

Operating Partners Forum New York 2024

The leading global event for private equity value creation

Join the largest assembly of PE value creators
in New York City this fall



Annie Asrari
Operating Principal
Accel-KKR



Amar Ghai
Head of Digital Value Creation
KKR



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



Connect with 500+ value creation leaders to solve shared challenges, exchange ideas, and develop fresh strategies for the current market and beyond.

Optimize your value creation plans in peer-to-peer think tanks, expert panels, interactive working groups, and more.



Access a peer-to-peer community of value creation leaders

Our attendees at a glance

450+

operating partners
attended the Forum
in 2023

200+

industry specialists
will guide this year's
content

500+

firms have
joined our PE
community



Operating partner-only networking opportunities:

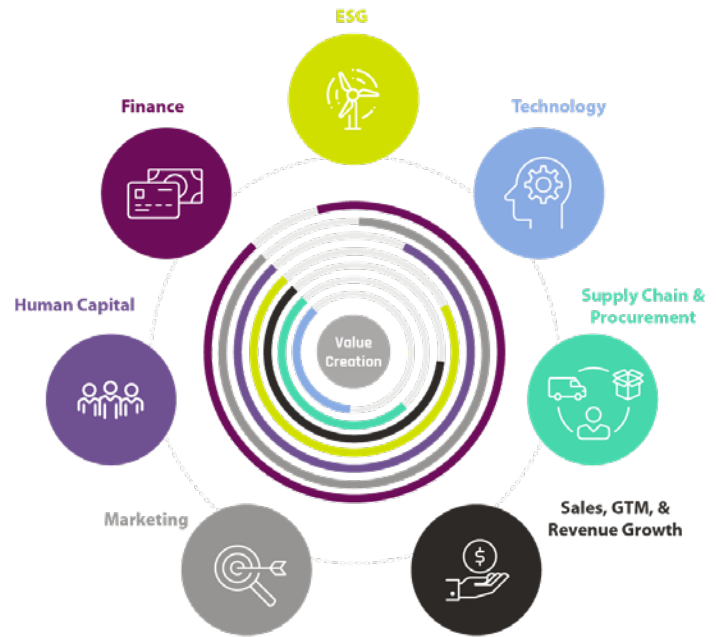
- » NEW: five pre-conference dinners, split by functional business area
- » Pre-event reception with a view of Manhattan's skyline
- » Closed-door lunch discussion for women in PE and VC portfolio operations
- » Deep-dive think tanks focused on specific areas of value creation
- » Lunch discussion for functional specialists
- » And more...



An in-depth look at cross-functional value creation

Examine specific growth levers in collaborative sessions:

- » Panels led by functional experts
- » Deep-dive roundtable think tanks, exclusively for operating partners
- » Breakout rooms for each functional specialty
- » Interactive working groups with designated facilitators
- » NEW: a series focused on integrating AI strategies across functions



Drive value creation at the intersection of functional areas:

- » Rewriting the value creation playbook for 2024 and beyond
- » The AI boom in PE: practical use cases across all functions
- » Heads of value creation perspectives: what makes a great operating partner?
- » Comparing value creation playbooks across the entire lifecycle
- » The role of the operating partner from due diligence to year one
- » Value creation planning: sharing perspectives beyond cost-savings

[View the full agenda](#)

PEI

Operating Partners Forum New York 2024

Agenda

Pre-conference events - October 21, 2024 **Manhatta, 28 Liberty St, 60th floor, New York**

5:30-7:30pm 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 grand reception. Exchange valuable insights with your peers in a relaxed setting and build your connections before the conference kicks off.

7:30-9:00pm Pre-event dinners to select for operating partners only: Heads of Value Creation - Team Leaders Dinner (invitation-only)

Join us for a VIP private networking-style dinner designed exclusively for the leaders of the value creation teams attending the NY Forum.

GTM, 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 networking-style dinner to facilitate networking before the conference starts.

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 networking-style dinner to facilitate networking before the conference starts.

Finance Operating Partners Dinner (invitation-only)

Join us as we welcome the finance operating partners attending the New York Forum for a private networking-style dinner to facilitate networking before the conference.

Human Capital Operating Partners Dinner (invitation-only)

Join us as we welcome the talent partners attending the New York Forum for a private networking-style dinner to facilitate networking before the conference.

Day 1 - October 22, 2024

Downtown Convene, 225 Liberty St, New York

7:30 AM Registration and breakfast

THINK TANK SERIES 1

7:45 - 8:40 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 Digital and Technology Operating Partners

Facilitators:

Craig Vosburgh, Chief Technology Officer, Strattam Capital

Think Tank 2 Human Capital/Talent Operating Partners

Facilitators:

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

Chris Trendler, Managing Director, Head of Portfolio Talent, Madison Dearborn Partners

Think Tank 3 GTM, Sales and Revenue Growth Operating Partners

Facilitators:

Tanoya Chatterjee, Senior Principal, Mubadala Performance Partners, Mubadala

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

Think Tank 4 Finance Operating Partners

Facilitators:

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

8:40 AM PEI's welcome and chairmen's opening remarks

Chairman: Tony Buffum, Vice President of HR Client Strategy, Upwork

9:00 - 9:40 AM Panel 1 Assessing and showcasing your value as an operating partner

- Who cares about measuring operating partner impact and why do they care?
- What are the biggest issues and challenges for operating partners when it comes to impact assessment?
- How can you measure/assess your impact without taking credit that belongs with the management team?

