

# Operating Partners Forum New York 2023

## Agenda

### Pre-conference events - October 16, 2023 Manhatta, 28 Liberty St, 60<sup>th</sup> floor, New York

#### **5:30 - 7:45 PM Operating Partners Forum NY Pre-Event Welcome Reception (invitation-only for operating partners)**

*Join the operating partners attending the New York Forum at our opening reception. Exchange valuable insights with your peers in a relaxed setting and build your connections before the conference kicks off.*

#### **7:45 - 9:00 PM Pre-Event Dinners to select for Operating Partners only: Heads of Portfolio Operations - Team Leaders Dinner (invitation-only)**

*Join us for a VIP private sit-down dinner designed exclusively for the leaders of the value creation teams attending the NY Forum. Exchange ideas and expand your connections with the heads of the operating partner teams in a relaxed setting on the evening before the event kicks off.*

#### **Sales and Revenue Growth Operating Partners Dinner (invitation-only)**

*Join us as we welcome the sales, revenue growth, marketing, and GTM operating partners attending the Forum for a private sit-down dinner to facilitate networking before the conference starts. Increase your connections and exchange ideas with commercial leaders in value creation.*

#### **Technology and Digital Operating Partners Dinner (invitation-only)**

*Join us as we welcome the digital and tech operating partners attending the Forum for a private sit-down dinner to facilitate networking before the conference starts. Increase your connections and exchange ideas with tech leaders in value creation.*

#### **Women in PE Portfolio Operations Dinner (invitation-only)**

*Join us as we welcome the women in PE portfolio operations attending the New York Forum for a private sit-down dinner to facilitate networking before the conference. Increase your connections and exchange ideas with women leaders in value creation.*

### Day 1 - October 17, 2023 Downtown Convene, 225 Liberty St, New York



**7:30 AM Registration and breakfast**

**Hosted by:**



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## **THINK TANK SERIES 1**

### **7:50 AM Think tanks for full-time operating partners: value creation war room (invitation-only for operating partners)**

This closed-door discussion will allow you to learn and share best practices of successful operating partners. The think tank will allow you to submit topics to be introduced by the facilitators and discussed in the room. It will allow you to select one of the rooms:

#### **Room 1 Digital and Technology Operating Partners**

**Facilitators:**

**Misha Logvinov**, Director, Mubadala Performance Partners, Mubadala

**Milo Sprague**, Chief Technology Advisor, FTV Capital

#### **Room 2 Human Capital/Talent Operating Partners**

**Facilitators:**

**Jimmy Holloran**, Partner, Head of Talent, American Industrial Partners

**Kristin Brown Patrick**, Senior Operating Partner, Human Capital, New State Capital Partners

#### **Room 3 GTM, Sales and Revenue Growth Operating Partners**

**Facilitators:**

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

**Zorian Rotenberg**, GTM, Sales & Revenue Growth Operating Partner, Charlesbank Capital Partners

#### **Room 4 Finance Operating Partners**

**Facilitator:**

**Steven Siwinski**, Operating Principal, Accel-KKR

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### **8:50 AM PEI's welcome and chairman's opening remarks**

**Chairman: Tim Sanders**, Vice President, Client Strategy, Upwork

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### **9:10 AM The behaviors of highly effective operating partners**

- Revealing the findings from interviews with over 30 of the world's most successful operating partners
- Sharing a summary of what they do that makes them so effective
- How operating partners create trust with CEOs, how to build relationships with the deal team, and how to set priorities for operating teams

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



- Discussion of the key issues impacting operating partner contributions to value creation
- Takeaways for current operating partners, new operating partners, operating partner team leaders, investment partners and CEOs

**Moderator:**

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

**Panelists:**

**Lane McDonald**, Managing Director, Strategy and Operations, OMERS Private Equity

**Aaron Miller**, Partner, Head of Apollo Portfolio Performance Solutions, Apollo Global Management

**Greg Pappas**, Managing Director, Portfolio Support, Berkshire Partners

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**9:50 AM What deal teams now need from operating partners: value creation during times of uncertainty**

- Where do investors need operating partners to pivot and focus - what is the new or changed mandate
- Discussing how value creation has changed given higher cost of capital, less transactions, and longer hold periods
- How can operating partners better align and influence deal teams?
- Bridging the gap between the investment team's model and what actually happens in reality
- What is most critical now in talent and human capital for value creation during uncertain times?
- What are the pros and cons of having the operating partner on the board
- Learn about best practices in operating and deal partner value creation shared strategies

**Moderator:**

**Dan Hawkins**, Founder and CEO, Summit Leadership Partners

**Panelists:**

**Courtney della Cava**, Senior Managing Director, Global Head of Portfolio Talent and Organizational Performance, Blackstone

**Achi Yaffe**, Managing Director, Portfolio Operations, GI Partners

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**10:30 AM Networking break**

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**11:00 AM The new paradigm of performance improvement: new vs. old levers and the future of value creation**

- New vs. old levers: comparing perspectives on what will change and will stay in the value creation recipe
- Uncovering the fundamentals in performance improvement to remain intact (leadership, focus on profitable businesses, speed to execution)
- Grasping new paradigms to come in performance improvement (analytics, AI, option modeling, better data/foundation for decision making)



- How will things change in looking at the execution of the value creation recipe?
- Assessing the continuum by focusing on risks and opportunities: what needs to stay and what needs to change in a challenging market environment

**Moderators:**

**Jeffrey Klein**, Managing Director, Alvarez & Marsal  
**Markus Lahrkamp**, Managing Director, Alvarez & Marsal

**Panelists:**

**Michael Leamer**, Managing Director, Resources Group, American Securities  
**Jeff Nagel**, Operating Partner, AEA Investors  
**Jill Wight**, Managing Director and Operating Partner, Morgan Stanley Capital Partners  
**Paul Zuber**, Operating Partner, North American Lead, Hg

