

Operating Partners Forum
New York

The largest global event for private equity value creation

“ This is the only academy
that exists for
Operating Partners.

Aaron Miller
Apollo Global Management

”



Connect with **500+ value creators** to tackle challenges like



Stalled growth



Talent retention



Digital disruption

Engage in operating partner-only discussions and gain
the strategies you need to drive impact and outperform
in today's market..



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Operating Partners Forum New York

Agenda

Pre-conference events – Tuesday, October 28, 2025 *Gitano NYC and Tin Building*

5:30–7:30 PM Pre-Event Welcome Reception (invitation-only for operating partners)

Venue: Gitano NYC, Waterfront, Pier 17, Seaport, New York

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

7:30–9:00 PM Pre-Event Dinners (invitation-only for operating partners)

Venue: Tin Building, 96 South St, New York, NY

Join us for private networking-style dinners designed exclusively for value creation team leaders, functional specialists and generalist operating partners attending the NY Forum. You will receive an invite to select the dinner that best represents your role:

Dinner 1 Heads of Value Creation – Team Leaders Dinner (invitation-only)

Dinner 2 Human Capital Operating Partners Dinner (invitation-only)

Dinner 3 GTM, Sales and Revenue Growth Operating Partners Dinner (invitation-only)

Dinner 4 Technology and Digital Operating Partners Dinner (invitation-only)

Dinner 5 Finance Operating Partners Dinner (invitation-only)

Dinner 6 Generalist Operating Partners Dinner (invitation-only)

Dinner 7 Supply Chain and Procurement Operating Partners Dinner (invitation-only)

Day 1 – Wednesday, October 29, 2025 *Convene Brookfield Place, 225 Liberty, Downtown, New York*

7:30 AM Registration and breakfast

THINK TANKS SERIES 1

7:45–8:30 AM Think tanks for full-time operating partners: value creation war rooms (invitation-only for operating partners)

These closed-door discussions will allow you to learn and share best practices of successful operating partners with your peers. Please select one of the rooms:

Think Tank 1 Human Capital/Talent Operating Partners

Facilitators:

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

Kate Migliaro, Managing Director, Talent and Organization, Portfolio Operations, Blackstone

Think Tank 2 GTM, Sales & Revenue Growth Operating Partners

Think Tank 3 Digital & Technology Operating Partners

Think Tank 4 Finance Operating Partners

Facilitators:

Anthony Cassano, Head of Portfolio Operations, Lateral Investment Management

Think Tank 5 Heads of Value Creation: Team Leaders

BREAKFAST DEEP-DIVE SERIES 1

8:30–9:10 AM Breakfast deep dive discussion 1 (invitation-only for operating partners) The global workforce advantage: unlocking margin expansion through operational talent hubs

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

- Leveraging operational hubs, not just delivery centers to scale with effective capability and governance
- Sharing metric-driven outcomes (% cost reduction, % faster delivery)
- Talent models for finance, legal ops, marketing ops, customer experience
- Use cases for global teams that drive strategic advantage

8:30–9:10 AM Breakfast deep dive discussion 2 (invitation-only for operating partners) Leveraging AI for GTM commercial acceleration and value creation


This exclusive breakfast discussion invites operating partners to unlock commercial acceleration and enterprise value through AI. Share practical strategies and tackle the crucial decision of selecting the right AI tools—AI-supported, AI-native, or Agent-first—to maximize workflow productivity and impact.

We'll focus on:

- AI-driven strategy & planning: utilizing AI insights for enhanced account planning and strategic effectiveness across BDR, Rep, & SE roles
- Optimizing PLG/PLS via GTM engineering: understanding AI's role in supporting the emerging Go-to-Market (GTM) engineer to scale product-led growth/sales (PLG/PLS)
- Intelligent marketing & demand gen: applying AI for data-driven marketing campaigns, precise demand generation, and effective content distribution strategies

8:30–9:10 AM Breakfast deep dive discussion 3 (invitation-only for operating partners) The GenAI security dilemma: from shadow tools to deepfakes — what every operating partner needs to know

As Generative AI reshapes the landscape of dealmaking, operations, and value creation, it also opens the door to a rapidly evolving threat environment. From shadow AI tools quietly introduced by teams to the leakage of sensitive data into public LLMs, the risks are real—and growing. Emerging threats such as prompt injections, hallucinations, and deepfakes further blur the line between innovation and



exposure. In this closed-door breakfast session, Operating Partners with decades of operational rigor will engage in a strategic, interactive dialogue on:

- The new cyber-attack surface GenAI creates across portfolio companies
- Shadow AI: how unmanaged AI tools are entering the enterprise through the back door
- Data exposure risks: what's being inadvertently fed into LLMs—and how to stop it
- Emerging threats: from deepfakes influencing public narratives to adversarial prompt attacks on internal systems
- Securing innovation: practical frameworks for AI governance, vendor diligence, and employee enablement