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- How do you effectively showcase the value you provide as an operating partner/operating partner team?

Moderator:

Jim Corey, Managing Partner, Blue Ridge Partners

Panelists:

Doron Grosman, CEO and President, Smart Start, Inc.

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

Marissa Tarleton, Senior Managing Director, Haveli Investments

9:00 - 9:40 AM Panel 2 Heads of value creation insights: comparing models across the lifecycle

- How large is your team and how is your team structured?
- Did you build out your operating team in recent years and is your team still growing?
- How are operating teams organized these days across the lifecycle?
- How do you best support your operating team members?
- What do you value most in an operating partner? What does great look like?
- What will the structure and model of operating partner teams look like in future?

Moderator:

Adam Pollak, Partner, National Practice Leader - Transformation Services, KPMG US

Panelists:

Arvind Anantharaman, Head of Mubadala Performance Partners, Mubadala

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

Robin Goodman, Senior Managing Director and Chief Operating Officer, Portfolio Operations, Blackstone

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

9:45 - 10:25 AM Panel 3 The future of value creation at the intersection of talent, tech, and AI

- Relying on cutting-edge technology and talent to bolster long-term growth and returns
- Looking beyond AI's promise and failings: how the intersection of talent and technological possibility is the greatest lever
- What is it that operating partners need to understand about technology and AI?
- How can AI add value for PE firms that are investing across multiple industries and across the deal cycle?
- How best to staff-up for AI-driven growth
- How can AI help to recruit and retain talent?

Moderator:

Jason McDannold, Americas Co-Lead, Private Equity, Partner & Managing Director, AlixPartners

Panelists:

Cory Eaves, Partner and Head of Portfolio Operations, BayPine

Angela Geffre, Head of Human Capital, GrowthCurve Capital

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Neil Kimber, Operating Principal, Accel-KKR
Paul Zuber, Operating Partner, North American Lead, Hg

9:45 - 10:25 AM Panel 4 A forward-looking perspective on growth in the current landscape

- What are the most effective levers to scale up post a period of depressed growth?
- What forward-looking metrics and indicators are you using to refine and deliver your growth strategy?
- How is the environment rebounding and where do the biggest growth opportunities lie?
- How do you think about return on GTM, and the return on each marginal dollar of spend?
- How are you thinking about growth with your CEOs? How do you work effectively with your CEOs and the C-suite to deliver growth?

Moderator:

Mike Hoffman, CEO, SBI

Panelists:

Craig Greenseid, Managing Director and Portfolio Chief Commercial Officer, The Carlyle Group

10:25 AM Networking break

10:50 - 11:30 AM Panel 5 State of the industry: the key drivers for value creation that will matter from a macro and practitioner's perspective

- The impact of current macro environment shifts on the investment and value creation playbooks
- Functional drivers of large-scale transformations
- How to implement AI driven analytics and tools for better decision making
- The difference between current state and future state in PE - and why it should matter to you
- What to do now that will matter most

Moderator:

Markus Lahrkamp, Managing Director, Alvarez & Marsal

10:50 - 11:30 AM Panel 6 Progressive approaches to CEO assessment, onboarding, and succession planning

- Onboarding the CEO - post close and post hire
- CEO assessments - how has the criteria evolved? What is new?
- Performance evaluation - how and when do investors review CEO performance?
- Board composition and support of the CEO
- When to replace or develop the CEO
- Approaches when the hold period has extended - does the CEO profile change?
- The rise of CEO succession in PE backed companies - best new practices
- Founder vs Professional CEOs - lessons learned. Can they co-exist?
- Other recommendations to optimize the CEO and ensure success for all?

Moderator:

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Dan Hawkins, Founder and CEO, Summit Leadership Partners

Panelists:

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

Brian Slobodow, CEO of Better Being and Operating Partner, HGGC

Maggie van de Griend, Managing Director, Portfolio Talent, Warburg Pincus

11:35 - 12:15 PM Panel 7 AI real world use cases and implementations for your function

- Finance, GTM, and Tech functional specialists share practical implementation stories
- Working together with your functional leaders on implementing AI successfully
- How is AI enhancing cross functional value creation synergies?
- How are you quantifying the impact of AI on your function?
- How will AI impact your function in the future?

11:35 - 12:15 PM Panel 8 Operating partner-deal partner alignment: working together as "one team"

- Insights into the growing role of operating partners in due diligence
- Best practices in working together as a team from due diligence to year one
- How can operating partners give deal teams the edge in the bidding process?
- How can operating partners help investment teams maximize returns for LPs
- Sharing how operating partners can unlock valuable upside potential and value
- How do you achieve alignment and overcome frictions internally?

