

Operating Partners Forum Napa 2024



Jeffrey Malcolm
Value Accelerator Operating
Advisor, Technology
**Goldman Sachs Asset
Management**

Ashley Day
Operating Partner
- Human Capital
FFL Partners

Brian Regan
Managing Director
and CFO
Spectrum Equity

Daniel Perry
Director, Sales and
Commercial Excellence
Parthenon Capital

Accelerate future levers in value creation



Join the leading community of PE operating partners across 2.5 days at the Meritage Resort and Spa in Wine Country.



Connect with the most influential names in PE portfolio operations to determine the most effective value creation levers for this year and beyond.



Confidently navigate an unpredictable economy with cross-functional takeaways from peer-to-peer war rooms, expert panels, networking opportunities, and more.

New strategies, fresh ideas, and a broader network of peers

Our attendees at a glance

100+
industry specialists

will guide this year's content

200+
operating partners

attended our West Coast Forum in 2023

300+
firms

have joined our PE community



Operating partner-only networking opportunities:

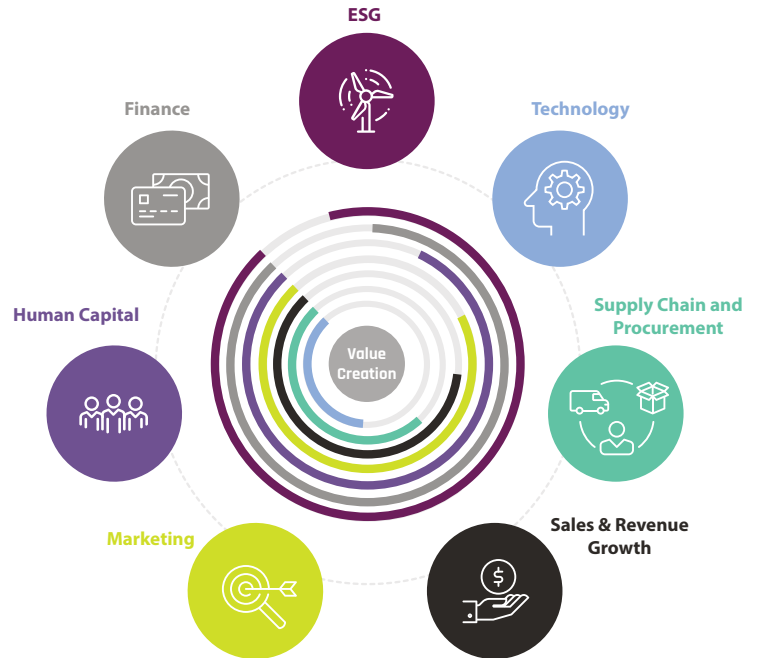
- » Access to select Napa wineries as a pre-conference itinerary
- » Pre-event reception overlooking Napa's finest vineyards
- » Welcome dinner in the Meritage's gorgeous Estate Cave
- » Closed-door lunch discussion for women in PE and VC portfolio operations
- » Lunch workshop for digital and tech operating partners
- » Breakfast roundtables covering AI, operating partner-deal team dynamics, and more
- » And more...



An in-depth look at cross-functional value creation

Deliver holistic value creation as a sum of its functions:

- » Value creation as a symphony: amplifying synergies and cross functional integrations
- » Accelerating value creation: sharing roadmaps from due diligence to the first 12-15 months
- » New vs. old value creation levers: what needs to stay, what needs to be added, and what needs to go?
- » Practical use cases in applying AI for value creation from due diligence to the first 500 days
- » Learn and share strategies of successful operating partners in closed-door value creation war rooms



Examine specific growth levers in collaborative sessions:

- » Deep dive think tanks, exclusively for operating partners
- » Breakout rooms for each functional specialty
- » Interactive working groups with designated facilitators
- » NEW: A track centered on technology and digital value creation



[View the full agenda](#)



Operating Partners Forum Napa 2024

Agenda

Pre-conference events - Wednesday, June 12, 2024 The Meritage Resort & Spa, Napa

5:30-7:30 PM Operating Partners Forum Napa Pre-Event Welcome Reception (for operating partners only)

Venue: VINEYARD DECK at the Meritage Resort & Spa

Join the operating partners community at our opening grand reception in Wine Country taking place on the hillside of the Meritage's nine-acre vineyard. Enjoy spectacular vineyard views at sunset and expand your network with the brightest leaders in value creation while indulging in pre-function appetizers, aperitifs, & cocktails.