Facilitator:

Akshay Grover, Global Private Equity Practice Lead, Zscaler

8:30–9:10 AM Breakfast deep dive discussion 4 (invitation-only for operating partners)

Accelerating change in year one: sharing notes on top priorities and challenges to drive long-term value

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

- Adaptability as a driving force in value creation: responding/reacting quickly and effectively to challenges within key functions
- How do you build change in a 1-year period across culture, tech, integrations, and upscaling the C-suite? How do you build it without breaking it?
- How have your playbooks evolved throughout the years to deliver change more swiftly in year one?
- Dissecting the everyday journey in year one: what does a week, month, and quarter look like for an operating partner? How do you prioritize what you are focusing on?
- What are the dos and don'ts in driving change via communication/engagement with the company acquired, advising C levels and meeting teams? How do you actually build trust?
- Sharing specific examples of systems/implementations that were rolled out to scale faster

Facilitators:

Pat Petitti, Co-Founder, CEO, Catalant

8:30–9:10 AM Breakfast deep dive discussion 5 (invitation-only for operating partners)

Playbooks to leverage the buying power for your portcos

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

- How do I determine the true aggregate value of my portfolio vis-à-vis its purchasing power?
- What purchasing models are realistic (or not)?
- How do I accommodate the changing value of my portfolio as companies enter and exit my portfolio?
- What types of contracting challenges will I have and how can I make those a win-win-win for my portcos, my vendors, and me?

Facilitator:

Sheldon Hamburger, Senior Director Private Equity – US, Infosys

9:10 AM PEI's welcome and chairmen's opening remarks

9:30–10:10 AM Panel 1 The legends of value creation — what I wish someone had told me

- What words of advice did we hear from the 50 most experienced operating partners?
- What would these operating partners have done differently in their careers?
- What is easier/harder about being an operating partner today?

Moderator,

Jim Corey, Co-Founder and CEO, Managing Partner, Blue Ridge Partners

Panelists:

Anthony Ecock, Operating Partner, Havencrest Capital Management

9:30–10:10 AM Panel 2 TPG case study: how operating partners align and deliver value creation with CFOs

- A CFO's POV: What does great collaboration look like with PE Ops partners?
- Leveraging cross-functional PE Ops to level-up high impact initiatives
- Effecting transformational change while maintaining bandwidth to run a high-performing organization
- Finance function playbooks: carve outs, org design and build, FP&A build, M&A, systems optimization
- First-time CFO support and mentoring

Moderator:

Mitchel Nakken, Managing Director, Head of Strategic Finance, Accordion

Panelists:

Lynn Danko, Senior Advisor, TPG

Subhi Sherwell, Managing Director, Operations, TPG Capital

10:10–10:50 AM Panel 3 AI's impact on Operating Partner-Deal team dynamics and the future of PE

- How is the role of the operating partner and deal partner evolving with the rise in application and implementation of AI in PE?
- How will AI impact future dynamics between operating and deal teams? How can it improve synergies and alignment?
- Will the role of the operating partner continue to rise in importance in the age of AI?
- Dissecting future alignment of goals, incentives, joint ownership and deal outcomes
- Execution is the Alpha: why AI-enabled operators will define the future of PE

10:10–10:50 AM Panel 4 Heads of value creation views: what does excellence look like in an operating partner and portfolio operations team?

- Comparing operating partner models, teams, structures, and ecosystems
 - How did you build your team? What roles and functions make up your team? Is your team still growing?
 - What does great look like in an operating partner? What are the skills and traits you look for?
 - How are you measuring and showcasing individual and team performance?
 - How do you best support your operating team members?
 - What will the structure and model of operating partner teams look like in future?
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10:50 AM Networking break

11:20–12:00 PM Panel 5 An inside look into the evolution of the operating partner role across the lifecycle

- Sharing the latest playbooks in due diligence, first 100 days to a year, hold, and exit
- How has your playbook changed and evolved in each key phase of the lifecycle? How do you foresee it changing/evolving in future?
- What are the biggest challenges in each key phase of the lifecycle?
- How are you measuring operating partner performance across the lifecycle?
- How is the operating partner role growing in importance? Can you share specific examples of this across the lifecycle?