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**11:40 AM Operating partner-CEO alliances to optimize performance with agility**

- Innovative things that CEOs are relying on OPs to assist portcos with during this phase of the economic lifecycle
- Examining how CEOs work effectively with private equity to deliver value across the investment lifecycle
- How has the profile of a modern portco CEO evolved over the past few years?
- CEO and operating partner perspectives on thinking about what works and what doesn't in terms of PE/portco partnerships
- Operating partner-CEO alignment and synergies: what are ways that OPs are helping CEOs to evaluate and execute value creation programs using key digital and commercial levers for the business in the current environment

**Moderator:**

**Darin Facer**, Partner and Managing Director, AlixPartners

**Panelists:**

**Tracey Abbott**, Director, Mubadala Performance Partners, Mubadala  
**J.P. Fingado**, Operating Partner, The Riverside Company  
**Kyle Roemer**, Managing Director, Head of Catalyst Group, Incline Equity Partners

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**INTERACTIVE WORKING GROUP SERIES 1**

**12:20 PM Interactive Working Group 1 (for operating partners only) | Accelerating cross-functional integrations for value creation**

*This session designed solely for operating partners will allow the audience to join an interactive roundtable discussion with designated facilitators:*

- Understanding how to accelerate 100-day cross functional integrations
- Uncovering how operating partners assist with integration management and execution
- Looking at synergies for cross functional integration



- Add-on integrations: sharing cross functional integration strategies when it comes to add-on acquisitions

**Facilitators:**

**Omar Alismail**, Head of Mubadala Performance Partners, Mubadala

**Jawad Hussain**, Managing Director, MorganFranklin Consulting

**12:20 PM Interactive Working Group 2 (for operating partners only) | Finance in the current landscape: operating partners share challenges and opportunities**

*This session designed solely for operating partners will allow the audience to join an interactive roundtable discussion with designated facilitators:*

- Cutting costs, not capacity: transforming finance from a cost-center into a value-creation engine in today's climate
- How to gain financial and operational flexibility to bounce back faster
- How does the current economy impact the role of the CFO? What tools and initiatives are most important in looking at the role of the CFO in this environment?
- Sharing examples and war stories of financial best practices during previous downturns
- What are the biggest challenges your finance function has faced over the last 18 months?
- What are the biggest opportunities in looking at how to best position your finance function for the next 12 months?

**Facilitators:**

**Germain Louie**, Senior Private Equity Alliances Manager, Sage

**Chris Westington**, Director, Value Creation, Private Equity, BCI

**12:20 PM Interactive Working Group 3 (for operating partners only) | Operating partner-deal team dynamics**

*This session designed solely for operating partners will allow the audience to join an interactive roundtable discussion with designated facilitators:*

- Discussing what your deal team wants and needs from you: what do your investors value most in your role as an operating partner?
- How to build trust and grow your relationship with deal teams: what does a successful partnership look like?
- Looking at the evolution of the operating partner role and growing importance internally
- Uncovering operating partner frictions with deal teams
- Showcasing best practices in the due diligence phase and across the investment cycle
- How does the current climate affect your partnership and what is most important when it comes to synergy in this environment?

**Facilitator:**

**Ryan Jones**, Private Equity Leader, Deloitte Consulting

**12:20 PM Interactive Working Group 4 (for operating partners only) | AI operating partner workshop: practical approaches beyond the hype**

*This session designed solely for operating partners will allow the audience to join an interactive roundtable discussion with designated facilitators:*

- AI/ML beyond the hype: what delivers profit enhancement today; not in the future



- Machine Learning vs. Generative AI
- AI use cases that resonate with portfolio companies; what can actually get done
- Leveraging AI into the back office: automation, RPA, and tools to improve processes
- How to deliver ROI with real recommendations: what operating partners need to know

**Facilitators:**

**Manish Goyal**, Operating Director, Portfolio Support, Berkshire Partners

**Paul Lennick**, Senior Vice President and M&A Practice Leader, ContinuServe

**Jessica Pizzo**, Resource Partner, Court Square Capital Partners

### **12:20 PM Interactive Working Group 5 (for operating partners only) | Value creation playbooks in the current economy**

*This session designed solely for operating partners will allow the audience to join an interactive roundtable discussion with designated facilitators:*

- With slowdowns in deal making, what is different in value creation and how are PE firms addressing it?
- What are the value creation barriers in this new environment that you are experiencing in your portcos?
- What are you doing when it comes to selecting the right talent/leaders, managing the cost of capital, and eliminating waste
- What does your recipe look like when it comes to add-on integrations and consolidation in the current environment?

**Facilitators:**

**Gary Hoover**, Vice President, Global Private Equity Practice, TBM Consulting Group

**Ranjith Rajendran**, Managing Director – US Private Equity Practice, TBM Consulting Group

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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 portfolio operations:

- What being a woman in value creation 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

**Facilitators:**

**Jessica Castillo**, Operating Partner, Sovereign's Capital

**Jamie Jacobs**, Chief Talent Officer, Oak Hill Capital

**Hosted by:**



## **FUNCTIONAL BREAKOUT SERIES 1**

### **2:00 PM Track 1 Advanced pricing strategies: the most effective lever in revenue growth**

- What's happening right now when it comes to pricing? How are you engaging with your companies to successfully execute pricing projects?
- How does the current inflationary environment affect how you think about and execute pricing and how will it play out in future?
- What are companies doing in terms of pricing looking forward: are you pushing or slowing down on it?
- Having a cohesive pricing strategy as a key sales & revenue growth lever in focusing on expansions and renewals
- Using data and KPIs to achieve out-performing net retention
- Aligning sales teams and your GTM strategy with pricing to strengthen your execution
- Looking at how different companies/sectors require different pricing models