Moderator:

Thomas Kolaja, Senior Partner, McKinsey & Company

Panelists:

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

INTERACTIVE WORKING GROUP SERIES 1

12:20 - 1:00 PM Interactive Working Group 1 (for operating partners only) | Optimizing your boards: key considerations for effectiveness and governance

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

- Establishing an advisory board for portfolio companies - tools and strategies to add value with independent perspectives
- Setting up effective governance systems - road map to good governance, policy management, and leadership
- What are the skills and expertise most needed on boards? What expertise is often lacking?
- Are operating partners on your boards? Should operating partners be on boards?
- How do you measure board effectiveness?

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Facilitators:

Brenda Morris, Partner, CSuite Financial Partners

Ricardo Rodriguez, Managing Director, Investments and Head of Portfolio Dynamics, Grain Management

12:20 - 1:00 PM Interactive Working Group 2 (for operating partners only) | Cybersecurity operating partner workshop: practitioner perspectives

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

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

Facilitators:

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

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

12:20 - 1:00 PM Interactive Working Group 3 (for operating partners only) | Product roadmaps: commercial strategies for launch, market entry, and growth

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

- Bringing new products to market: what are the most effective growth plays?
- Monetizing AI features: What's the right commercial strategy?
- Organizing, enabling and incentivizing your sales teams around new features/products
- Unlocking product GTM velocity and acceleration: how do you shorten the cycle to see growth?
- Integrating AI and tech to further boost your commercial strategy and gain market share

12:20 - 1:00 PM Interactive Working Group 4 (for operating partners only) | An inside look into employee benefits program optimization and cost savings: market dynamics

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

- Sharing examples of how to reduce cost without reducing benefits in a rising healthcare cost marketplace
- How can human resources establish a strategic role in driving measurable cost savings aligned with the value-creation strategy goals of the PE firm?
- What creative solutions can be identified within employee benefit programs to ensure cost savings while maintaining fiduciary responsibility?
- How to run the right procurement for your benefits: transparency, inclusion of vendors, and objectivity in your implementation process

- What strategies can be employed to develop metrics that effectively measure material returns resulting from HR led cost-saving initiatives, and how can HR stay adaptable to market dynamics during this process?

Facilitators:

Todd Miller, CEO, Risk International

John Weaver, Senior Director, Risk International

12:20 - 1:00 PM Interactive Working Group 5 (for operating partners only) | Realizing untapped enterprise value from operations beyond cost

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

- Learn from case studies, how process and digital enablers contribute to Enterprise Value (EV) through process effectiveness, not just efficiency; impacting working capital, third-party spend reduction and growth. Including a discussion on why Operating Partners might be leaving money on the table and how might we change that?
- Hear how process effectiveness improvements can be worth several times the impact of cost savings, and how they can be achieved without necessitating implementation of a new ERP
- Dive into examples of optimizing your working capital and FP&A to reinvest in the business; understand where the scale of the impact can meaningfully fuel growth

Facilitators:

Constantin Mihaila, Senior Partner and US Lead, Private Equity, Genpact

1:00 - 2:00 PM Networking Lunch

1:00 - 2:00 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.

- Sharing challenges, tips, and strategies for your career paths as women operating partners
- Building credibility and trust with the deal teams, management teams, and your value creation teams - what are some ways you've found success in doing that?
- What are some of the strengths women have that make you uniquely positioned to excel in this space? What are some of the challenges we should be mindful of and how have you tackled these obstacles?
- What are key initiatives you have seen tied to women's leadership at your portfolio companies?

1:00 - 2:00 PM Functional 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 in pricing to enhance value.

- How are you engaging with your companies to successfully execute pricing projects?

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- 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
- Pricing in due diligence and how do you incorporate that in your VCP
- Cohesive pricing strategies as a key growth lever for 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
- Internal vs. external support and resources for pricing assessments
- What are companies doing in terms of pricing looking forward?

Facilitators:

Dave Clement, Partner, Simon-Kucher & Partners

Adam Echter, Partner, Simon-Kucher & Partners

FUNCTIONAL BREAKOUT SERIES 1

2:00 - 2:40 PM Track 1 Driving higher EBITDA in a prolonged high interest rate environment

- How has the prolonged period of high interest rates significantly impacted portfolio companies?
- What are the most effective solutions to mitigate debt burdens?
- How are you enhancing EBITDA through strategic measures?
- Uncovering priorities to stabilize operations, improve financial health, and navigate the challenging financial landscape

Moderator:

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

Panelists:

Ariel Garcia, Partner, OceanSound Partners

2:00 - 2:40 PM Track 2 Enabling secure digital transformation with Zero Trust for your companies

- Why digital transformation (security, network, application & business transformation) is essential for value creation in PE portfolio companies?
- How does zero trust framework impact PE portfolio companies digital transformation?
- How do portfolio companies think about security during transformation?
- Where should one start and how to enable the zero trust journey?
- How to measure ROI from digital transformation efforts & align to value creation goals?