Moderator:

Paul Pan, Private Equity Strategy Lead Partner, KPMG

11:20–12:00 PM Panel 6 The future of value creation: practical AI use cases across functions

- What is it that operating partners need to understand about AI? What are you doing that is innovative when it comes to AI for your function?
- Showcasing use cases from commercial, product, finance, and AI operating partners
- How have things rapidly evolved in terms of AI practical use cases for your function within the last 18 months?
- What comes next in looking at how AI will best be deployed specifically for your function and across functions?
- How is AI adding value for PE firms investing across industries and throughout the deal cycle?
- How best to staff-up for AI-driven growth

Panelists:

Kush Tulsidas, Operating Partner, One Rock Capital Partners

12:00–12:40 PM Panel 7 Unlocking value creation in extended hold periods

- What are the biggest challenges in your role as an operating partner when dealing with extended hold periods? What have you done to address these challenges?
- What are the causes and market uncertainties that are most impacting the PE industry with extended hold periods?
- How are extended hold periods impacting your human capital strategies? How are they impacting other key functional areas at your portcos?
- How are you engaging with your constituents in extended hold periods: LPs, management teams, investment partners: what questions/concerns are you most often hearing?
- What makes you feel you are moving in the right direction and making progress to bring your companies to market?

Moderator:

Josh Smigel, US Private Equity Leader, PwC

12:00–12:40 PM Panel 8 The rise of Agentic AI-led value creation in operations

- What makes AI Agentic and how is it different from regular AI?
- Real examples of how Agentic AI can streamline processes, reduce costs, and improve productivity across all portco operations

- How are operating partners using agentic AI to optimize value creation? How will Agentic AI impact VCPs in future?
- What are the biggest challenges associated with adoption of Agentic AI? How do you deal with pushback at your portcos?
- Case study examples of leveraging Agentic AI to drive multiples

INTERACTIVE WORKING GROUPS SERIES 1

12:40-1:20 PM Interactive Working Group 1 (for operating partners only) | Progressive approaches to hiring and assessing tech talent at your companies

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

- Cutting through the noise: what strategies and tactics are best practices for diagnosing tech talent needs and effectively addressing them?
- Recruiting C-suite tech executives: When is it time to level-up your tech or product leader? What does good look like? How do you manage C-suite tech hiring differently with technical and non-technical CEOs?
- What are best practices for back-channeling/referencing C-suite candidates?
- How are you assessing tech talent and tech executives?
- What talent strategies are PE-backed businesses leveraging to support large scale digital transformation? What are the benefits/trade-offs of these approaches: blended (contractor) teams, full-time offshoring (part of all), re-skilling/up-leveling, managed service agreements, others?
- With the dawn of AI, how are labor force and tech skill set requirements changing? What Buildnewly created tech roles are you seeing at your companies?


12:40-1:20 PM Interactive Working Group 2 (for operating partners only) | Driving topline revenue: end-to-end customer experience to optimize marketing, sales and customer success

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

- What it really means to have a shared methodology and common language across Marketing, Sales, and Customer Success
- Identifying and using the right technology to improve sales & marketing efficiency and serve customers more effectively
- What are the biggest challenges and opportunities for operating partners when working with CMOs and CROs
- Customer experience: how to optimize customer experience management and master the customer journey
- Measurement and analytics: how are you tracking your marketing performance and the effectiveness of marketing spend?
- Beyond the theory: operating partners share firsthand transformation stories to drive topline growth and scale your business

12:40-1:20 PM Interactive Working Group 3 (for operating partners only) | Beyond theory: sharing practical examples of transformative, AI-enabled business models

This session designed solely for operating partners will allow the audience to join an interactive discussion with designated facilitators. AI isn't just an optimization tool - it's a launchpad for step-



function growth and disruptive new business models. Here we'll explore and share how companies are moving beyond incremental gains and using AI to enable transformative value capture. Through practical examples that apply to PE investors and operators uncovering:

- Approaches for identifying where AI can drive the greatest impact across the portfolio
- How AI is enabling new business models and enhanced cost structures
- Examples of P&L transformation, focused on scenarios where AI has changed cost structures, accelerated innovation, and reshaped go-to-market activities
- Lessons from the front lines: what works, what doesn't, and how to ensure AI drives meaningful ROI

Facilitators:

Jeremy Bruck, Partner, West Monroe

Grant Silow, General Partner, 25madison

12:40-1:20 PM Interactive Working Group 4 (for operating partners only) | Working with founder-led company CEOs: operating partner insights

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

- Tips and tricks of partnering with legacy teams and implementing change management
- How do you best leverage founder strengths to drive and accelerate the VCP? What does your engagement and support model look like?
- Uncovering and assessing the strengths and weaknesses that set founders apart in working with PE
- How are the challenges and playbooks different in working with founder led companies?
- How do you best manage cultural and operational transitions at founder led companies?
- How do you deal with pushback and founder CEO blind spots to ensure alignment?

