

Operating Partners Forum Napa

Accelerate future levers in value creation

Delve into the future of portfolio operations over a glass of Napa's best wine.

Across 2.5 days of cross-functional collaboration and exclusive networking opportunities, you'll connect with key industry figures and develop new strategies for your operating team.



[View the full agenda](#)



Operating Partners Forum Napa

Agenda

Pre-conference events - Wednesday, June 25, 2025

9:00 AM-2:00 PM Operating Partners Golf Outing and Experience (for operating partners only)

Venue: Silverado Resort

Join us for an exclusive golf tournament at Silverado Napa's renowned 18-hole golf course! This shotgun-format event includes green fees, a double-rider cart with GPS, range balls prior to start, personalized scorecards, and complimentary bag handling and club cleaning. Throughout the day, savor delicious bites and refreshing beverages, along with the chance to win exclusive prizes.

11:30 AM-3:00 PM Operating Partners Napa Winery Tour and Lunch Trip (for operating partners only)

Venue: Far Niente Winery

This excursion, solely for the operating partners attending the Forum, will include a tour of the estate with tastings of their exquisite wines and lunch provided. There will be a shuttle departing at 11:30 am from the event venue, Silverado Resort.

5:30-9:00 PM Operating Partners Forum Napa Pre-Event Welcome Reception and Dinner (for operating partners only)

Venue: Fairway Deck, Silverado Resort

Join the operating partners attending the Forum at our opening grand reception in Wine Country. Begin building connections over craft cocktails and gourmet fare before the conference kicks off. A relaxed welcome reception ensures you'll find familiar faces over the following two days. Then, meet other operating partners in a networking style dinner to discuss the industry, share ideas, and develop Forum goals.

Day 1 - Thursday, June 26, 2025

7:30 AM Registration and breakfast

THINK TANKS SERIES I

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

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

Room 1: Tech and Digital Operating Partners

Room 2: Human Capital/Talent Operating Partners

Room 3: GTM, Sales and Revenue Growth Operating Partners

Room 4: Finance Operating Partners

BREAKFAST DEEP DIVES SERIES I

8:30 AM Deep dive breakfast discussion 1 (for operating partners only) – Finance transformations for SaaS companies: providing a finance platform to drive growth

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

- What is required from your finance leaders to pave the way for greater growth?
- Streamlining and aligning bookings, billing, and revenue data
- Automating order to cash workflows
- What roadblocks are operating partners seeing related to aligning financial and commercial operations?

8:30 AM Deep dive breakfast discussion 2 (for operating partners only) – Tariff impact analysis: strategic implications for your companies

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

- Grasp why portfolio companies need a comprehensive tariff strategy to remain resilient amid supply chain challenges
- Understand the direct and indirect impact of tariffs on portfolio cost structures
- Identify hidden financial and supply chain vulnerabilities amid tariff changes
- Discover strategies to mitigate tariff-related risks through supplier diversification and agile sourcing
- Explore procurement best practices based on real-world examples
- Develop a framework for resilient indirect spend management amid global economic uncertainty

8:30 AM Deep dive breakfast discussion 3 (for operating partners only) – Executive compensation and incentives: benchmarking and uncovering trends

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

- Comparing strategies for incentivizing C-suite, next tier management or division leaders, and rank and file employees
- Value drivers: what programs or metrics are moving the needle on value creation?

PEI To learn more, visit: privateequityinternational.com/napa

- Retention levers: what has been changing with longer investment hold periods?
- Impact of pay transparency and pay equity laws on compensation structures
- Latest trends in equity and equity-based incentives

8:30 AM Deep dive breakfast discussion 4 (for operating partners only) – AI and cybersecurity: risks, opportunities and governance

As Private Equity Operating Partners, understanding the intersection of AI and cybersecurity is crucial for protecting portfolio companies, identifying opportunities for growth, and ensuring effective governance. This interactive breakfast session brings together expert moderators and peer group discussions to explore the evolving landscape of AI-powered cybersecurity risks, opportunities, and governance considerations.

- Understanding the AI & cybersecurity Landscape: Key trends, statistics, and regulatory considerations
- Managing AI risks & leveraging opportunities: mitigating strategies, best practices, and innovative solutions
- AI governance & oversight considerations: frameworks, risk management strategies, and board-level oversight
- Practical advice & actionable takeaways: New frontiers in value creation

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

9:30 AM Measuring operating partner performance: comparing scorecards

- How are you tracking operating partner performance? What KPIs are you using?
- How are you measuring the VCP team's performance and its alignment with the investment thesis?
- What are you doing when it comes to portfolio reviews? What feedback from the portfolio companies are you looking at when monitoring operating partner performance?
- What tools/dashboards/resources are most effective?
- Ultimately, what does it take to be a successful operating partner?