Moderator:

Akshay Grover, Global Private Equity Practice Lead, Zscaler

Panelists:

Josefin Frick, Associate Director, Digital, EQT Group

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Puroo Maheshwari, Managing Director, Cybersecurity, Portfolio Value Creation, CPP Investments
David Mamikonyan, Senior Principal, Operating Partner, Mubadala Performance Partners, Mubadala
Joe Rubino, Managing Director and CISO, Co-Head of Portfolio Resources Group, GTCR
Chris Satchell, Managing Director Technology and Digital, Clayton Dubilier & Rice

2:00 - 2:40 PM Track 3 Building and developing high performing teams at your companies

- How to build a high-performance team looking at complementary skills, experiences, technical aspects, and personality traits
- Understanding the importance of diversity of thought to spark creative and nonhomogeneous ways of thinking
- How do you measure the right skillsets and metrics to create impact, drive cohesion, and avoid discrepancies?
- How are you filling specific roles or delivering projects based on less tangible skills?
- Comparing and contrasting team structures at your portcos: operating partners share what works and what doesn't to drive the value creation plan
- Dissecting the psychology of effective teams in looking at journey, purpose, positions, communication, and leadership
- Developing and improving future workforces in looking at tomorrow's new talent
- What do future stars want?

Moderator:

Rory Gaston, Group Managing Director, Saragossa

Panelists:

Miten Marvania, Managing Director, Business Services Platform, Blue Owl Capital
Kate Migliaro, Managing Director, Blackstone

2:00 - 2:40 PM Track 4 Heads of value creation: turning the talent function into an indispensable asset

- Roles and responsibilities of human capital operating partners at different firms
- Key characteristics of exceptional talent partners
- How to empower talent partners to drive real change
- What makes your talent value creation playbook effective and unique, and how is it essential to the overall VCP?
- Aligning talent partners cross functionally on the team
- Views on expanding and shaping the human capital function of the future

Moderator:

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

2:00 - 2:40 PM Track 5 Operating partner-CFO alignment: strategies for success

- As operating partners, how do you drive engagement, support, and initiatives with your CFOs throughout the deal cycle?
- How do you assess and track your finance function's performance?
- As CFOs, how do you ensure alignment with operating partners and the value creation plan?

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- What makes a great CFO? What is top of mind for CFOs nowadays? As CFOs, where do you need the most support?
- What does a successful CFO-operating partner partnership look like?

Moderator:

Nick Leopard, CEO and Founder, Accordion

Panelists:

Bob Gold, Former EVP and CFO, EyeCare Partners

Ronald Kruczynski, CFO, America's Group

Travis Krueger, Managing Director, GTCR

Andrew Walshe, Director, North American Operating Team, Strategic Value Partners

FUNCTIONAL BREAKOUT SERIES 2

2:40 - 3:20 PM Track 6 Overcoming underperformance: transformation and turnaround success stories

- How do operating partners work with underperforming companies to get them back to a higher performance?
- What are the key factors leading to underperformance? How do you work with leadership teams to get your companies back up to speed?
- How do you establish realistic goals to achieve transformation?
- How do you overcome roadblocks? How do you know when you are on the right track in moving towards progress?

Moderator:

Kristin Murphy, Vice President, Private Equity and Partnerships, Entromy

Panelists:

Bruce Chesebrough, Operating Partner, New Mountain Capital

Bala Ganesan, Managing Director, Special Situations Group, Oaktree Capital Management

Amanda Good, Partner, Head of Global Value Creation, Searchlight Capital Partners

Sonal Singla, Senior Operating Advisor, Hellman & Friedman

2:40 - 3:20 PM Track 7 Comparing tech and digital operating partner models and ecosystems

- How is your tech operating team structured and how do you best leverage support within your ecosystem?
- What does your tech playbook look like and how do you implement it effectively?
- How do you best work across functions as a technologist to drive the value creation plan?
- How do you work with your commercial teams to enhance revenue growth with tech?

Moderator:

Bala Narayanaswamy, Global Head of Private Equity, Infosys

Panelists:

Annie Asrari, Operating Principal, Accel-KKR

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Ali Heron, Managing Director, Digital Transformation, GrowthCurve Capital
Steve Mayotte, Operating Partner, Technology Enablement, New State Capital Partners
Lee McCabe, Operating Partner, AEA Investors

2:40 - 3:20 PM Track 8 The role of commercial excellence and tech enablement to drive top-line growth

As 2024 continues to represent a slow exit environment, PE firms and portfolio companies are more focused than ever on identifying ways to drive top-line growth. Many portfolio companies underinvested in commercial excellence, key processes (e.g., O2C) and technologies (ERPs, CRMs and AI/ML) as they acquired add-ons over the past few years, creating complexity to scale for growth in today's business environment. In this discussion, we explore ways to enable PE firms and portcos to achieve greater agility, competitiveness, and profitability to drive recurring top-line growth.