7:30-9:00 PM Operating Partners Forum Napa Welcome Dinner (for operating partners only)

Venue: ESTATE CAVE at the Meritage Resort & Spa

Join us as we welcome all the operating partners for a private dinner to facilitate networking before the conference at the venue's one-of-a-kind Estate Cave. Increase your connections in a relaxed setting featuring a unique barrel-shaped ceiling illuminated by iron-wrought chandeliers.

Day 1 - Thursday, June 13, 2024

7:30 AM Registration and breakfast

7:45 AM Think tanks for full-time operating partners – value creation war rooms

These closed-door discussions led by your peers will allow you to learn and share best practices of successful operating partners. The think tanks will also allow you to submit topics to be introduced by the facilitators and discussed in the room. Please select one of the rooms by functional area:

Room 1: Tech and Digital Operating Partners

Facilitators:

Patrick Mizer, Portfolio CTO, Blue Star Innovation Partners

Milo Sprague, Chief Technology Advisor, FTV Capital

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Room 2: Human Capital/Talent Operating Partners

Facilitators:

Ashley Day, Operating Partner - Human Capital, FFL Partners

Brian Kasser, Talent Partner, Welsh, Carson, Anderson & Stowe

Room 3: GTM, Sales and Revenue Growth Operating Partners

Facilitators:

Irene LaCota, Senior Director, Marketing Excellence, The Riverside Company

Daniel Perry, Director, Sales and Commercial Excellence, Parthenon Capital

Room 4: Finance Operating Partners

8:45 AM PEI's welcome and chairman's opening remarks

Chairman:

Tim Sanders, Vice President of Client Strategy, Upwork

9:00 AM The rise and prominence of the operating partner in PE

- Sharing examples of how operating partners are more and more creators of alpha in the current macro climate
- What are common misconceptions you hear around the value that operating partners bring to PE?
- Uncovering how best to position yourself at your firms as operating partners: how do you show and quantify the value you bring? How do you get the most out of working with your investment teams?
- What will the position and prominence of operating partners look like in future in dissecting trends in PE?
- What should operating partners do and what shouldn't they do in looking at the future?

Moderator:

Amy Daly, Americas Private Equity Consulting Leader, EY

Panelists:

Prital Kadakia, General Partner, Serent Capital

Achi Yaffe, Managing Director, Portfolio Operations, GI Partners

9:40 AM Value creation as a symphony: amplifying synergies and cross functional integrations

- As a functional specialist how do you best work with other functional areas tactically? Where do you find synergies and clashes?
- What does your operating team look like across functions? How does your function really add value?

- What tips can you share about establishing operating rhythms to accelerate cross functional integrations in different stages?
- What are the most prominent functional areas in value creation and where is your team looking to expand? How will AI and tech influence functions and functional models?

Moderator:

Sean Mooney, Founder and CEO, BluWave

Panelists:

Lisa Ames, Operating Executive, Marketing, Norwest Venture Partners

Angela Geffre, Head of Human Capital, GrowthCurve Capital

Brian Regan, Managing Director and CFO, Spectrum Equity

10:20 AM Networking break

10:50 AM Finding the balance in value creation through enterprise value expansion: profitability, growth, and cash flow

- Maximize enterprise value by looking beyond cost-savings: new markets, cutting-edge products/solutions, and high-efficiencies to enable growth
- Understand how operating partners achieve the right balance to drive enterprise value within the hold period (post 100 days)
- Dive into examples of how cost-savings can be effectively reinvested to fuel business growth and further increase enterprise value
- Uncover organizational best practices in the current environment to accelerate growth and achieve higher profitability and cash flow

Moderator:

Giuseppe Gasparro, Partner and Managing Director, AlixPartners

Panelists:

Bala Ganesan, Managing Director, Oaktree Capital Management

Sonal Singla, Senior Operating Advisor, Hellman & Friedman

Chris Westington, Director of Portfolio Management and Value Creation, BCI

Ellen Williams, Vice President, Growth Acceleration Group, General Atlantic

11:30 AM The AI boom in PE: practical use cases for value creation from due diligence to the first 500 days

- Learn how AI is changing the face of PE with use cases from investment risk management in due diligence to applications in the first year
- How are you applying AI to make better decisions for your PE firm and your portfolio companies?
- Understand the financial side of the AI boom in looking at business implications, prioritization, opportunities, and costs

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Moderator:

Jeffrey Klein, Managing Director, Private Equity Performance Improvement, Alvarez & Marsal

Panelists:

Jeffrey Malcolm, Value Accelerator Operating Advisor, Technology, Goldman Sachs Asset Management

12:10 PM Coffee break

INTERACTIVE WORKING GROUPS SERIES I

12:20 PM Interactive Working Group 1 (for operating partners only) – Integrating commercial due diligence in your operational playbooks

This deep dive discussion designed solely for operating partners will allow the audience to join an interactive and dynamic discussion with designated facilitators.