10:20 AM Maximizing value on exits - prepping for exit 24-36 months out

- Which key initiatives are you mainly focused on in preparing for exit 24-36 months out?
- How do you create the best alignment for exit with management teams?
- Can you share dos and don'ts operating partners should understand as you prepare for exit?
- What are you tracking and what data are you mainly looking at in this phase?
- How are you utilizing AI in preparation for exit? Can you share an example of its effectiveness?
- How are current macro conditions impacting exit plans?

11:00 AM Networking break

PEI To learn more, visit: privateequityinternational.com/napa

11:30 AM Finding the balance in running vs. growing the business to optimize VCPs for tech companies

- How are operating partners working with their portfolio companies on running vs growing the business; how are operating partners achieving the right balance to drive enterprise value within the hold period? What levers are they pulling?
 - What does the current landscape look like in terms of competition and challenges for tech companies and what measures are PE firms taking to course correct
 - Uncovering comprehensive integrated metrics to help investors better understand their enterprise software and SaaS asset's performance - in both growth and profitability dimensions
 - Diving into examples of how cost-savings can be effectively reinvested in new tech to fuel business growth and further increase enterprise value
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INTERACTIVE WORKING GROUPS SERIES I

12:10 PM Interactive Working Group 1 (for operating partners only) – Leveraging AI to unlock higher value add commercial effectiveness

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

- Utilizing AI for better assessments of your sales workforce: derisking talent acquisition and retaining top performers
- Applying AI into your commercial workstreams: accelerating top of the funnel organic revenue
- Harnessing AI to improve content generation

12:10 PM Interactive Working Group 2 (for operating partners only) – The future of finance: AI strategic initiatives for the office of the CFO

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

- Practical use cases for your finance department: digitization and how AI comes into play
- Where CFOs should start: how to deploy and implement AI in phases
- AI tools for planning, budgeting, and forecasting with better accuracy and speed
- AI for finance: what comes next?

12:10 PM Interactive Working Group 3 (for operating partners only) – AI in recruiting: best practices and pitfalls for portfolio talent acquisition

AI/ML continues to ride high in the hype cycle, but practical deployments of AI for portfolio executive recruiting are yielding a clear picture of best practices to adopt and pitfalls to avoid. Here we will explore real-world experience and examples of leveraging AI to improve recruiting efficiencies across the full talent acquisition cycle for PE portfolio companies:

- AI-augmented talent market visibility and executive score-carding
- Top-down candidate membership filtering versus bottom-up membership assembly

- Validating candidate backgrounds with AI-based analytics and correlation
- AI-aided backchanneling for understanding candidate value creation capabilities
- Generative AI agents and other tools for amplifying talent acquisition capacity

12:10 PM Interactive Working Group 4 (for operating partners only) – Redefining digital transformation at your portfolio companies

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

- How have digital transformations changed and accelerated in the last 2 years?
- What does your playbook look like to unlock faster and better transformation?
- How are working/aligning with management teams for execution of transformation?
- How are you working/aligning with tech leaders for execution of transformation?
- Operating partners share practical use cases: how to tech enable your companies

12:50 PM Networking lunch

12:50 PM Functional lunch discussion: Leveraging pricing as a key level in your commercial strategy (invitation-only for operating partners)

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

- 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?
- Sharing insights with a focus on return to value-based pricing; understanding the value proposition to your customer and pricing accordingly
- Cohesive pricing strategies as a key growth lever for expansions and renewals
- Using data 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
- What are companies doing in terms of pricing looking forward?


PANEL BREAKOUTS SERIES I

1:50 PM Track 1 Personalizing your GTM manuals: operating partner guidelines GTM best practices for operating partners with more tailored playbooks

- What do you focus on most in your GTM strategy and why?
- What has been most effective and least effective?
- How are you working with other functional areas to create alignment and better GTM execution?

1:50 PM Track 2 The rise of AI operating partners - strategic necessity or nice to have?