Facilitators:

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

12:40-1:20 PM Interactive Working Group 5 (for operating partners only) | The fundamentals of value creation: most urgent challenges and high impact opportunities

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

- Getting the fundamentals right: what is driving value and portco performance today?
- Practical tools to accelerate growth and resiliency (across Ops, SC, process, people)
- What are your biggest concerns as an operating partner? How is uncertainty affecting your value creation plan?
- What are you mainly verifying and validating in your assessments? How well are your assessments run? What improvements are you seeing that are mostly needed?
- How are you monitoring progress of your implementations? How are you establishing leading indicators?
- How are you sustaining improvements when there is momentum all the way through exit?

Facilitators:

Ranjith Rajendran, Vice President, Consulting and Private Equity, TBM Consulting Group

1:20-2:20 PM Networking Lunch

LUNCH DISCUSSION SERIES 1

1:20–2:20 PM Lunch discussion 1 (invitation-only for operating partners) | Unlocking advanced pricing strategies: how are you thinking about it?

This closed-door deep dive lunch discussion designed solely for operating partners will focus on strategic areas to enhance value.

1:20–2:20 PM Lunch discussion 2 (invitation-only for operating partners) | A deep dive into market dynamics: employee benefits program optimization

This closed-door deep dive lunch discussion designed solely for operating partners will focus on strategic areas to enhance value.

- Marketplace dynamics from a buyer's perspective
- Industry Insights
- Common misconceptions explained
- Shifting control back to the buyer
- Top 5 levers to save money while maintaining a “do-no-harm” approach
- Maintaining control through plan governance

Facilitators:

Todd Miller, CEO, Risk International, An Artex Company

John Weaver, Senior Director, Risk International, An Artex Company

PANELS BREAKOUT SERIES 1

2:20–3:00 PM Track 1 Building high-performance teams: alignment, accountability, and results

The median holding period for PE-backed portfolio companies is 5.8 years—an all-time high. In addition, market instability has slowed momentum. As a result, operating partners are being called to play a more sustained role in value creation, with a greater emphasis on building high-performance teams that can sustain momentum, adapt to evolving strategies, and deliver consistent results over a longer investment horizon.


- Examining how operating partners assess team dynamics, design effective org structures, and implement strategies that support long-term value creation
- Sharing actionable approaches—from aligning leadership around a shared vision to instilling operational discipline and fostering cross-functional collaboration—that unlocks performance at every level
- How do you build alignment between management teams and the PE firm's value creation plan? How does your strategy change over a multi-year investment horizon? What happens when that horizon gets extended?
- What tools or frameworks have you found most effective for improving team performance and accountability?
- How can operating partners influence culture without overstepping or undermining leadership?
- How do you evolve team composition and leadership capabilities during periods of rapid growth, transformation, or pre-exit preparation?

Moderator:

Courtney Hamilton, Senior Managing Director, The Miles Group

2:20–3:00 PM Track 2 Office of the CFO optimization: key drivers for M&A and exit readiness success

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In an uncertain economic landscape, the Office of the CFO plays a pivotal role in driving value across the investment lifecycle from new platforms to merger integration along with exit readiness. A well-optimized CFO function is critical to ensure strategic alignment, operational efficiency, and financial exit readiness with five key topics we will touch on:

- Post-deal strategic alignment (value creation blueprinting, KPI and metric standardization and financial operating model stand up)
- Data and reporting infrastructure and finance-enabled AI/ML automation
- Finance integration including system & process and talent retention
- Operational efficiency (process rationalization, automation and managed services)
- Additional value creation efforts (margin visibility ahead of QofE process, stress-testing adjusted EBITDA and working capital optimization)

Moderator:

Jawad Hussain, Senior Managing Partner, Strategy and Growth Leader, Highspring

Panelists:

Donna Cooper, Operating Partner, Varsity Healthcare Partners

Regina Penn, Managing Director, Warburg Pincus

Subhi Sherwell, Managing Director, Operations, TPG Capital

2:20–3:00 PM Track 3 Case study: From vision to impact — Agentic AI creating value in the field

- What it takes to get started quickly in weeks—from identifying the right use cases to launching and scaling implementations
- How portfolio companies are evolving from basic AI strategies to holistic strategic approaches including ecosystems to grow topline revenue
- How companies are achieving customer impact quickly, with real success stories showing speed to value from pilot to production and measurable ROI

2:20–3:00 PM Track 4 Beyond the basics: rethinking due diligence in carve-outs

In a carve-out, nothing is plug-and-play. What once passed as standard diligence—financials, tax, legal, HR, IT—suddenly becomes a high-stakes puzzle of stranded costs, transition risks, and operational stand-up. The complexity is real, and the margin for error is razor-thin:

- Breaking down how diligence must evolve to meet the demands of carve-outs
- From mapping separation workstreams to deciding what stays in-house vs. what gets outsourced
- Explore how top firms build speed, clarity, and execution readiness into the diligence process—starting from day one

2:20–3:00 PM Track 5 Procurement value creation in the age of AI

- Identifying value creation opportunities from imperfect data in hours, not weeks
- Using AI as a lever to drive measurable cost savings (not just productivity gains)
- Impact of AI on negotiations given that vendors are reducing their cost base with automation
- Rapidly transforming procurement functions with AI (real-world use cases)

Moderator:

Steven Browning, Managing Director, Private Equity, Accenture

PANELS BREAKOUT SERIES 2

3:00–3:40 PM Track 6 The rise of AI operating partners – strategic necessity or nice to have?

As AI transforms industries at an unprecedented pace, private equity firms are grappling with a critical question: should they bring on a dedicated AI Operating Partner? This panel will explore the evolving role of AI in portfolio company operations, the impact AI OPs are delivering, and whether AI leadership should be a standalone role or embedded within the Digital Operating Partner function. Join top industry experts as they share real-world examples, best practices, and strategic considerations PE firms must weigh when integrating AI expertise into their operating playbook.

- When does it make sense to hire an AI Operating Partner?
- How are AI OPs driving measurable impact across portfolio companies?
- Is AI a specialized function or best embedded within a broader Digital OP role?
- Lessons learned from firms leading the charge in AI-driven value creation

3:00–3:40 PM Track 7 Commercial due diligence: strategic groundwork for long-term growth

3:00–3:40 PM Track 8 Case study: Driving value creation and mitigating AI cyber risk

- Minimize AI risk in PE with a holistic cybersecurity approach
- Leverage technology for competitive advantage, security, and value creation
- Uncover practitioner first-hand insights and cyber war stories

3:00–3:40 PM Track 9 The future finance function: AI transformations for the office of the CFO

- How are CFOs now utilizing AI at your portfolio companies?
- Where should CFOs start to deploy and implement AI across phases?
- How are finance operating partners most effectively utilizing AI for the function?
- How will the role of the CFO change in future in the age of AI?
- Sharing real world use cases: unlocking AI for FP&A, budgeting, forecasting, and better decision making

3:00–3:40 PM Track 10 Driving pre-exit value creation: an operating partner's guidebook

Preparing a portfolio company for exit requires a clear understanding of its operational strengths and weaknesses. This panel discussion will dissect strategies to enhance company value ahead of a sale:

- Aligning operational improvements with exit timelines
- Setting your companies up for success: operating partners share lessons learned from recent exits
- Which initiatives are you mainly focused on in preparing for exit 2 years out? Which key levers work best to accelerate pre-sale value?
- How are you working with management teams in preparation for exit: challenges and opportunities
- From data to value: leveraging operational analytics for exit readiness
- Sharing dos and don'ts you should understand as you prepare for exit

3:40 PM Coffee break

PANELS BREAKOUT SERIES 3

3:50–4:30 PM Track 11 Talent as a key value creation lever to unlock growth and transformation

- Where has talent been a real unlock for growth or transformation?

- How are you thinking about leadership talent as part of your value creation strategy?
- What does “the right leadership” look like today?
- What strategies are working to retain top talent post-acquisition? How are you aligning incentives with long-term value creation?
- How are firms structuring internal talent teams to support portfolio companies? What’s the ROI of having dedicated talent partners?

3:50–4:30 PM Track 12 AI-powered commercial and pricing analytics: driving smarter, faster, and more profitable decisions

- Real-time commercial analytics and AI-powered data exploration: looking beyond traditional methods
- The strategic advantage of AI-powered pricing: sharing success stories
- Steps and best practices for implementation and how to overcome challenges
- Uncovering end-to-end commercial automation: unifying pricing, sales, and marketing into cohesive, automated workflows as a forward-thinking business
- Future trends in commercial analytics: machine learning, predictive analytics, and more

Moderator:

Jared Wiesel, Senior Vice President, Manufacturing & Distribution, Revenue Analytics

3:50–4:30 PM Track 13 The future of Operating Partner-CTO alignment and execution

- Do future technologies like AI change the skills that a CTO needs?
- How do these changes alter the role of operating partners? How is the CIO/CTO role evolving? How are skills and responsibilities changing? What makes a great portco CTO?
- A CTO’s POV: what does great collaboration look like with PE operating partners?
- What are the keys to success in bringing these new technologies and at what stage of the deal cycle should you consider beginning the journey?