- Understanding pricing, GTM, and market research as an opportunity in diligence
- How do you go about scrutinizing commercial data in the due diligence phase?
- How do you uncover what works and what doesn't commercially for the business? How do you go about choosing and prioritizing your initial commercial projects/tasks?
- How do you build success in selecting the right sales talent and understanding which gaps need to be filled?
- How do you achieve alignment with the management team to deliver the commercial value creation plan?

Facilitator:

Tim Foster, Managing Director, Investor Group Services (IGS)

12:20 PM Interactive Working Group 2 (for operating partners only) – Workforce compensation challenges and opportunities: uncovering trends beyond executive comp

This deep dive discussion designed solely for operating partners will allow the audience to join an interactive and dynamic discussion with designated facilitators.

- How are companies handling equity and the distribution of equity across different levels?
- How do you best deal with executive compensation, negotiations, and requests?
- How effectively are you doing comp benchmarking up and down the ranks?
- How are you incentivizing employees across the different levels to retain them in this environment?
- How are you handling inflationary pressures and challenges tied to compensation?

12:20 PM Interactive Working Group 3 (for operating partners only) – CFO-Operating Partner dynamics: alignment, support, retainment, and development

This deep dive discussion designed solely for operating partners will allow the audience to join an interactive and dynamic discussion with designated facilitators.

- What makes a great portfolio company CFO? How do you go about selecting the right CFO?
- What are the causes associated with CFO turnover and what are you doing to retain CFOs?

- How do you handle tensions with your CFOs and finance departments?
- How do you incentivize, assess, and develop your CFOs across the lifecycle?
- What is top of mind for your CFOs? How is the role of the CFO changing and evolving?
- Showcasing different skills and traits needed for CFOs in different sectors/industries

12:20 PM Tech and Digital Working Group 4 (for operating partners only) – Building a culture of innovation at your portfolio companies

This deep dive discussion designed solely for tech operating partners will allow the audience to join an interactive and dynamic discussion with designated facilitators.

- Best practice in driving innovation through people: equipping management teams to create an innovative and entrepreneurial environment
- Making best use of digital innovation, technology and tools to deliver value
- How do you approach modernizing legacy technologies
- Sharing lessons learned from delivering innovation in a downturn
- How do you prevent and overcome obstacles and roadblocks to innovation?
- With an eye to the future how are you building a culture for AI? What is needed to push it forward within your workforces?

1:00 PM Networking lunch

1:00 PM Women in PE and VC portfolio operations lunch discussion (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.

- Exploring career paths, development, and how to position yourself as female leaders
- What are the biggest challenges and missed opportunities when it comes to women's leadership in PE?
- What traits and qualities do you search for and value most in women leaders at your companies?
- What initiatives are you driving for women on boards across portcos? What can be done better?
- How do you support incoming women leaders at portfolio companies, especially if they are new to being in a male dominated industry?

Facilitators:

Hannah Arnold, President and CEO, The LAKPR Group

Danielle Jezienicki, Impact and ESG Advisor, GroundForce Capital

Avra Schaaf, Principal, Head of Value Creation, Lead Edge Capital

PANEL BREAKOUT SERIES I

2:00 PM Track 1 Operating Partner-Chief Revenue Officer dynamics

- How do you hire a good CRO? What do you look for in a CRO?

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- How do operating partners work best with portfolio company CROs?
- How can you best support them? How do you drive commercial initiatives in tandem with CROs?
- How do you organize sales teams, hires, accounts, and customer renewal/retention policies with your CROs?

Moderator:

Tindall Hein, Partner, ON Partners

Panelists:

Jerry Hughes, Director, Commercial Excellence, American Securities

Daniel Perry, Director, Sales and Commercial Excellence, Parthenon Capital

Paul Stansik, Partner, ParkerGale Capital

Drew Zarges, Vice President, Portfolio Operations, Commercial, Platinum Equity

2:00 PM Track 2 Leveraging the human capital function as a key asset of your value creation team

- How do talent partners work best and engage cross functionally in a value creation team?
- An inside look at the execution of various talent strategies intersecting with other functions
- Comparing roles and responsibilities of human capital operating partners at different firms
- Understanding what matters and what can be improved through the lens of the human capital operating partner
- How are you making the talent function be seen as must-have in driving value creation in this environment?