**Moderator:**

**Adam Echter**, Partner, Simon-Kucher

**Panelists:**

**Chris Ahearn**, Operating Partner, Commercial, The Sterling Group

**Jonathan Konkoly**, Vice President of Portfolio Operations, HCI Equity Partners

**Jorge Rosales**, Senior Vice President, Onsite, Insight Partners

### **2:00 PM Track 2 The evolution of the finance operating partner**

- What makes a great finance operating partner today?
- How has the role changed in the last 3 years? How will it continue to change/evolve in the next 5 years?
- As a finance operating partner, how do you work best with management teams to accelerate finance value creation initiatives?
- How can finance operating partners drive more efficiency across functions in your companies?
- Comparing ecosystems, models, networks, and team structures

**Moderator:**

**Nick Leopard**, CEO and Founder, Accordion

### **2:00 PM Track 3 Operating partner digital success stories: converging AI, Data, and CRM**

- First 100 days of digital transformation - team and tech readiness stages
- Value creation through data across all business units
- How to digitally scale marketing and sales across your portfolio

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



- AI's impact on transformations: what does the perfect AI launch journey look like
- How the convergence of CRM, Data, and AI is applied into a winning combination for value creation

**Panelists:**

**Vikram Mahidhar**, Data and Digital Transformation Operating Partner, Apollo Global Management

**Scott McKenzie**, Operating Partner, Bain Capital

**Angeline Slagle**, Managing Director, Head of GTM, Sales and Networks, Blackstone

**2:00 PM Track 4 Blackstone and North's partnership: an exclusive on the ongoing value creation success story**

- Determining success, rolling sleeves up, fixing teams, tackling ops & opps
- Making operations the single biggest differentiator for your PE firm
- Leadership stories from the business battlefield: winning, failing, and lessons learned
- Constructing insanely successful Deal Partner-CEO-Executive Recruiter partnerships
- Picking winning CEOs to achieve objectives in times of stability or volatility
- Building exceptional Executive Teams to power change and growth

**Moderator:**

**Kevin O'Neill**, Co-Founder and Managing Partner, Acertitude

**Panelists:**

**Marc Gardner**, Founder, President and CEO, North

**Todd Hirsch**, Senior Managing Director, Tactical Opportunities Group, Blackstone

**2:00 PM Track 5 Procurement: a no regrets value creation lever to quickly create cash and EBITDA impact**

- A year one imperative; how to generate measurable, portable value quickly
- Aligning with the CEO and deals teams is the secret to speed to value
- Understanding supply market tailwinds: how leading companies are posting big procurement wins given macro trends
- Strengthening the commercial/procurement link to protect margins as commodity markets fluctuate
- Building capabilities (organizational and analytical) is key to delivering value throughout the investment lifecycle

**Moderator:**

**Steven Browning**, Vice President, Insight Sourcing Group

**Panelists:**

**Arvind Anantharaman**, Operating Partner, Mubadala Performance Partners, Mubadala

**Johnathon Baker**, Managing Director, Head of Strategic Sourcing and Procurement, Apollo Global Management

**John Wang**, Principal, Portfolio Operations, L Catterton

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**FUNCTIONAL BREAKOUT SERIES 2**



## **2:40 PM Track 6 How do PE firms leverage different operating resource models to maximize value creation?**

- What are the key resourcing operating models that PE firms use to drive value creation?
- How do these resourcing models vary based on geography, PE firm size, line of business and industry/sector focus?
- What correlations exist between these resourcing models and firm and portfolio performance?

**Moderator:**

**Sean Epstein**, Partner, Tenzing Consulting

## **2:40 PM Track 7 Human capital resiliency: accelerate value creation with flexible talent**

Talent strategy and management is a key driver of value creation, so how do leading private equity firms approach these topics in challenging markets? This panel discussion will cover:

- How private equity firms have adapted their talent models in response to macro sentiment changes
- What kinds of talent models enable flexibility and resiliency
- The ecosystem of tools and talent strategies that operating partners can use to shape winning playbooks and gain an advantage

**Moderator:**

**Patrick Petitti**, Co-Founder, CEO, Catalant Technologies

**Panelists:**

**Karina Sobieski**, Co-Head, Portfolio Human Capital Practice, Advent International

## **2:40 PM Track 8 Value creation planning: uncovering roadmaps from diligence to execution**

- Timing and key steps to building a successful value-creation plan
- Bridge alignment on investment/deal thesis into post-close value levers
- Establish governance and adoption that includes both management and investors
- Understand challenges to prioritize a roadmap of change, synergies, and initiatives
- Drive accountability with right-sized metrics and regular Board awareness

**Moderator:**

**Alex Arata**, Business Development Executive, Private Equity, Grant Thornton

**Panelists:**

**Alessandro Moretti**, Head of Operational Value Creation, Public Investment Fund

**Michael Song**, Managing Director, Portfolio Operations, Providence Equity Partners

**Eric Wilson**, Principal, Portfolio Operations, NextGen Growth Partners

## **2:40 PM Track 9 Commercial operations excellence: leveraging AI tools to power revenue growth across sales and marketing**

- Identifying and using the right technology to improve sales & marketing efficiency and serve customers more effectively



- Beyond the theory: operating partners share firsthand uses cases in how to get started and what works in leveraging AI to accelerate revenue growth
- Observations on the future of sales and marketing in an AI driven world

**Moderator:**

**Slade Kobran**, Managing Partner, Private Equity, Chief Outsiders

**Panelists:**

**Seckin Ozdamar**, Principal, General Atlantic

**Ercan Ucak**, Vice President, Cerberus Capital Management

**2:40 PM Track 10 Harnessing the power of data science and advanced analytics in value creation**

- What is the state of your data? How to go about developing a data strategy and data governance? What does good look like and how are you getting good data?
- Establishing data first playbooks for private equity portfolio operations
- What is the quantified benefit of the data science being utilized for your portfolio companies? Where is the most value being delivered from data/analytics initiatives for your companies in different phases of the lifecycle?
- How are you driving more rapid data driven decisions as part of the value creation plan?
- How are you working with management teams to adopt analytics and data science? Are you working with data scientists? How are your companies evolving toward a data-driven culture to drive tangible results?
- What are some mistakes/lessons learned that you can share when implementing analytics/data science with portfolio companies?
- What do you see as the most influential change in data and analytics in the PE value creation space?