PEI To learn more, visit: privateequityinternational.com/napa



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

1:50 PM Track 3 TPG case study: how operating partners align and deliver value creation with CFOs

- Achieving alignment and establishment of the finance function in carveouts
- Sharing operating partner playbooks: how to work with your CFOs to establish systems and create real value
- Prioritizing initiatives and transformational activity while allowing the business to run (without breaking the business)
- Uncovering what portco CFOs would like operating partners to know about how best to work with them
- Showcasing how to best support first time CFOs in PE

PANEL BREAKOUTS SERIES II

2:30 PM Track 4 Adding a seat at the table for AI in your due diligence process

- How has the role of the operating partner evolved with the application of AI in due diligence?
- Can you share successful and practical examples of using AI in due diligence? How can AI enhance deal sourcing?
- How are you best harnessing data analytics with AI in DD?
- Unlocking robust pre-deal AI and analytical work in tandem with deal teams to de-risk
- Understanding how AI in DD can set you up for success throughout the lifecycle

2:30 PM Track 5 GTM tech real world use cases and implementations

- How is AI enhancing GTM synergies
- How does technology and AI help your businesses to deliver at scale
- Practical use cases: leveraging autonomous agents for account segmentation and customer engagement
- What does good, better, and great look like right now?
- How will Agentic AI impact your GTM strategy in the future

2:30 PM Track 6 Tactical finance and accounting game plan in the current economy

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

- Sharing tactical viewpoints in accounting and controlling: what to do if you have issues with your accounting function
 - Practitioner views on the importance of working capital management and liquidity
 - What do you insource vs outsource?
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3:10 PM Break

PANEL BREAKOUTS SERIES III

3:20 PM Track 7 Accelerating finance transformations: from due diligence to the first 120 days

- Key priorities and quick wins post close: streamlining processes, enhancing reporting, optimizing cash flow, and aligning the finance team with the new strategic VCP
- Delivering seamless finance integrations and transitions: operating partner dos and don'ts
- Establishing timelines and key workstreams for the 30, 60, 90, and 120-day mark to deliver success

3:20 PM Track 8 Progressive approaches to hiring impactful tech talent at your companies

- 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-channelling/referencing C-suite candidates?
- 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 newly created tech roles are you seeing at your companies?

3:20 PM Track 9 Why cloud technology is a strategic lever for private equity and portfolio growth

- Learn how cloud technology empowers private equity firms to make faster, more flexible decisions while helping portfolio companies scale efficiently and control costs
 - Explore how the cloud enhances real-time data access, operational efficiency, and collaboration, enabling smarter investments and streamlined due diligence
 - Understand how leveraging cloud solutions can boost portfolio value, drive growth, and improve responsiveness to market changes for long-term success
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PANEL BREAKOUTS SERIES IV

4:00 PM Track 10 Having a strategic impact as an operating partner on boards

PEI To learn more, visit: privateequityinternational.com/napa

- How to position yourself to have a strategic impact as an operating partner on boards
- What are current board trends that operating partners must be prepared to address?
- How do you work with and provide guidance to the leadership team on boards?
- Can you share what not to do as an operating partner on boards?

4:00 PM Track 11 Leveraging new tech and AI value creation playbooks in the first 100 days

- How is AI accelerating 100-day transformations?
- What are your main priorities in leveraging tech for the first 100 days?
- How are you using AI to pinpoint areas for cost optimization and efficiency improvements?
- How are you using tech and AI to identify value creation levers with data analysis across different business functions?

4:00 PM Track 12

INTERACTIVE WORKING GROUPS SERIES II

4:40 PM Interactive Working Group 5 (for operating partners only) – Commercial metrics: an in-depth look into win loss analysis for growth

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

- Understand who your best buyers are and what motivates them to buy
- Discover what good win-loss analysis generates
- Accessing buyer intelligence to detect and resolve problems before they fester
- Making data-driven decision to increase innovation and adaptability

4:40 PM Interactive Working Group 6 (for operating partners only) – Product and service led approaches: leveraging modernization and new capabilities

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

4:40 PM Interactive Working Group 7 (for operating partners only) – The rise of Agentic AI and what comes next for PE

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

- What makes AI Agentic and how is it different from regular AI?
- How are you currently utilizing Agentic AI and how will it impact VCPs in future?
- How are you working with management teams on the adoption of Agentic AI? How do you deal with pushback?

5:20 PM End of day 1 and networking cocktail reception

Venue: Mansion Gardens at Silverado Resort

The Resort's Mansion Gardens will provide a delightful setting at the end of the first day for you to chat and hear what is on everyone's mind after a full day of valuable insights.