Panelists:

Elizabeth Blake, Operations Vice President, Human Capital, Trive Capital

Andy Caine, COO and Partner, Head of CoE Team, Frazier Healthcare Partners

Ben Holzemer, Partner, Global Head of Human Capital, TPG Global

Katie Solomon, Managing Director, Talent Management, Genstar Capital

2:00 PM Track 3 Tech and Digital Room: Cyber-attacks, AI, SEC regulations and geopolitics – a perfect storm driving security transformation in PE portfolio companies

- What is the state of cyber-attacks at PE backed companies?
- Why is AI both a risk and opportunity for the cyber security industry and PE?
- Is increasing regulation on cyber breach disclosure a sign of things to come?
- How geopolitics and economic stability (or lack thereof) impact the cyber threats?
- How can the right cyber security framework, technology and architecture protect PE portcos from attack vectors?

Moderator:

Akshay Grover, Managing Director, Global Private Equity Practice, Zscaler

Panelists:

Matt Hollcraft, Operating Partner - Technology and Cyber, H.I.G. Capital

Iggy Javellana, Operations Executive, Cerberus Capital Management

Miten Marvania, Managing Director, Business Services Platforms, Blue Owl Capital

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Jeff Montgomery, Operations Vice President, Cybersecurity, Trive Capital

PANEL BREAKOUT SERIES II

2:40 PM Track 4 Product modernization as a unique value creation lever for legacy tech assets

- Operating partners share war stories in working with portcos to modernize legacy products
- How do you best work with and support your Chief Product Officers to deliver innovation and drive outcomes?
- How do you align your product strategy with your value creation strategy across the lifecycle to deliver growth?
- Dissecting the anatomy of product roadmaps: from innovation to GTM acceleration and execution

Moderator,

Punit Kulkarni, Global Private Equity Leader, Persistent

Panelists:

Alex Bello, Director, Product and Technology Strategy, EQT Group

Ben Johnson, Managing Director, Product Management, LLR Partners

David Rowley, Technology Operating Partner, Diversis Capital

Chris Satchell, Managing Director Technology and Digital, Clayton Dubilier & Rice

2:40 PM Track 5 Recruiting key roles in tech talent at the executive level and beyond

- Best practices in recruiting tech executive leadership and cyber executives (CISOs, CTOs), and product executives
- How is the demand for tech talent shifting/evolving? What are the biggest challenges when it comes to finding and onboarding tech talent?
- What newly created digital roles have you created at your companies? What tech skill sets will be required in the future?
- How is AI influencing and going to influence tech roles needed today and in future?
- What types of executives are needed to deliver tech transformations, build AI capabilities, and unlock emerging technologies?

Panelists:

Lauren Ipsen, Talent Partner, Decibel Partners

Eli Potter, CIO as a Service, Insight Partners

2:40 PM Track 6 Tech and Digital Room: Unlocking the power of data science and advanced analytics in value creation

- How are you working with management teams to adopt analytics and data science? Are you working with data scientists?
- Establishing and comparing data first playbooks for private equity portfolio operations
- How are you accelerating value creation through data science across the lifecycle?
- Sharing differences and similarities in applying data science in different sectors
- Grasping the advantages of moving to a more modern data architecture

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Moderator:

Andrew Nolan, Partner, PwC

Panelists:

Sebastien Bilodeau, President, Cerberus Technology Solutions, Cerberus Capital Management

Sajjad Jaffer, Head of Data, Analytics and Machine Learning, GrowthCurve Capital

Torben Thurow, Head of Data Analytics, Dunes Point Capital

3:20 PM Coffee break

PANEL BREAKOUT SERIES III

3:30 PM Track 7 Innovative commercial design and strategy: new levers to scale up post a period of depressed growth

- Diversifying your growth strategies with non-traditional sales-assisted models and an efficient growth stack
- Monetizing new recurring revenue streams across usage/consumption, PLG, channel/ecosystems, and direct sales
- Perfecting the price lift, plus pitfalls to avoid
- Monetizing new AI solutions vs just using AI to drive efficiency
- Integrating quote-to-revenue processes for exit readiness with increased visibility into quality of revenue

Moderator:

Michael Belkin, Director, Private Equity Partnerships and Global Alliances, Zuora

Panelists:

AJ Gandhi, Chief Growth Officer, Marlin Equity Partners

Paul Gille, Operating Partner, TELEO Capital

Josh Gold, Senior Operating Executive, Hellman & Friedman

Drew Kiran, Practice Director - Go To Market, K1 Investment Management

3:30 PM Track 8 Procurement transformation in high growth environments: cultural and execution success factors