Moderator:

Jawad Hussain, Partner, PE Services Leader, MorganFranklin Consulting

Panelists:

Mark Abatto, Managing Director, Gryphon Investors

Var George, Technology Executive, Portfolio Optimization, Veritas Capital

Samiksha Gupta, Commercial and GTM Lead, Mubadala Performance Partners, Mubadala

Kush Tulsidas, Operating Partner, One Rock Capital Partners

2:40 - 3:20 PM Track 9 Generating outsized returns from procurement

- Delivering up to 3x typical value from advanced techniques
- Ensuring savings reach the bottom line
- Solving the procurement talent shortage
- Leveraging Gen AI to accelerate value capture

Moderator:

Steven Browning, Senior Vice President, Private Equity Practice Lead, Insight Sourcing

Panelists:

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

Michael Frain, Managing Director, Shared Services, Warburg Pincus

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

2:40 - 3:20 PM Track 10

3:20 PM Coffee break

FUNCTIONAL BREAKOUT SERIES 3

3:30 - 4:10 PM Track 11 Creating value through high impact functional leadership

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- What determines the pivotal functional roles across different deal contexts or industry sectors? How has this been influenced by recent market conditions?
- What essential attributes define high-performing functional leaders in portfolio companies, and what metrics are used to measure and track their impact and performance?
- How can effective cross-functional collaboration be leveraged to unlock synergies and drive growth?
- How and when can interim or fractional leaders be deployed for maximum impact?
- In what ways can operating partners manage and maximize functional cohorts across a portfolio?

Moderator:

Matt Greenberg, Partner, Leathwaite

Panelists:

Tracey Abbott, Senior Operating Partner, Mubadala Performance Partners, Mubadala

Andrew Lim, Managing Director, Blackstone

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

Juliane Stephan, Principal, BayPine

3:30 - 4:10 PM Track 12 Operating partner-CTO synergies for transformation

- How is the CIO/CTO role evolving? How are skills and responsibilities changing?
- Sharing PE operating partner-CIO/CTO successful dynamics and engagement models
- How are operating partners influencing tech playbooks in tandem with CTOs?
- How are you working together in terms of innovative technologies and automating human workflow?
- How can CIO/CTOs add value and work with internal teams to drive change

Moderator:

Jeff Laurinaitis, Managing Director, RKON

Panelists:

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

Brian Heery, Chief Information Officer, Voyant Beauty

Ajaykumar Kutty, Technology Operating Principal, KKR

Robert Sheesley, Chief Information Officer, Wrench Group

3:30 - 4:10 PM Track 13 Case Study: Partnerships that define success in CFO recruitment

This live case study will shed light on why so many CFO searches don't meet initial expectations in the shifted CFO market. Avoid mistakes and hear firsthand expertise as we share:

- An inside look into hiring the right CFO through the lens of the CEO, Deal Partner, Talent Partner, and Search Partner
- What does a great search partnership look like?
- The three most important steps to set the search up for success
- What are CFO search landmines?
- How to best balance the voice of the Board with the CEO throughout the entire process

Moderator:

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Jamie Carter, Managing Partner and Co-Founder, Lancor

Panelists:

Marie Deller, Partner, Lancor

John Knapp, Operating Director, Portfolio Support, Berkshire Partners

Nic Volpi, Partner, Permira

Rob Waldron, Chairman, Curriculum Associates

3:30 - 4:10 PM Track 14 Taking the risk out of innovation and transformation

Inherent in the private equity thesis is change to a portfolio company can lead to significant value creation. Yet the more change and potential value, the more risk you're potentially taking on. Join us for a session to discuss how leaders are managing and reducing that risk while accelerating their ability to deliver results and innovate.

Facilitators:

Patrick Petitti, Co-Founder and CEO, Catalant Technologies

3:30 - 4:10 PM Track 15 Procurement and supply chain in due diligence - when does it move the needle

- Where are the big potential impacts
- How to screen early on depth required
- Tips and tricks to ensure a high impact for effort level

Panelists:

Anish Jain, Managing Director, Business Operations, Private Equity, Brookfield Asset Management

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

Daniel Soroka, Senior Operating Partner, Graham Partners

FUNCTIONAL BREAKOUT SERIES 4

4:10 - 4:50 PM Track 16 Industrial goods and services: rapid EBITDA levers

- Analyzing Product Cost Down (PCD) - unpredictable market swings have driven significant product proliferation and complexity during the last few years
- How are companies using techniques such as VAVE to optimize product costs?
- What are the typical challenges faced by companies to implement PCD levers?

Moderator:

Apurva Nair, Partner, Oliver Wyman

4:10 - 4:50 PM Track 17 Digital disruption and transformation: accelerating seamless post close transitions

- Accelerate digital transformation for your finance and tech functions from post close/due diligence to the first 100 days
- How are you getting the right people, processes, and tech in place?
- What does great look like in moving from building a foundation to accelerating growth?

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- How do you obtain alignment with your tech and finance leaders when it comes to tech roadmaps and action items? What innovative initiatives are you advancing?

Moderator:

Doug Schrock, Managing Principal, Artificial Intelligence, Crowe

Panelists:

Gerard Ashmore, Senior Vice President, Reporting and Insights, Grain Management

Tye Howell, Principal, Rubicon Technology Partners

Greg Kegeles, Operating Partner, Digital Transformation, Newlight Partners

4:10 - 4:50 PM Track 18 Integrating commercial due diligence in your operational playbooks

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

Moderator:

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

Panelists:

Manish Goyal, Operating Partner, Portfolio Support, Berkshire Partners

Daniel Perry, Resource Partner, Court Square Capital Partners

Kelly Wagner, Senior Vice President, Value Creation and Strategy, Erie Street Growth Partners

4:10 - 4:50 PM Track 19 CFO perspectives on health and benefits spend in a rising cost marketplace

- CFOs discuss continuously increasing healthcare costs and how to work closely with their CHROs on implementations
- Looking at how to help executives think about challenging the status quo with cutting edge ways to reduce healthcare costs
- How can PE firms support employers and CFOs to reduce costs and make better decisions?