Moderator:

Jeff Laurinaitis, Managing Director, RKON

3:50–4:30 PM Track 14 Pharmacy/healthcare cost impact on EBITDA: providing solutions to CFOs

- 96% of CFOs/CEOs are concerned about long-term cost implications of pharmacy
- How to control pharmacy spend by limiting influence of PBMs
- Breaking the cycle of broker/vendor/HR dysfunction
- Provide CFOs alternative, independent sources to guide decision making on #2 P&L spend category

Moderator:

Todd Grove, Vice President, Private Equity, Quantum Health

Panelists:

Josh Bellamy, CEO, Health Strategy

Christopher Kim, Chief People Officer, Cision

3:50–4:30 PM Track 15 Identifying the data metrics that matter to maximize value throughout the lifecycle

With case studies of recent success stories in supporting data-led exits across multiple sectors, this discussion will cover:

- Identifying key operational metrics that influence valuation: how starting with what's needed at exit drives better decision making throughout the investment lifecycle
- How data can build a bridge between the investment case and value creation and operational realities
- The metrics that matter to all the key players, and how using high quality information can align every team member in making data-driven decisions from value creation to execution
- Using data to tell a business's equity story, and drive strategies on where to invest time, money and effort
- Why AI is going beyond the metrics of retention, customer growth and lifetime value to enable more agile and profitable decisions

PANELS BREAKOUT SERIES 4

4:30–5:10 PM Track 16 Recruiting and empowering AI-adept leadership for the portfolio

- Recruiting a Chief AI Officer vs AI-adept functional leaders at your portfolio companies
- What newly created AI roles are you seeing at your portcos?
- How do you identify appropriate skillsets and traits needed in such a new and fast-moving field? What does great look like?
- Monitoring performance and fostering AI talent across companies and across functions in the portfolio

Moderator:

Matt Sommi, Senior Vice President, Private Equity Partnerships, Bespoke Partners

4:30–5:10 PM Track 17 Maximizing value creation planning early in the hold period: key steps

- Best practices in transitioning from due diligence to portfolio execution
- How are 100-day plans changing and evolving? What are you mainly focused on in the first 100 days?
- How are you setting up your companies for success with the right people, processes, and tech?
- What does effective alignment and engagement with management teams look like to implement the plan early on? Can you share some practical examples?
- What are the biggest challenges and roadblocks you have encountered? How did you overcome them?

Moderator:

Carl Evander, Partner and Global Head of Private Equity, OC&C Strategy Consultants

4:30–5:10 PM Track 18 Tech due diligence playbooks: guidelines from pre-deal to first 100 days implementations

Moderator:


Barr Blanton, CEO, Crosslake

Panelists:

Souvick Paul, Center of Excellence-Principal, Technology and Innovation, Frazier Healthcare Partners

4:30–5:10 PM Track 19 Bridging the gap: unifying GTM and finance for operational excellence

This session explores how aligning Go-To-Market (GTM) and Finance functions can unlock trapped value in portfolio companies. By breaking down silos between sales, marketing, and finance, operating



partners can drive more accurate forecasting, reduce revenue leakage, and enhance working capital efficiency.

- Identifying common disconnects between GTM and Finance in PE-backed companies
- Strategies for integrating CRM and ERP data for holistic insights
- Real-world examples of improved EBITDA through functional alignment
- Tools and technologies facilitating this unification

Panelists:

Jonathan Konkoly, Value Creation Director, Littlejohn & Co.

4:30–5:10 PM Track 20 First 100 days of a cost transformation program – how to set your program up for success

- Key success factors
- How to level set with key executives
- Stories from the first 100 days and how successful elements were reflected in the results

5:10–6:30 PM End of day one and grand reception

Day 2 – Thursday, October 30, 2025

Convene Brookfield Place, 225 Liberty, Downtown, New York

7:45 AM Registration and breakfast

THINK TANKS SERIES 2

7:45–8:30 AM Think tanks for full-time operating partners: value creation war rooms (invitation-only for operating partners)

These closed-door discussions will allow you to learn and share best practices of successful operating partners. Select one of the rooms:

Think Tank 1 New Operating Partners (1-2 years in PE)

Think Tank 2 Advanced Operating Partners (3+ years in PE)

Think Tank 3 Senior Operating Partners (10+ years in PE)

BREAKFAST DEEP-DIVE SERIES 2

8:30–9:10 AM Breakfast deep dive discussion 6 (invitation-only for operating partners) |

Leadership matters: unique coaching guidelines for transformation and impact

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

PEI Learn more, visit: privateequityinternational.com/opny

- How would you define successful leadership? What are key qualities of the most impactful leaders at your companies?
- What can operating partners do to improve their influence when it comes to coaching?
- Leadership during times of disruption: sharing challenges and successful approaches
- What are key differences and similarities in working with different leaders across sectors?
- What does the next generation of leaders look like? How are you approaching their development?