**Moderator:**

**Nicholas Newby**, Managing Partner, NuView Analytics

**Panelists:**

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

**Adam Nahari**, Vice President, Data and Analytics, Berkshire Partners

**Angelo Perez**, Vice President - Finance of Portfolio Operations, KPS Capital Partners

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**FUNCTIONAL BREAKOUT SERIES 3**

**3:20 PM Track 11 100-day plan expectations vs. reality: comparing short term and long-term objectives and strategies**

- What is the true value of the first 100 days and what should be prioritized?
- How do you really achieve long-term success tied to prioritization and activation of initiatives?
- Does the first 100 days have a big impact on the long-term value creation plan across the full investment lifecycle?



- Pros and cons: comparing approaches/views in what needs to be accelerated in the first 100 days vs. long term
- How do your portfolio company management teams view the first 100 days? What works for them and what doesn't?

**Moderator:**

**Lou Brothers**, Private Equity & Corporate M&A Diligence and Operations Transformation, RSM US

**Panelists:**

**Asheesh Gupta**, Managing Director, Portfolio Support, Audax Private Equity

**Bob Isaman**, Chief Operating Partner, Graham Partners

**Susan Scutt**, Managing Director, Operating Directors and Entrepreneurial Governance, Partners Group

**3:20 PM Track 12 Financial operations to optimize performance in uncertain times**

- Shifting priorities of funds, portfolio companies, operating partners, and management teams in the current climate
- Implications for investment theses, value realization, and actions required during the hold period
- Enhanced importance of financial visibility for strategic decision making and challenges surrounding achievement

**Moderator:**

**Damon Kade**, Managing Director, Riveron Consulting

**Panelists:**

**David Italiano**, Senior Associate, Portfolio Excellence, Paine Schwartz Partners

**Javier Justiniano**, Principal, KKR Capstone

**Kathleen Reilly**, Director, The Catalyst Group, Incline Equity Partners

**3:20 PM Track 13 Tech value creation roadmaps across the investment lifecycle**

- Operating partners share strategic IT roadmaps in pre-acquisition, 100 days, hold, and exit
- Finding gaps and synergies to achieve alignment on IT execution
- What tech levers do you pull at specific stages of the investment lifecycle?
- In what ways does your tech strategy shift, or evolve over the course of the hold period?
- Thinking big picture, while digitizing and delivering value along the way

**Moderator:**

**Joe Zappala**, Vice President of Business Development, RKON

**Panelists:**

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

**Steve Mayotte**, Operating Partner, Technology Enablement, New State Capital Partners

**Carsten Weber**, Technology Director, The Sterling Group

**3:20 PM Track 14 Driving revenue with data: unlocking the power of data monetization**



- Defining data monetization: understand the concept and significance of data monetization in today's business landscape
- Valuing your data and identifying the EBIDTA impact: discover methods to assess the true value of your data and its potential impact on earnings
- From business case to building data products: learn from experiences and expertise as we share insights on transforming data into innovative and profitable products
- Lessons learned: benefit from real-world lessons and best practices gathered from successful data monetization endeavors
- Case studies and examples across industries: explore case studies and practical examples from diverse industries that have successfully monetized their data

**Moderator:**

**Brad Ptasienski**, Senior Partner, West Monroe

**Panelists:**

**Patrick Donegan**, Senior Managing Director, Sales Excellence, The Riverside Company

**Regina Penn**, Senior Vice President, Digital Strategy and Innovation, Warburg Pincus

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

**3:20 PM Track 15 Human capital strategies across the entire investment lifecycle**

- Playbooks in developing human capital strategies throughout the various stages
- When, how, and to what extent do talent partners get involved in the lifecycle
- Pre-deal best practices and talent due diligence: operating partner lessons learned
- Team alignment on strategic direction to execute the investment thesis
- How to think about creating value through human capital in the first 100 days
- Operating during the hold period in the current market
- Talent management best practices for the exit
- Comparing differences and approaches in sectors and industries

**Moderator:**

**Jan Jamrich**, CEO and Founder, Entromy

**Panelists:**

**Courtney Hagen**, Chief Talent Officer, Littlejohn & Co.

**John Knapp**, Operating Director, Portfolio Talent, Berkshire Partners

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

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**FUNCTIONAL BREAKOUT SERIES 4**

**4:00 PM Track 16 CFO perspectives: what does an impactful alliance with PE look like?**

- CFO-PE dynamics, initiatives, and engagement models
- How can operating partners earn your trust and support? What does a productive CFO-OP relationship look like?
- As CFOs, where do you need the most help? How can PE best support portco CFOs to drive initiatives?