- Bending the cost curve to expand margin through third party cost
- Generating cost consciousness across the organization
- Getting the most from your CPO & effective sponsorship
- Selling the change to the business
- Building scalable partnerships for growth
- Understanding gross margin in Saas & Cloud

Moderator:

Fabian Bodoky, Director, Efficio

Panelists:

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Raz Khan, Principal, Permira

Jana Wayne, Managing Director, Head of Procurement, Hunter Point Capital

3:30 PM Track 9 Tech and Digital Room: Advancing tech and digital value creation initiatives with your management teams

- Understand how to think through the lens of a CFO, CTO, and CEO as a PE tech leader
- Learn techniques on how to drive a digital agenda to deliver accelerated returns
- How is the C-suite evolving to deliver digital value creation? How do sectors differ?
- Uncover tech and digital roadmaps and what is needed in different stages of the lifecycle: how do you get it done

Moderator:

Ryan Loy, Partner, McKinsey & Company

Panelists:

Kate Ju, Vice President, Value Accelerator, Goldman Sachs Asset Management

Raj Kushwaha, Co-Head of Value Creation and Chief Digital Officer, Warburg Pincus

Anish Sharan, Head of Digital Transformation, Pritzker Private Capital

Carsten Weber, Principal, Highview Capital

PANEL BREAKOUT SERIES IV

4:10 PM Track 10 Portfolio company perspectives: unlocking the supply chain to maximize return

- Capturing multi-modal opportunity throughout the supply chain
- Supporting operating needs while achieve data standards
- Improving service while reducing cost with footprint optimization
- Taking a critical lens to recovery and cost-to-serve

Moderator:

Tony Totta, Executive Vice President, eShipping

Panelists:

Matt Ibbetson, Partner, Ridgemont Equity Partners

4:10 PM Track 11 Building and developing high performing teams

- How to build a high-performance team 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 or delivering projects based on less tangible skills?
- Comparing and contrasting team structures at your portcos: operating partners share what works and what doesn't to drive the value creation plan

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- 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
- What do future stars want?

Moderator:

Rory Gaston, Group Managing Director, Saragossa

Panelists:

Michael Kingston, Managing Director, Portfolio CIO Americas, The Carlyle Group

Karina Sobieski, Managing Director, Human Capital, Clearlake Capital Group

4:50 PM Coffee break

INTERACTIVE WORKING GROUPS SERIES II

5:00 PM Interactive Working Group 5 (for operating partners only) – Advanced pricing strategies as a key commercial enabler in your value creation plan

This deep dive discussion designed solely for operating partners will allow the audience to join an interactive and dynamic discussion with designated facilitators.

- Navigating and beating inflation: operating partner war stories
- What factors do you consider when determining the optimal pricing model and pricing levels?
- How are you looking at pricing with an eye to the future and a shifting economy?

Facilitators:

William Humsi, Partner, Simon-Kucher & Partners

Alexis Underwood, Managing Director, Wynnchurch Capital

5:00 PM Interactive Working Group 6 (for operating partners only) – Talent recruitment and retention in the current marketplace: sharing tricks of the trade

This deep dive discussion designed solely for operating partners will allow the audience to join an interactive and dynamic discussion with designated facilitators.

- What are you doing at your companies to recruit and retain execs and next level down in companies in the current market?
- What incentives work best in this environment? How do you ensure that key employees are retained throughout the holding period?
- What challenges have you faced in terms of talent retention and how have you addressed those?
- Leveraging search firms beyond linear ways – how do you drive and improve performance from search firms?

Facilitator:

Dina DeMarco, Division President - Private Equity Talent Solutions, Hueman

5:00 PM Interactive Working Group 7 (for operating partners only) – Unifying your tech stack to improve EBITDA, cash flow, and cut costs

This deep dive discussion designed solely for operating partners will allow the audience to join an interactive and dynamic discussion with designated facilitators.

- Streamlining and automating your business/finance processes to increase profitability and cash flow
- Discussing tools that directly support DSO improvement and cash forecasting
- Unifying applications to cut costs, time, and improve efficiency
- Managing and aligning your tech stack with ERP integrations
- Operating partners share war stories in prioritizing profitability and reducing complexity

Facilitators:

Tucker Moon, Operating Vice President, Accel-KKR

Chad Wonderling, Chief Financial Officer, Zone & Co

5:00 PM Tech and Digital Working Group 8 (for operating partners only) – Cybersecurity operating partner workshop: practitioner’s perspectives

This deep dive discussion designed solely for tech operating partners will allow the audience to join an interactive and dynamic discussion with designated facilitators.