Facilitators:

Ted Bililies, Partner and Managing Director, AlixPartners

8:30–9:10 AM Breakfast deep dive discussion 7 (invitation-only for operating partners) | Six pragmatic actions for driving profitable revenue growth

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

- How to identify the few levers to pull that truly move the needle in revenue growth? (About 70% of all value creation)
- Which go-to-market (GTM) and pricing levers were identified as the most powerful by operating partners in a recent survey?
- What are the economically impactful AI use cases across the commercial organization?
- What growth actions can stretch valuation in the last 18 months of ownership—preparing for exit?

8:30–9:10 AM Breakfast deep dive discussion 8 (invitation-only for operating partners) | Due diligence in the age of AI: a new paradigm

Traditional due diligence methods are being transformed by AI and machine learning. This breakfast deep dive session examines how these technologies provide deeper insights during the DD phase, leading to more informed investment decisions.

- Limitations of traditional DD approaches vs. AI-led DD
- How AI enhances data analysis for better risk assessment
- Sharing successful and practical stories of using AI in DD: how does AI enhance deal sourcing? How does AI in DD set you up for success throughout the lifecycle?
- How is the role of the operating partner and deal partner evolving with the application of AI in DD?
- Future trends in due diligence practices

Facilitators:

Alex Kelleher, CEO, Quantum Rise

Kelly Wagner, Principal, Value Creation and Strategy, Erie Street Growth Partners

8:30–9:10 AM Breakfast deep dive discussion 9 (invitation-only for operating partners) | Alignment to deliver value creation with CFOs: operating partner views

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

- Sharing views on how portfolio company CFOs can be more proactive and aligned with PE on the VCP
- What makes a great portco CFO? What is top of mind for CFOs nowadays? Where do CFOs need the most support?
- What are the biggest challenges for your finance function and CFOs given the longer hold periods?

- As an operating partner, how are you bridging the expectation gap with your CFOs? What does a successful CFO-operating partner partnership look like?
- What does your finance playbook like to achieve alignment on timelines and goals?
- Sharing practical examples of success stories and initiatives to scale companies

8:30–9:10 AM Breakfast deep dive discussion 10 (invitation-only for operating partners) |

Operating team composition: results of the 2024 McKinsey operating partner group survey

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

- Providing statistics on the size and composition of operating partner teams
- Reviewing the roles operating partner teams play in value creation
- What is the right way to construct a value creation practice that is effective: how is it evolving and changing
- What will operating partner teams look like in the future?

9:15 AM Chairman's welcome

9:20–10:00 AM Keynote: Top trends that will shape private equity in the coming years

- Head of PE firm views regarding operating partners and value creation
- How will AI change private equity in the years to come?
- Identifying and discussing the trends and disruptive factors that will have the largest impact on private equity in the coming years
- How PE firms can adapt to these market dynamics and utilize effective strategies to stay ahead

10:00–10:40 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? Which key metrics are LPs scrutinizing? 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?
- How is the evolution of the operating partner role/value creation being perceived by LPs? How is AI in value creation perceived by LPs?
- Are LP views of operating partners/value creation influencing how PE firms utilize operating partners?
- How are extended hold periods being perceived and how are they influencing dynamics and decision making with GPs?

10:40 AM Networking break

11:00–11:40 AM Investment partner perspectives: key insights for operating partners

- How are you most effectively working with your operating partners? What are the biggest challenges when it comes to achieving alignment?
- What are best practices in working together from diligence into year one
- What makes a great operating partner? What are the biggest operating partner dos and don'ts?
- How can operating partners give deal teams the edge in the bidding process?
- How can operating partners help investment teams maximize returns for LPs
- As a deal partner, what keeps you up at night and what can operating partners do to help?

11:40–12:20 PM The portco CEO perspective: what operating partners need to know

- How would you define a great operating partner?
- What do operating partners need to do to build trust with the CEO and what is the most effective engagement model with the CEO?
- What are the most important and common dos and don'ts for operating partners?
- How can operating partners help you the most? What areas do you need the least help with?
- As CEOs what are you doing most effectively do deliver the value creation plan across the lifecycle?

12:20 PM Break

INTERACTIVE WORKING GROUPS SERIES 2

12:30–1:10 PM Interactive Working Group 6 (for operating partners only) | The latest on broad-based employee ownership across organizations: comparing results

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

- Understanding the lay of the land: how you should be thinking about offering and rolling out shared ownership to employees
- Comparing shared ownership programs that have helped companies improve employee engagement, attract and retain talent, and drive operational improvements
- Showcasing how shared equity participation and building a culture of ownership can align the interests of investors and workers to drive better outcomes for all
- Aligning the executives and the board on LTI program implementations
- Measuring its impact so far with an eye to the future and what comes next in PE

Facilitators:

Marc Jourlait, Operating Partner, The Riverside Company

12:30–1:10 PM Interactive Working Group 7 (for operating partners only) | Operating partner-LP dynamics: dos and don'ts

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

- How are you showcasing value creation and operating partner performance to LPs?
- How to best engage with your LPs: how do you build trust? How do you effectively communicate with them? Can you share success stories from previous meetings?
- What are the biggest don'ts you need to be aware of as an operating partner interacting with LPs?