- How can PE best partner with CFOs during current times?
- How is the role of the portco CFO changing and how does that impact the partnership?
- Challenges, opportunities, and frictions: dos and don'ts across the value creation journey

**Panelists:**

**Jason Comer**, Chief Financial Officer, Health Recovery Solutions

**Shane Kern**, Managing Director, Operational Performance, Erie Street Growth Partners

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

**4:00 PM Track 17 People, processes, & technology: value creation for the first 12 months and beyond**

- Building a foundation for growth in year one through investments in people, processes, and technology
- Leveraging digital transformation in the first phase of the lifecycle as a foundation for accelerating growth
- Working with management teams to execute identified performance improvement initiatives
- Prioritizing investments in foundational systems such as ERP with innovative applications such as mobile apps and generative AI

**Moderator:**

**Doug Schrock**, Principal, Advisory Services, Crowe

**Panelists:**

**Lisa Baldwin**, Operating Executive, Evergreen Coast Capital, Elliott Investment Management

**Daniel Goetz**, Managing Director – Value Creation, Siris Capital

**Bobbi Kommineni**, Operating Partner, Terminus Capital Partners

**Andrea Peiro**, Operating Principal, Clayton Dubilier & Rice

**4:00 PM Track 18 Value creation for the exit: operating partner perspectives**

- Developing strategic exit plans: at what stage do you define the exit?
- Portfolio company risk management and resource allocation strategies for exit readiness
- Understanding what must be done in the final year pre exit: how operating partners think about risk mitigation, cost in preparation for a sale, driving value, and making sure the nuts and bolts are effective and efficient
- How is the current environment affecting the exit phase?
- Preparing and showcasing your companies for exit with sound business processes, intelligent data, transparency, and functional management teams

**Moderator:**

**Alistair Lester**, Global Co-CEO of M&A and Transaction Solutions, Aon

**Panelists:**

**Brian Barnum**, Operating Partner, Head of Private Equity Value Creation Team, Shamrock Capital

**Drew Scielzo**, Operating Partner, ACON Investments

**4:00 PM Track 19 Building a successful PE portfolio-wide cyber program: a practitioner's perspective**



- Why is there a need for a portfolio wide cyber program?
- Where does one start? How to build a portfolio-wide cyber program?
- What are the success criteria for portfolio-wide cyber programs? What to avoid?
- How do you effectively communicate cyber impact to the boards?
- How can PE backed companies use their cyber program as a strategic lever? How can it enable digital transformation and EBITDA improvement?

**Moderator:**

**Akshay Grover**, Global Private Equity Practice Lead, Zscaler

**Panelists:**

**Rich Adduci**, Operating Executive, Berkshire Partners

**Benjamin Eason**, Managing Director, Cyber, Apollo Global Management

**Amar Ghai**, Head of Digital Value Creation (Americas), KKR

**Adam Mattina**, Managing Director and Deputy CISO, Blackstone

**Benny Melumad**, Managing Director, Digital Strategy and Innovation, Warburg Pincus

**4:00 PM Track 20 Innovative commercial & revenue growth strategies for operating partners**

- Proposition development - how to expand your TAM by entering new segments
- Discussion around the trend towards vendor consolidation
- How to move from a "product strategy" to a "portfolio strategy"
- The role of packaging strategy in segment expansion
- How to expand into adjacent segments through product development
- How to develop the product roadmap

**Moderator:**

**David Reid**, Senior Managing Director, Teneo

**Panelists:**

**Megan Galvin**, Senior Operating Partner, Revenue, New State Capital Partners

**Kush Tulsidas**, Operating Partner, One Rock Capital Partners

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**4:40 PM Networking coffee break**

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**INTERACTIVE WORKING GROUP SERIES 2**

**5:00 PM Interactive Working Group 6 (for operating partners only) | Taking a deeper dive into the metrics that matter**

*This session designed solely for operating partners will allow the audience to join an interactive roundtable discussion with designated facilitators:*

Join experts for a conversation on leading practices for managing portco performance, including differentiating key measures from noise; what you may be missing by only looking at lagging indicators; common pitfalls in rolling up results; leveraging automation; discerning what the metrics are really showing; and measuring levers for action. Operating partners will leave the discussion with



insights on approaching financial, operational, risk, governance and talent measurement and reporting tactics to get a true picture of performance that will guide your portco team to actions that achieve growth goals and your investment thesis.

### **5:00 PM Interactive Working Group 7 (for operating partners only) | Procurement value creation from due diligence to the first 100 days**

*This session designed solely for operating partners will allow the audience to join an interactive roundtable discussion with designated facilitators:*

- Sharing best practices to identify/mitigate hidden supply chain risks in due diligence
- Utilizing data effectively in due diligence for procurement roadmaps and implementation planning
- Navigating procurement's role in due diligence and 100-day plans - prioritizing amidst competing levers, change management, etc.
- Discussing effective strategies for accelerating procurement/supply chain value in the first 100-days post close
- Exploring operating partners' priorities beyond cost optimization - what's shifting and why

#### **Facilitators:**

**Noah Adair**, Founder and CEO, Adair & Company

**Chris Cummins**, Operating Partner, Vance Street Capital

### **5:00 PM Interactive Working Group 8 (for operating partners only) | Tech execution workshop: working with portfolio management teams to deliver tech transformations**

*This session designed solely for operating partners will allow the audience to join an interactive roundtable discussion with designated facilitators:*

- Best ways to convince portfolio management teams on how to leverage tech transformations to accelerate outcomes
- What has happened in the last 12 months and what comes next in terms of working with management teams to implement new technologies
- Reducing the cost of speed in driving transformations: how best to add value while reducing your pain points
- How is the C-suite evolving to deliver transformations?
- Managing frictions, objections, and growth expectations with your management teams

#### **Facilitator:**

**Abhay Chaturvedi**, Executive Vice President, Tech Industries, HCLTech

### **5:00 PM Interactive Working Group 9 (for operating partners only) | The future of work: war for global tech talents, digitization, and key trends**

*This session designed solely for operating partners will allow the audience to join an interactive roundtable discussion with designated facilitators:*

- Winning the war for tech talent: leveling up tech know-how in today's market
- Uncovering best practices as it relates to tech talent and tech solutions for global talent across different stages
- Access and strategy to top tech talents outside of the US
- Building/accelerating software solutions in house vs. outsourcing; what are the tradeoffs?