Moderator:

Todd Grove, Vice President, Private Equity, Quantum Health

4:10 - 4:50 PM Track 20 Is sell side prep for technology and operations necessary?

- How much preparation is necessary? Come see the debate on whether preparation and sell-side readiness efforts pay off
- Compare and contrasting viewpoints on the topic in the context of real engagements
- Timing: when is the right time to start? How necessary is early prep?
- What is the right level of depth: check the box activity versus forward looking value creation?
- Sharing data driven preparation examples

- What actions are necessary to take in getting ready to exit? What levers did you pull for exit?

Moderator:

Peter Kahn, Senior Partner, West Monroe

Panelists:

Geoffrey Baird, Independent Operating Executive, Palladium Equity Partners

Abigail Chan, Senior Operations Executive, ABRY Partners

Amar Ghai, Head of Digital Value Creation, KKR

4:50 PM Networking coffee break

INTERACTIVE WORKING GROUP SERIES 2

5:00 - 5:40 PM Interactive Working Group 6 (for operating partners only) | Optimizing the order-to-cash process at every growth stage

This interactive session designed solely for operating partners offers actionable strategies to streamline the OTC process, enhance customer satisfaction, boost profitability, and enable comprehensive KPI reporting.

- Optimize OTC processes: learn how to streamline your order-to-cash process to enhance efficiency, reduce errors, and measure key KPIs like ARR, MRR, customer retention, churn, etc.
- Improve customer experience: discover strategies to improve customer satisfaction and retention through a smooth OTC process
- Strategic role of CFOs: understand the pivotal role CFOs play in driving OTC optimizations and strategic technology investments
- Maturity model guidance: get insights into a maturity model that helps finance teams transition from reactive to proactive OTC processes
- Real-world examples: hear success stories and best practices from industry leaders on implementing effective OTC solutions

5:00 - 5:40 PM Interactive Working Group 7 (for operating partners only) | Mastering the data side of AI to optimize implementations

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

- Data before AI: understanding how AI enablement goes hand in hand with getting your data right
- How are you leveraging your data to amplify your AI initiatives? What are the most important focal points when it comes to scrutinizing data for AI?
- Sharing real world implementations: what are the biggest challenges and opportunities at your companies

5:00 - 5:40 PM Interactive Working Group 8 (for operating partners only) | Unlocking revenue growth's potential to maximize exit value

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

- Sharing lessons learned in getting ready from a revenue growth perspective for the exit
- How does revenue growth have a direct impact on exits? How do you leverage commercial data for the exit?
- What are the most important commercial functional areas to focus on in the 18 months prior to exit?
- How are you leveraging commercial teams effectively throughout this key phase?

Facilitators:

Andy Fauver, SVP of Transaction Services, INSIGHT2PROFIT

Jeffrey Nagel, Operating Partner, AEA Investors

5:00 - 5:40 PM Interactive Working Group 9 (for operating partners only) | Uncovering key trends in PE carveouts to maximize value

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

- Understand how carveouts have become a significant source of deal making in the current market
- How are you handling carveout due diligence as a key part of the process?
- How do you approach a carveout transaction in terms of minimizing risks and maximizing opportunities?
- How would you define key success factors in a carveout transaction?

Facilitators:

Scott Brady, Managing Director, M&A Practice, Marsh McLennan

Steve Siwinski, Operating Principal, Accel-KKR

5:00 - 5:40 PM Interactive Working Group 10 (for operating partners only) | Driving long-term incentives and broad-based employee ownership across the organization

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 with an eye to the future and what comes next in PE

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

Day 2 - October 23, 2024

Downtown Convene, 225 Liberty St, New York

7:45 AM Registration and breakfast

THINK TANK 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 Emerging Operating Partners (1-2 years in PE)

Think Tank 2 Advanced Operating Partners

Facilitators:

Matt Ibbetson, Partner, Ridgmont Equity Partners

John Sander, Principal, Portfolio Solutions, Lightyear Capital

Think Tank 3 Heads of Value Creation: Team Leaders Think Tank

Facilitators:

Bob Isaman, Head of Operations, Dunes Point Capital

BREAKFAST DEEP-DIVE SERIES

8:30 - 9:15 AM Breakfast deep dive discussion 1 (invitation-only for operating partners) | Value creation as a macro imperative: key insights for operating partner groups

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

- Operating teams in an evolving macro landscape
- Economic imperative for value creation in PE
- Key macro trends to consider while monitoring your portcos
- PE operating group evolution to support the new reality of deal economics

Facilitators:

William Bundy, Partner, McKinsey & Company

Jason Phillips, Senior Partner, McKinsey & Company

8:30 - 9:15 AM Breakfast deep dive discussion 2 (invitation-only for operating partners) | The keys to achieving outsized value creation through revenue growth

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

- Operating partners share growth war stories at their portfolio companies

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- Avoiding the “lost years” caused by waiting too long to address revenue growth
- Fast starts drive higher IRR and earlier successful exits
- Launching and maintaining a growth focus in diligence and the first 100 days
- 16 analyses that quickly highlight the growth opportunity in a business

8:30 - 9:15 AM Breakfast deep dive discussion 3 (invitation-only for operating partners) | Leadership matters: unique 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.