- What are the most common questions/concerns that you hear from your LPs and how do you address these?
- How are you engaging with your LPs during extended hold periods?

Facilitators:

Daniel Perry, Resource Partner, Court Square Capital Partners

12:30–1:10 PM Interactive Working Group 8 (for operating partners only) | Power pairing: unlocking value through the CIO-CFO partnership

A strong partnership between CFOs and CIOs is crucial for operating partners striving to scale portfolio companies and maximize returns. This session explores how a strong CIO-CFO partnership can become a powerful lever for value creation across portfolio companies. Whether you're navigating a carve-out, scaling a platform, or preparing for exit, this session will equip you with the insights to unlock the full potential of your tech and finance leadership:

- How the CIO and CFO work together: things the CFO has to think about in working with the CIO
- From aligning technology investments (inclusive of AI) with financial strategy to driving digital transformation and operational efficiency, this collaboration is pivotal to accelerate growth and enhance enterprise value
- Featuring real-world case studies and actionable insights into how Operating Partners can foster this critical alliance
- Learn how to assess the maturity of CIO-CFO dynamics, identify red flags, and implement frameworks that ensure both roles are strategically aligned to deliver measurable outcomes

12:30–1:10 PM Interactive Working Group 9 (for operating partners only) | Showcasing and measuring operating partner performance comparing scorecards

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

12:30–1:10 PM Interactive Working Group 10 (for operating partners only) | Management team performance and assessments across the investment lifecycle

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

- How Operating Partners work with management teams to drive the VCP across the lifecycle
- Firsthand examples of achieving a transparent and aligned relationship to create growth
- Exploring the challenges of dealing with disagreements and a resistant management team
- Helping the team to go from running a business to think about growing a business
- How are you tracking performance? What KPIs are you looking at?
- What makes a great executive? What makes a great executive team?


1:10–2:00 PM Networking Lunch

LUNCH DISCUSSION SERIES 2

1:10–2:00 PM Lunch discussion 3 (invitation-only for operating partners) | Rediscover “brilliance at the basics:” elevating your end-to-end supply chain & operations with intelligence

In today's uncertain market and rapidly evolving landscape, it's more important than ever to focus on fundamentals you can control. While AI is transforming industries, true step-change value still relies on

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experienced human operators who understand how to navigate supply chain challenges, adapt and execute.

- Blending human expertise with AI and advanced analytics, PE-backed companies to unlock faster EBITDA impact, strengthen resilience, and drive sustainable performance improvement, faster than ever before
- Provoking ideas and ultimately providing a clear, actionable, end-to-end approach across the plan-buy-make-move-fulfill value chain — delivering measurable results, not just theoretical insights

1:10–2:00 PM Lunch discussion 4 (invitation-only for operating partners) | Operating partner perspectives: how to create alignment and synergies with investment partners

This closed-door deep dive lunch discussion designed solely for operating partners will focus on strategic areas to enhance value.

- The synergistic potential of linking operating partners with deal partners: how to match your style with your investor's needs
- What not to do as an operating partner when working with investment partners
- How to showcase the value you bring to the table as an operating partner
- Uncovering how to deal with frictions and challenges
- How do you best support your deal teams: sharing specific examples that build trust

Facilitators:

Jeffrey Goodman, Senior Operating Partner, The Riverside Company

PANELS BREAKOUT SERIES 5

2:00–2:40 PM Track 21 How operating partners collaborate across functions to deliver the VCP: sharing what's real and actionable

Moderator:

Rich Sheinfeld, Partner, Oliver Wyman

Panelists:

Jay Epstein, Managing Director, CFO Advisor, Warburg Pincus

2:00–2:40 PM Track 22 Personalizing and refining your GTM playbooks

2:00–2:40 PM Track 23 Tech value creation roadmaps across the investment lifecycle

- Uncovering strategic IT roadmaps in pre-acquisition, 100 days, hold, and exit
 - Finding tech enablement 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 bigger picture, while digitizing and delivering value along the way
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2:40–3:00 PM PEI presents the 2nd annual operating partners compensation survey results

Discover the latest figures in operating partner compensation for 2025 across functional areas, models, AUM, seniority levels, and more.



3:00 PM Closing remarks and end of conference

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