- Can outsourced employees be made into full time roles? What can be leveraged in outsourced relationships?
- Do you currently have a hybrid model, and will that be sustainable?
- What newly created digital roles have you created at your companies? What tech skill sets will be required in the digital future?
- How will AI and emerging technologies affect the future of work?

**Facilitator:**

**Ben Cao**, Vice President, Head of PE & VC, Symphony

**5:00 PM Interactive Working Group 10 (for operating partners only) | Optimizing your sales & revenue growth strategy in the current economy**

*This session designed solely for operating partners will allow the audience to join an interactive roundtable discussion with designated facilitators:*

- What are the most effective sales, GTM, and revenue growth levers in the current economy?
- Lessons learned from current and previous downturns: what works and what doesn't?
- What does a capital efficient growth strategy look like and how do you drive sustainable and recurring revenues in this environment?
- What are the biggest opportunities in looking at what comes next in 2024 and how should you position your sales strategy to be ready for it?
- Sharing playbooks across companies in different stages: what are key similarities and differences across industry sectors?

**Facilitators:**

**Bruce Chesebrough**, Operating Partner, New Mountain Capital

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**5:40 PM End of day one and networking cocktail reception**

**Hosted by:**



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**Day 2 - October 18, 2023**

**Downtown Convene, 225 Liberty St, New York**

**7:45 AM Registration and breakfast**

**Hosted by:**



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**7:45 AM Breakfast deep dive discussion (invitation-only for operating partners) – A spotlight on social and governance in your ESG playbooks**

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



- How are E, S, and G aligned and interlocked?
- What are the most important social issues that your companies face?
- How to develop a planful, deliberate, and mindful approach to prioritizing DE&I initiatives
- How important are equity, inclusion, and belonging practices to attract, develop, and retain employees?
- How are you thinking about social and governance planning and roadmaps in the due diligence and post deal phase?
- What are the top areas of concern with your portcos' governance?
- How are you thinking about quality of the board leadership and composition?
- How do you view the role of the CEO in driving social and governance initiatives?
- How are you utilizing social and governance metrics for improvement?
- How are you looking at the long-term goals of your investment in ESG initiatives?

**Facilitators:**

**Ted Biliies**, Partner and Managing Director, AlixPartners

**Joanne Taylor**, Partner and Managing Director, AlixPartners

**Hosted by:**

**AlixPartners**

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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 submit topics to be introduced by the facilitators and discussed in the room. It will allow you to select one of the rooms:

**Room 1 Emerging Operating Partners (1-2 years in PE)**

**Facilitators:**

**Zaid Nesheiwat**, Vice President, Portfolio Operations, ORIX Capital Partners

**Chris Tanner**, Vice President, Portfolio Operations, Kelso & Company

**Room 2 Advanced Operating Partners**

**Facilitators:**

**Russell Findlay**, Operating Partner, H.I.G. Capital

**John Sander**, Principal, Portfolio Solutions, Lightyear Capital

**Room 3 Heads of Portfolio Operations: Team Leaders Think Tank**

**Facilitators:**

**Aaron Miller**, Partner, Head of Apollo Portfolio Performance Solutions, Apollo Global Management

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**9:20 AM Chairman's welcome**

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



**Tim Sanders**, Vice President, Client Strategy, Upwork

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### **9:30 AM Economic predictions for PE: functional specialist playbooks moving into 2024**

An economic and macro outlook will be revealed in looking at how it will shape and influence PE strategies across functions. How are operating partners currently navigating the waters and what are the biggest barriers in this climate? What comes next, where is the economy going and how are you thinking about it as an operating partner? Our panel will explore the next chapter of specialist playbooks:

- Value creation in the current economy focusing on key functional and cross-functional initiatives
- How operating partners in different functions work best with management teams in the current economy
- Looking at what happens next year as we enter a presidential election year: how are you positioned to pull the right levers moving forward?
- Turning risk into opportunity: what are the biggest challenges and opportunities across functions in looking at 2024?

**Moderator:**

**Sean Mooney**, Founder and CEO, BluWave

**Panelists:**

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

**Melissa Mounce**, Managing Director, Leadership Talent and Diversity, GTCR

**Nick Winter**, Managing Director, Head of North America Portfolio Operations, Värde Partners

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### **10:10 AM Comparing operating partner models: an inside look across small, mid, and large cap PE**

- What are the most significant operating model differences across small, mid, and large cap PE firms?
- What are key differences when it comes to sizes of the deals and post deal execution?
- What are the main similarities in looking at small, mid, and large PE operating models?
- How is the operating model different/unique specifically at your firm?
- Comparing horizontal/functional models vs. industry sector/vertical models vs. hybrid
- How will value creation models evolve and change in future in looking at small, mid, and large cap PE?

**Moderator:**

**Nick Maglaris**, Vice President - Midmarket Strategic Initiatives, SAP

**Panelists:**

**Jeffrey Goodman**, Senior Operating Partner, The Riverside Company

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### **10:50 AM Networking break**

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## 11:10 AM Applying Gen AI as a key value creation element in the new PE landscape

- Sharing specific references and use cases of Gen AI for your portfolio companies and what comes next
- Looking at Gen AI through the data lens: focusing on a comprehensive data strategy before moving into Gen AI optimization for your business
- How will Gen AI fundamentally change the PE value creation landscape? What are the real risks and opportunities?
- Delivering Gen AI across different functions and capabilities

**Moderator:**

**Declan Morris**, Private Equity Transformation Advisor, Amazon Web Services (AWS)

**Panelists:**

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

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## 11:50 AM Heads of portfolio operations viewpoints: understanding what your value creation team leaders need from you

- Understanding what it's like being an operating team leader and what the future holds
- Comparing team sizes: how large is your team? How much have you grown in recent years?
- How do you build, structure, and assemble an operating group/team? What parameters do you use?
- What type of backgrounds and skill sets do you look for in bringing operating members onboard? How is the current environment shaping how you are structuring your team?
- What makes a great operating partner? What do you value most in your operating team?
- Sharing best practices in managing an operating team across the investment lifecycle
- How will your team grow and evolve over the next few years? How are you looking at the next generation of operating partners to come?