- 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?

Facilitator:

Ted Bililies, Partner and Managing Director, AlixPartners

8:30 - 9:15 AM Breakfast deep dive discussion 4 (invitation-only for operating partners) | Preparing for techxit: ensuring your tech is ready to maximize the multiple

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

- Getting ahead of the tech narrative for your business
- Establishing a “mock buy-side” baseline
- Defining the timeline and technology playbook for exit
- Identifying the most (and least) important digital and tech initiatives for the 12-18 months prior to exit
- Ensuring the tech team is ready for the diligence process
- Aligning market/commercial work with tech/product readiness

Facilitators:

Barr Blanton, CEO, Crosslake Technologies

Kenneth Wang, Managing Director, Goldman Sachs

8:30 - 9:15 AM Breakfast deep dive discussion 5 (invitation-only for operating partners) | How operating partners and CFOs collaborate effectively to maximize value creation

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

- Sharing war stories: challenges and benefits of collaborative decision-making and strategic alignment between operating partners and CFOs
- Operating partners expose the dos and don'ts to ensure their unique partnership works smoothly and effectively
- As operating partners, how do you best leverage your CFOs to drive the value creation plan?

- Exploring frameworks for aligning the operating partner's expertise with the CFO's vision and the portfolio company corporate strategy
-

9:15 AM Chairman's welcome

Chairman: Tony Buffum, Vice President of HR Client Strategy, Upwork

9:20 - 10:00 AM Keynote discussion

10:00 - 10:40 AM The portco CEO perspective: leveraging operating partners to drive value creation

- What are CEO expectations for a productive value driven relationship?
 - What can the operating partner do to help build trust with the CEO and what is the most effective engagement model with the CEO?
 - Through the lens of the CEO, what are some common operating partner dos and don'ts?
 - How might the operating partner align their experience/expertise with the CEO's vision across all stages of the deal lifecycle?
 - Where do CEOs need the most help? Least help?
 - How has the CEO's mindset shifted with respect to leveraging operating partners, consultants, and other specialists for value creation?
 - What considerations should an operating partner keep in mind when working with a seasoned PE CEO versus a new PE CEO?
-

10:40 AM Networking break

11:00 - 11:40 AM Value creation for the exit: operating partner perspectives

- What is your approach to preparing a portfolio company for exit, and how do you execute the plan?
- How are current market conditions impacting exit plans and strategies?
- How do you work with your functional leadership team to support the execution of your exit strategy?
- What is the role of data in driving higher exit valuations?
- Showcasing dos and don'ts and what a successful exit looks like; how do you measure the success of an exit?
- How closely did the post close experience match the pre-close promises? What worked and what didn't?

Moderator:

Ryan Jones, Global and US Private Equity Consulting Leader, Deloitte Consulting

Panelists:

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

11:40 - 12:20 PM Innovation in value creation: showcasing cutting-edge initiatives

- What are the most innovative and unique initiatives you have implemented within your functional domain?
- Can you share examples of how you worked cross functionally on real innovative projects?
- How do you establish a culture of innovation and break down walls at your companies?
- How did your initiatives really make a difference and create value? What were the biggest challenges you had to overcome?
- Showcasing value creation innovation beyond AI: what are the game changers?

Moderator:

Sean Mooney, Founder and CEO, BluWave

Panelists:

Mara Edgar, Managing Director, Human Capital, The Riverside Company

Misha Logvinov, Director, Mubadala Performance Partners, Mubadala

Jonathan Metrick, Partner, Chief Growth Officer, Sagard

12:20 PM Coffee break

INTERACTIVE WORKING GROUPS SERIES 3

12:30 - 1:10 PM Interactive Working Group 11 (for operating partners only) | Go-to-Market strategy and execution: what does great look like?

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

- Creating a winning go-to-market strategy: aligning competencies with opportunities
- Getting your messaging right with your customers
- Accelerating your GTM execution: improving processes and increasing lead conversion
- How are you effectively communicating with and training the sales team?

Facilitators:

AJ Gandhi, Chief Growth Officer, Marlin Equity Partners

Darlene Kober, Principal, NEXT LEVEL Partners

12:30 - 1:10 PM Interactive Working Group 12 (for operating partners only) | Technology value creation workshop: sharing firsthand playbooks and projects

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

- How do you define effective tech and digital value creation?
- How do you go about identifying, evaluating, prioritizing, and executing technology initiatives that improve enterprise value?

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- How do you showcase value when it comes to data points on tech spend and tech value creation?
- How do you establish and execute tech roadmaps across the investment lifecycle? How do you overcome roadblocks?