- Talking through a live ransomware incident - where to start? Who do you bring in?
- How do you pivot during the inevitable twists & turns? How do you turn chaos & crisis into an opportunity?
- Real outcomes & lessons learned: how can you safeguard & elevate your cyber resilience strategy?

Facilitators:

Sean Curran, Co-Founder and Managing Partner, ENDUIR Cyber

Michael Picton, Co-Founder and Managing Partner, ENDUIR Cyber

5:40 PM End of day 1 and networking cocktail reception

Venue: EVENT LAWN at the Meritage Resort & Spa

The Meritage’s grandest event venue, the sprawling Event Lawn will provide a delightful setting at the end of the first day for you to chat and hear what is on everyone’s mind after a full day of valuable insights.

Day 2 - Friday, June 14, 2024

7:30 AM Registration and breakfast

7:45 AM Deep dive breakfast discussion 1 (for operating partners only) –The role of the operating partner: delivering value creation in today’s macro climate

This breakfast deep dive discussion designed solely for operating partners will allow you to join an interactive discussion with designated facilitators:

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- Comparing models: what makes a great operating partner/value creation team?
- How do you effectively engage with your portfolio companies to achieve alignment and delivery of the value creation plan
- Uncovering where successful operating partners focus their attention, value creation team processes, and how to deploy an operating team
- Bridging the gap between the investment teams' thesis and what actually happens in reality
- Unlocking the healthy interplay between operating partners and management teams to make them more effective
- Sharing war stories across different sectors: dos and don'ts in key phases of the lifecycle

Facilitators:

William Bundy, Partner, McKinsey & Company

Alfonso Pulido, Partner, McKinsey & Company

7:45 AM Deep dive breakfast discussion 2 (for operating partners only) – Operating Partner-deal team dynamics: sharing lessons learned

This breakfast deep dive discussion designed solely for operating partners will allow you to join an interactive discussion with designated facilitators.

- Operating partners share dos, don'ts and valuable experiences in working with deal teams across the lifecycle
- What does your deal team want and expect from you? How do you showcase value?
- How to build trust and grow your relationship with deal teams: what does a successful partnership look like?
- How are you handling value creation ownership in sitting between the deal team and the management team as an operating partner

Facilitators:

Kristen Rathfelder, Principal, RSM

David Van Wert, Partner, RSM

7:45 AM Tech and Digital deep dive breakfast discussion 3 (for operating partners only) – AI morning workshop: operating partners share tactical use cases

This breakfast deep dive discussion designed solely for tech and digital operating partners will allow the audience to join an interactive discussion with designated facilitators.

- How to be realistic when it comes to AI opportunities and implementation
- How are you working with your management teams and with your PE firm on the adoption of AI? How are you handling pushback? What is the biggest barrier towards adopting generative AI across portfolio companies?
- How do you build a business case for deploying AI, considering it's a new approach?
- Sharing real life use cases: how are your investments in AI aligned with your value creation and business strategy?
- AI in private equity: what comes next?

Facilitators:

Yale Kwon, Partner, AlixPartners

Hoyoung Pak, Partner and Managing Director, AlixPartners

Saurabh Singh, Partner, AlixPartners

8:30 AM Think tanks for full-time operating partners – value creation war rooms (for operating partners only)

Invitation-only think tanks for full-time PE and VC operating partners. These closed-door discussions led by your peers will allow you to learn and share value creation strategies of successful operating partners. Please select one of the rooms:

Room 1: Heads of Value Creation Teams

Facilitators:

Raj Kushwaha, Co-Head of Value Creation and Chief Digital Officer, Warburg Pincus

Casey Myers, Partner, Edison Edge, Edison Partners

Room 2: Operating Partners

Facilitators:

Billy Hegeman, Operating Advisor, Norwest Equity Partners

Michael Monagle, Principal, Portfolio Operations, Providence Equity Partners

9:15 AM Chairman's welcome

Tim Sanders, Vice President of Client Strategy, Upwork

9:20 AM Heads of value creation teams perspectives: uncovering what your operating team leaders need from you

- How large is your team? How did you build out your operating team and is your team still growing?
- How do you organize and incentivize your operating team?
- What makes a great operating partner? What do you value most in your operating team?
- How do you develop your operating partner team members? How do you support them when ready for the next step? How are you looking at the next generation of operating partners?
- Which functional or sector area of expertise is your team heavily focused on and looking to expand on? What types of backgrounds/skill sets do you look for in onboarding operating partners?
- How does your operating team add value overall? How do you quantify it?
- Sharing dos and don'ts as a value creation team leader in different phases of the lifecycle