**Panelists:**

**Richard Elder**, Managing Director, Head of Global Portfolio Solutions, The Carlyle Group

**Rachel Spasser**, Managing Director, Head, Accel-KKR Consulting Group, Accel-KKR

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## INTERACTIVE WORKING GROUPS SERIES 3

### 12:30 PM Interactive Working Group 11 (for operating partners only) | ESG action and sustainability roadmaps for your supply chains

*This session designed solely for operating partners will allow the audience to join an interactive roundtable discussion with designated facilitators:*

- Building your reputation in moving towards more sustainable supply chain and procurement across the investment lifecycle
- Delivering on ESG carbon targets: mobilizing your supply chain to open up to more carbon friendly suppliers



- Taking action: overcoming challenges to execute your energy efficient strategy
- Building tools and adopting technologies to create a more sustainable supply chain
- Comparing solutions for managing emissions throughout the supply chain across portfolio companies
- Showcasing relevant and attainable metrics: measuring and managing progress against ESG targets and improvements; ESG reporting and data in supplier diversity
- Achieving supply chain sustainability and resiliency while reducing costs in an unpredictable global environment

### **12:30 PM Interactive Working Group 12 (for operating partners only) | The future of digital and tech operating partner models**

*This session designed solely for operating partners will allow the audience to join an interactive roundtable discussion with designated facilitators:*

- What will the future of digital and tech operating partner teams look like in an increasingly digital world? What does great look like today and what will it look like in future?
- How has it rapidly evolved over the last 18 months and how will it continue to evolve?
- How will AI and other key emerging technologies affect the future role of the digital operating partner?
- Best practices in building out tech operating teams in looking at structures, staffing, and the overall digital value creation ecosystem
- Dissecting how tech operating partners have an even greater impact across other functions at your companies now and in future

**Facilitator:**

**Nate Barnes**, US Deals Chief Data Scientist, PwC

### **12:30 PM Interactive Working Group 13 (for operating partners only) | Accelerating 100-day finance value creation plans**

*This session designed solely for operating partners will allow the audience to join an interactive roundtable discussion with designated facilitators:*

- Reporting and FP&A optimization in the first 100 days to accelerate cross-functional, forward-looking decisions
- How CFOs and finance leaders establish actionable roadmaps in conjunction with operating partner guidance to drive efficiency, scale, and growth
- Comparing PE finance operating partner models and functions in delivering post close transformations

**Facilitators:**

**Ryan Comes**, Partner, Private Equity, CrossCountry Consulting

**Mauricio Sanchez**, Managing Director, Portfolio Office of the CFO, Audax Private Equity

### **12:30 PM Interactive Working Group 14 (for operating partners only) | Advanced strategies in talent recruitment, retention, and development**

*This session designed solely for operating partners will allow the audience to join an interactive roundtable discussion with designated facilitators:*

- Optimization in recruiting: advanced strategies in talent search and acquisition



- What is your greatest challenge when it comes to recruiting in this environment?
- Assessing and matching leaders/talent to the current environment
- How has the remote/hybrid world impacted your hiring plans?
- What are you doing when it comes to retention: what works and what doesn't?
- How to spot and develop high-potential talent in your organizations

**Facilitators:**

**Steven Berman**, Executive Search Director, Accel-KKR

**Matthew Goldstein**, Managing Director, True Search

**12:30 PM Interactive Working Group 15 (for operating partners only) | The role of the operating partner in the due diligence phase**

*This session designed solely for operating partners will allow the audience to join an interactive roundtable discussion with designated facilitators:*

- Looking at how and why operating partners should play a greater role in due diligence
- Uncovering key areas of focus across functional areas in diligence
- How are operating partners investing time and resources in the due diligence phase?
- Sharing operating partner dos and don'ts in diligence
- How is your due diligence playbook changing in the current economic environment?
- How does the due diligence phase impact your value creation journey and the entire lifecycle?
- How do you approach pre-deal assessments of the leadership team to rapidly achieve the value creation plan

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**1:10 PM Networking Lunch**

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**1:10 PM Tech and digital operating partners cybersecurity lunch discussion (invitation-only for operating partners)**

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

**Facilitators:**

**Bill Cornog**, Senior Advisor, Principal Investors and Private Equity, Boston Consulting Group (BCG)

**Clark O'Neill**, Managing Director and Partner, Boston Consulting Group (BCG)

**Hosted by:**



**FUNCTIONAL BREAKOUT SERIES 5**

**2:00 PM Track 21 The challenges operating partners face in tracking value creation**



- Tracking value creation throughout the investment lifecycle: measuring impact for operating partners, deal teams, investors, and stakeholders
- Understanding how operating partner performance is measured/tracked and incentivized/compensated effectively
- Defining and measuring your progress to achieve better alignment and reduce frictions with deal teams and management teams
- Articulating, showcasing, and attributing outcomes: sharing strategies that have worked
- Utilizing transparent portfolio performance management to ensure the right levers are being pulled across functional areas

