

*Join us to hear Fred Ebrahemi, Chief Operating Officer, Partner, and General Counsel, Clearlake Capital Group discuss his experiences as Clearlake grew from $1B vs. $70B AUM. Fred will share tips for managing through growth, where they struggled as they grew, what he wished he'd know while they were scaling, and what successes he's most proud of.*

**10:20-11:20** **Breakout Panels with Peer-to-Peer Workshops**

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**Panel A <$4B AUM | Scaling up to 4B**

*During this 20-minute panel discussion, our expert speakers will share their backgrounds and tips and tricks they learned while scaling their own firms*

Panelists:
Brianna Wener, CFO, Avante Capital Partners
Michaele Gobel, CFO, Equilibrium Capital
Brent Kelley, CFO and CCO, North Hudson Resource
Kevin Neubauer, Partner, Seward & Kissel

**Panel B >$4B AUM | Scaling over 4B**

*During this 20-minute panel discussion, our expert speakers will share their backgrounds and tips and tricks they learned while scaling their own firms*

Panelists:
Nina Yoo, Chief Financial Officer, Fengate Asset Management
Brandon Baudin, Chief Financial Officer, The Sterling Group

**Workshop A <$4B AUM | Scaling up to 4B**

**Workshop B >$4B AUM | Scaling over 4B**


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**11:20-11:50 Networking break**

**11:50-12:40**

## Breakout Panels

**Track A Private Equity | The CFO & COO role in supporting private equity portfolio companies**

How can CFOs and COOs add value on the portfolio company level when it comes to –

- Creating a financial plan that will carry the business through future growth stages
- Improving portfolio company gross margins without sacrificing value

**Track B Venture Capital | The CFO & COO role in supporting venture capital portfolio companies**

How can CFOs and COOs add value on the portfolio company level when it comes to –

- Creating a financial plan that will carry the business through future growth stages
- Improving portfolio company gross margins without sacrificing value

**Private Funds CFO Network**

# West Coast Forum

- Enhancing procurement strategies, negotiating with vendors, service providers, group purchasing, etc.
- Implementing systems and tracking metrics that are critical for establishing valuations

Panelists:
Kelly Cornelis, Partner & Chief Operating Officer, Lasalle Capital

- Enhancing procurement strategies, negotiating with vendors, service providers, group purchasing, etc.
- Implementing systems and tracking metrics that are critical for establishing valuations

Panelists:
Katherine Gomer, Chief Operating Officer, Maverick Ventures

**12:45-1:35** **Cash & Risk Management: Lessons learned from a global pandemic and banking collapses**

- What have been your experiences with the SVB's collapse and its ripple effect?
- What's your current thinking on sufficient cash reserves and agile cash flow management strategies?
- Movement to larger banks and money market funds – long term trend or temporary strategy?
- What are your comprehensive risk management strategies?
- What have you learned these past few years about how you can pivot and adapt?

Panelists:
Jackie Dao, CFO, Reach Capital
Bessie Wu, CFO and CCO, NewView Capital
Matt Whelan, CFO & Managing Director, Finance Group, Gryphon Investors

**1:35-1:40** **Chairperson closing remarks**

**1:45** **Luncheon and end of Day 2**