PEI To learn more, visit: privateequityinternational.com/napa

Day 2 – Friday, June 27, 2025

7:30 AM Registration and breakfast

THINK TANKS SERIES II

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

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

Room 1: Heads of Value Creation Teams

Room 2: Operating Partners (3+ years in PE/VC)

Room 3: Training for New and Emerging Operating Partners (1-2 years in PE/VC)

BREAKFAST DEEP DIVES SERIES II

8:30 AM Deep dive breakfast discussion 5 (for operating partners only) – Operating Partner-Chief Revenue Officer dynamics: the keys to alignment

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

8:30 AM Deep dive breakfast discussion 6 (for operating partners only) – Operating group 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 will operating partner teams look like in the future?

8:30 AM Deep dive breakfast discussion 7 (for operating partners only) – Engaging across the deal life cycle: unlocking your full potential from diligence to exit

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

8:30 AM Deep dive breakfast discussion 8 (for operating partners only) – Uncovering operating partner AI playbooks

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

- Understanding AI investment priorities for companies in different sectors
- Establishing roadmaps for AI investments/implementations across the lifecycle

PEI To learn more, visit: privateequityinternational.com/napa

- Aligning business and technology leaders to make the smartest decisions collaboratively
 - Helping companies make better AI choices by: choosing the right projects, solving the right problems, and ensuring sustained value creation
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9:15 AM Chairman's welcome

9:20 AM AI adoption and implementation: showcasing practical use cases across functions

- What are operating partners across different functions doing with AI and what progress is being made?
 - 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?
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10:00 AM The C-suite of the future: unlocking and accelerating value creation

- How is the C-suite working with PE to build out the tech function?
 - What are the skills, competencies, and qualities needed in C-suite executives to drive technology-led value creation
 - How are C-suite executives approaching AI? How prudent are they? What will be needed from the C-suite when it comes to AI with an eye to the future?
 - How are operating partners working with the C-suite to establish AI standards and policies?
 - How do you measure and assess C-suite effectiveness to unlock innovation and digital optimization?
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10:40 AM Networking break

11:00 AM Driving business performance in the current economy: value creation playbooks

- What are some of the biggest changes happening in the private equity industry and how are you preparing and adapting your value creation playbooks for it?
 - Dissecting the impact of structurally higher rates, increased competition, declining returns, succession challenges, increased regulation, and shifting LP expectations
 - With an eye to the future how will you evolve and innovate your playbooks to deal with these pressures?
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11:40 AM The evolution of operating partner-deal team dynamics: what does the future look like?

- How has the dynamic shifted in terms of how operating partners and deal teams work together? What will the future look like?
- Dos and don'ts: how do you achieve alignment and overcome frictions?

- What is your deal team's perception of operating partners and their contribution?
 - How do you best work with the deal team in the due diligence phase?
 - How can operating partners give deal teams the edge in the bidding process?
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12:20 PM Break

INTERACTIVE WORKING GROUPS SERIES III

12:30 PM Interactive Working Group 8 (for operating partners only) – Harnessing the power of data science and advanced analytics in value creation

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

12:30 PM Interactive Working Group 9 (for operating partners only) – Unlocking excellence: optimizing supply chain technology platforms

This interactive discussion explores the transformative power of supply chain technology platforms and how to leverage them to stay ahead and under budget. Discover actionable strategies to enhance your operations with:

- *Market intelligence: access real-time data and insights from across your network to make faster, smarter decisions*
- *Process automation: eliminate inefficiencies and reduce costs with seamless automated workflows*
- *Digital collaboration platforms: foster seamless communication and collaboration across your supply chain ecosystem with a single digital interface*
- *Data-driven decisions: turn data into a strategic asset for better forecasting, planning, and execution.*
- *Supply chain orchestration: synchronize complex workflows and partners for end-to-end efficiency*

12:30 PM Interactive Working Group 10 (for operating partners only) – Cost reduction and spend visibility platform

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

1:10 PM Networking lunch

1:10 PM Tech and digital operating partners networking lunch (for operating partners only)

This closed-door networking lunch for tech operating partners will provide an opportunity to expand your connections in digital value creation. Lunch will be served at the Mansion Gardens Pavilion.



2:00 PM PEI and AlixPartners present the first annual digital value creation survey results

2:20 PM End of conference