**Moderator:**

**Amy Newlan**, Senior Vice President, Head of Client Development, Maestro

**Panelists:**

**Ali Shams**, Technology Operating Partner, H.I.G. Capital

**David Venker**, Vice President of Portfolio Operations, HCI Equity Partners

**2:00 PM Track 22 Aligning with PE to deliver supply chain and procurement transformations**

- Showcasing portco case studies of procurement transformation
- PE-CPO/Chief Supply Chain Officer alignment, engagement, and dynamics to deliver transformation
- Working with PE in the current environment: advanced strategies for supply chain and procurement resiliency
- Advances in AI and ML to transform spend data into actionable items across portfolios

**Moderator:**

**Chirag Shah**, Executive Chairman, Simfoni

**Panelists:**

**Adam Cummins**, Principal, Director of Portfolio Procurement, The Carlyle Group

**Curt Miller**, Operations Consultant, Littlejohn & Co.

**Jana Wayne**, Head of Procurement, Hunter Point Capital

**2:00 PM Track 23 Tech value creation playbooks in the current economy**

- What does your tech scorecard look like in a downturn? How is your tech value creation playbook changing/evolving in the current economic climate?
- IT cost optimization and bringing down your tech debt with better processes and new technologies
- What can tech and tech operations do to protect EBITDA? What measures and initiatives are most effective? How can tech drive more efficiency across functions in your companies?
- Sharing tech war stories in the current downturn as well as previous downturns to maximize value in the years to come

**Moderator:**

**Ravi Narayanan**, Americas Head, Strategic Engagement, Wipro

**Panelists:**

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**Souwick Paul**, Vice President, Private Equity, Brookfield Asset Management

**2:00 PM Track 24 Driving ESG as a key part of the value creation plan**

- Practical ESG integration programs across your portfolio companies
- ESG reporting and requirements: how are ESG based KPIs/metrics being used effectively?
- What are LPs looking for?
- Leading your businesses to carbon neutrality
- ESG due diligence, planning, and roadmaps
- Evaluating ESG risks and opportunities: how is ESG influencing the investment thesis?
- Driving ESG and engaging with all key stakeholders across the investment lifecycle

**Moderator:**

**Arthy Kumar**, Industry Principal, Workiva

**Panelists:**

**Monika Nachyla**, Partner, Abris Capital Partners

**Carletta Ooton**, Head of ESG - Operating Partner, Apollo Global Management

**Scott Phillips**, Managing Director, Portfolio Operations, ORIX Capital Partners

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**FUNCTIONAL BREAKOUT SERIES 6**

**2:40 PM Track 25 Comparing digital and tech operating partner models**

- Discussing the breadth and depth of your roles as digital/tech operating partners today and what the role/model will look like in future
- Sharing how tech operating partners drive value creation by comparing models, networks, teams, structures, and technologies
- How can you improve your value creation process in looking at the overall ecosystem?

**Panelists:**

**Cory Eaves**, Operating Partner, General Atlantic

**Kevin Jones**, Principal, The Catalyst Group, Incline Equity Partners

**Andy Pickens**, Managing Director, Apollo Portfolio Performance Solutions

**2:40 PM Track 26 Value creation for industrial/manufacturing businesses: keys to success**

- Uncovering ops heavy, horizontal oriented, macroeconomic trends in industrials
- Sharing best practices and firsthand execution strategies for operations transformation within the sector
- Applying AI to create value in industrial/manufacturing businesses

**Moderator:**

**Kevin Hauser**, Partner, Oliver Wyman

**Panelists:**

**Ken Weaver**, Managing Director, TVV Capital



## 2:40 PM Track 27 Controlling healthcare costs while enhancing user experience: a Platinum Equity case study featuring Valpak

- What are some creative and innovative things HR leaders are doing when it comes to healthcare and employee engagement?
- Balancing benefit optimization with increased support to employees
- Engaging CHRO, Benefits Manager, CEO, and CFO: collaboration on healthcare value creation initiatives
- How to identify value-add point solutions vs “bad actors”
- Rehanging the baseline: how to combat the current high inflationary environment through sustainably mitigating excessive medical inflation

**Moderator:**

**Rob Edmonds**, Senior Director, Risk International

**Panelists:**

**Melissa Cassidy**, Human Resources Benefits Manager, Valpak

**Todd Grove**, Vice President, Private Equity, Quantum Health

**Brian McGoldrick**, Senior Vice President, M&A Operations, Platinum Equity

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## FUNCTIONAL BREAKOUT SERIES 7

### 3:20 PM Track 28 Harnessing data assets to drive valuations at exit

Increasingly, a data-backed equity story, partnered with a data-competent management team utilizing data operationally, achieves higher valuations at exit. As scrutiny on data is increasingly demanded during diligence, data science and engineering capabilities with a tight commercial focus are essential to deliver in an increasingly complex data landscape. Therefore, the ability to leverage more sophisticated data assets during exit will lead to higher valuations.

- How should you use data analytics and reporting during exit preparation to maximize return?
- Understanding the importance of having robust and granular data during equity story development and diligence
- Showcasing a better data-driven management team and a data-enabled business
- Qualifying the impact of earlier stage best data practices on the equity story and exit phase

**Moderator:**

**Anush Newman**, Managing Director, JMAN Group

### 3:20 PM Track 29 GTM, sales, and marketing alignment across the investment lifecycle

### 3:20 PM Track 30 A cloud story: firsthand portfolio transformation use case

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### 4:00 PM Fireside chat with Dan Glaser at CD&R: spotlight on an operating partner's journey

- What factors led you to join CD&R?
- Why is the Operating Partner role and opportunity exciting to you?



- You joined CD&R after spending most of your 40-year career at Marsh McLennan, where you most recently served as President and CEO from 2012 to 2022; what have been the most important lessons you have learned?
- What is your impression of the diligence process at CD&R?
- What unique actions are you taking to add value to CD&R portfolio companies from an operational standpoint?

**Interviewee:**

**Dan Glaser**, Operating Partner, Clayton Dubilier & Rice

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**4:30 PM Closing remarks and end of conference**