Moderator:


Ryan Jones, Private Equity Leader, Deloitte Consulting

Panelists:

Cory Eaves, Partner and Head of Portfolio Operations, BayPine

Jim Murphy, Senior Managing Director, Value Creation, LLR Partners

Ed Richards, Chief Operating Officer, Head of Portfolio Operations, Marlin Equity Partners



Kyle Roemer, Managing Director, Head of Catalyst Group, Incline Equity Partners

10:00 AM Value creation accelerator: roadmaps from due diligence to the first 12-15 months

- How can operating partners play a greater role in due diligence? Which functional areas are you focusing on in due diligence?
- Showcasing operating partner dos and don'ts in diligence in working with your investment team as well as the leadership team
- How can the due diligence phase allow you to accelerate your value creation journey and the entire lifecycle?
- What data are you scrutinizing to identify early warning signs of needed performance or operational improvement?
- What does successful onboarding for your companies look like through the lens of the operating partner and through the lens of the portco?
- How do you ensure alignment with your portco management teams in the first 100 days and beyond?
- What are the most important levers you pull in the first 12-15 months?

Moderator:

Adam Pollak, Americas Regional Head, KPMG Elevate, KPMG International

Panelists:

Chioma Achebe, Principal, The Carlyle Group

Ignacio Giraldo, Partner, TPG

10:40 AM Networking break

11:00 AM LP views of the operating partner and value creation in PE

- LP views and expectations in looking at different operating partners models and how they are applied
- What could PE do better and what do LPs want to see? What should operating partners do when it comes to showcasing the value they provide?
- How do LPs diligence operating partners and value creation during their fund diligence, and how do LPs evaluate operating partners in steering their investments?
- Are LP views of operating partners and value creation influencing how PE firms utilize operating partners?
- How is the evolution of the operating partner role and value creation being perceived by LPs?

Moderator:

Matt Krna, Venture Partner, Alpha Partners

Panelists:

Chris Roth, Chief Investment Officer, 5T Wealth

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Jamey Spencer, Managing Director and Portfolio Manager, Hall Capital Partners
Seth Wong, Vice President, GIC

11:40 AM Management team performance and assessments across the investment lifecycle

- How do you set the right expectation for management teams and ensure you have the right fit?
- Grasping how to make quality executive hirings at the right time: there can be a ripple effect when not done right multiple years down the road
- What criteria do you evaluate your CEOs on? How do you do it?
- How are you considering and assessing your tech leaders (CIOs/CTOs) as key roles?
- How are you tracking performance throughout the lifecycle to ensure alignment with the VCP?
- Sharing CFO/CEOs scorecards: determining the right leadership capabilities for current times

Panelists:

Russell Findlay, Senior Executive Director and Operating Partner, H.I.G Capital

Eric Wilson, Principal, Portfolio Operations, NextGen Growth Partners

12:20 PM Coffee break

INTERACTIVE WORKING GROUPS SERIES III

12:30 PM Interactive Working Group 9 (for operating partners only) – Value creation for the exit: operating partners perspectives

This deep dive discussion designed solely for operating partners will allow the audience to join an interactive and dynamic discussion with designated facilitators.

- How closely did the post close experience match the pre-close promises? What worked and what didn't?
- Harnessing data assets to drive value creation for the exit - incorporating the data side of exits
- What is your approach to preparing a portfolio company for exit, and how do you work with other functional specialists to execute the plan?
- How do you evaluate potential buyers or investors during the exit process?
- What are some key factors that you believe contribute to a successful exit, and how do you measure the success of an exit?

12:30 PM Interactive Working Group 10 (for operating partners only) – Tactical finance and accounting workshop in the current economy

This deep dive discussion designed solely for operating partners will allow the audience to join an interactive and dynamic discussion with designated facilitators.

- FP&A; budgeting and forecasting; how do you forecast and budget through volatility

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- Sharing tactical viewpoints in accounting and controlling: what to do if you have issues with your accounting function
- Practitioner views on the importance of working capital management and liquidity
- Do you outsource CFO services?

12:30 PM Tech and Digital Working Group 11 (for operating partners only) – Optimizing tech due diligence to boost and accelerate digital in the first 100 days

This deep dive discussion designed solely for tech operating partners will allow the audience to join an interactive and dynamic discussion with designated facilitators.

- How to do tech, digital and data assessments as part of due diligence, understanding your costs, risks, and what needs to be prioritized early on in the process
- Uncovering challenges and opportunities: IT diligence vs. software diligence for different types of businesses
- Laying the groundwork in tech due diligence as a key enabler for success in the later stages

Facilitators:

Thomas Shelford, Managing Director, Crosslake

Milo Sprague, Chief Technology Advisor, FTV Capital

1:10 PM Networking lunch

1:10 PM Tech and Digital operating partners lunch discussion (for operating partners only) – Rate optimization: the no regrets cloud cost management tactic your portcos are not fully leveraging

This closed-door deep dive lunch discussion solely for tech and digital operating partners will explore key digital and tech strategies to enhance value.

One of the highest impact tactics to optimize a cloud environment with cloud providers that is often underemployed by CTOs and VPs of Engineering is pricing or rate optimization through discount instruments. If cloud costs are a top P&L line item in your portfolio, missing out on rate optimization is gross margin dollars left on the table. Learn how rate optimization can be tracked, and with the right automation, employed in your organization to incrementally add margin to the business.

- What is rate optimization?
- How is it different from usage/workload optimization?
- What are the use cases that are candidates for rate optimization?
- Why is rate optimization often overlooked by CTOs/VP Engs?
- Why is rate optimization an obvious KPI for an operating partner?
- Why is automation critical for expert rate optimization?

Facilitator:

Chris Cochran, Co-Founder and CEO, ProsperOps

PANEL BREAKOUT SERIES V

2:00 PM Track 12 Leveraging the finance function across the investment lifecycle

- Comparing finance playbooks throughout the key stages of the lifecycle
- As a finance operating partner, how do you add value pre-deal, and during the first 100 days, first 6 months, and in the first year? How are you operating during the hold period in the current climate?
- Can you share the most unique accomplishment of your finance function?
- Uncovering finance value creation best practices for the exit

Panelists:

Andrea Greene, Operating Partner, One Rock Capital Partners

Spencer Khoury, Director, Value Creation, Shamrock Capital

Subhi Sherwell, Field Operations Senior Advisor, TPG

2:00 PM Track 13 GTM strategies, models, and playbooks for success

- Establishing and monitoring the right GTM metrics
- What does a successful GTM model look like?
- Building and scaling effective commercial teams
- GTM, sales, and marketing alignment across the investment lifecycle
- Mobilizing and partnering with management teams on GTM

Panelists:

Renée Cohen, Vice President, Marketing Operating Executive, Norwest Venture Partners

Scott Graham, Operating Partner, Go-to-Market, Diversis Capital

Kevin McShane, Operating Partner, Go-To-Market Practice Leader

John Zink, Director of Operations, Marlin Equity Partners

2:00 PM Track 14 Tech and Digital Room: 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?

Moderator:

Dan Lau, Vice President, Head of Business Development, Symphony

Panelists:

Douglas Chey, Senior Vice President, Value Creation, Warburg Pincus

Greg Kegeles, Operating Partner, Digital Transformation, Newlight Partners

Alan Rozet, Senior Operating Associate, Digital and Technology, Clayton Dubilier & Rice

Russell Uyeda, Operating Partner, Operational Resource Group, HGGC

PANEL BREAKOUT SERIES VI

2:40 PM Track 15 Harnessing the power of AI and customer analytics in your sales and revenue growth operations

- Filtering through the noise with your management teams when it comes to emerging AI technologies for sales
- Sharing practical use cases in leveraging AI tools to monetize your customer data and augment your sales and marketing efficiency
- Utilizing advanced customer analytics to increase retention and renewal rates, upsell, and cross-sell
- How do you see the role of customer analytics evolving in the next few years?

Panelists:

Peter Kim, Head of GTM, WestBridge Capital

Ryan McMullin, Operating Principal, Clearhaven Partners

Ben Spiegel, Operating Principal, BayPine

Ercan Ucak, Vice President, Cerberus Capital Management

2:40 PM Track 16 Tech and Digital Room: New vs. old value creation levers: what needs to stay, what needs to be added, and what needs to go?

- Future trends in tech and how they will impact PE portfolio operations
- Looking holistically at the role of an operating partner in value creation do you believe there is a need for change? What changes are needed?
- How do you go about discovering and integrating new technologies within portfolio companies
- What is your approach when it comes to buy vs. build?

Panelists:

Nathaniel Barling, Co-Head, Applied Software Group, Andreessen Horowitz

Jeffrey Malcolm, Value Accelerator Operating Advisor, Technology, Goldman Sachs Asset Management

Scott McKenzie, Operating Partner, Bain Capital

3:20 PM Keynote presentation

4:00 PM Closing remarks and end of conference