Facilitators:

Nadeem Ahmed, Partner, CrossCountry Consulting

12:30 - 1:10 PM Interactive Working Group 13 (for operating partners only) | Operating partner-COO dynamics: driving better business processes

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

- Collaboration dynamics to scale and grow your operations as a business
- Key insights into org design, process improvement, integrations, change management and transformation work focused on the office of the COO
- Setting up program management to drive accountability and execution of value creation efforts

Facilitators:

Seavron Banus, Operating Vice President, Portfolio Support Group, Berkshire Partners

David Venker, Principal, Portfolio Operations, HCI Equity Partners

12:30 - 1:10 PM Interactive Working Group 14 (for operating partners only) | Refining your ESG and impact strategy within the value creation agenda

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

- Moving beyond data collection - how to integrate and improve upon impact outcomes across the portfolio
- Creating impact value and considering materiality in an impact strategy
- Scaling impact - creating a portfolio-wide playbook to enhance adoptions, learnings and impact outcomes

Facilitator:

Danielle Jezienicki, Impact/ESG Advisor, GroundForce Capital

12:30 - 1:10 PM Interactive Working Group 15 (for operating partners only) | Tactical and technical finance and accounting workshop for operating partners

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

- Sharing tactical and technical viewpoints in accounting and controlling: what to do if you have issues with your accounting function
- Staying up to date with the latest accounting standards
- Proactively evaluating your accounting function for unique transactions, and ensuring your financial reporting is accurate and compliant
- What are the most complex technical areas you have come across? How do you prioritize the right initiatives to tackle these complex areas?

- Tactical finance and accounting in the current marketplace: how do you forecast and budget through volatility?

1:10 - 2:00 PM Networking Lunch

1:10 - 2:00 PM Functional lunch discussion 2 (invitation-only for operating partners) | Rate optimization: the no regrets cloud cost management tactic your portcos are not fully leveraging

This closed-door deep dive lunch discussion designed solely for tech and digital operating partners will explore key strategies for cloud to enhance value. One of the highest impact tactics to optimize a cloud environment with cloud providers that is often underemployed by CTOs and VPs of Engineering is pricing or rate optimization through discount instruments. If cloud costs are a top P&L line item in your portfolio, missing out on rate optimization is gross margin dollars left on the table. Learn how rate optimization can be tracked, and with the right automation, employed in your organization to incrementally add margin to the business.

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

Facilitator:

Chris Cochran, Co-Founder and CEO, ProsperOps

1:10 - 2:00 PM Functional lunch discussion 3 (invitation-only for operating partners) | TBA

FUNCTIONAL BREAKOUT SERIES 5

2:00 - 2:40 PM Track 21 Harnessing data to increase enterprise value across all stages of the deal cycle

- How do investors and management teams increasingly achieve higher returns by harnessing data?
- Gaining a competitive advantage with command of commercial data and the capabilities to take action from it
- Sharing differentiated and more sophisticated views of a target's commercial performance in diligence
- Improving clarity and confidence in underlying performance drivers during the first 100 days
- Accelerating opportunity identification and capture during value creation or control and articulation of the equity story at exit

Moderator:

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Christian Davis, Associate Partner, JMAN Group

Panelists:

Ishan Gammampila, Chief Data and Analytics Officer, Apax Partners

Subhi Sherwell, Director of Operations, TPG Capital

2:00 - 2:40 PM Track 22 Pricing's effect on value creation for industrials: sharing lessons learned to drive returns

- Understanding trends in the space and why focusing on price improvements is imperative for value creation
- Unlocking customer segmentation and analytics to optimize your pricing strategy within the sector
- Sharing success stories and lessons learned

Moderator:

Jared Wiesel, Senior Vice President, Revenue Analytics

Panelists:

Alexis Underwood, Managing Director, Commercial Excellence and Pricing, Wynnchurch Capital

2:00 - 3:20 PM Track 23 Portfolio perspectives: leveraging supply chain to empower speed-to-value from operational analytics

- Savings: 8.6% cost capture through informed pricing and usage strategies
- Profitability: 1%-5% more sales returned to the bottom line
- Efficiency: 10%-16% distribution network savings

Moderator:

Tony Totta, Executive Vice President, eShipping

2:00 - 3:20 PM Track 24 Cost optimization to unlock and accelerate VCP initiatives

- Sharing examples of how cash constrained businesses have flourished with cost optimization and transformational growth
- Operating partner-CFO dynamics to leverage cost optimization and profitability
- Fixing cost management in the first 100 days to set the tone in looking at EBITDA margin
- Reducing costs in areas of indirect spend to substantially impact EBITDA margin in a short period of time
- Putting cost savings to work to deliver and further enhance value creation plan initiatives

Moderator:

Kevin Flounders, CEO, SIB

Panelists:

David Bonasia, Managing Director, Private Equity, Brookfield Asset Management

Daniel Goetz, Operating Executive, Siris Capital

Mujteba Haidri, Operating Partner, Blue Point Capital Partners

FUNCTIONAL BREAKOUT SERIES 6

2:40 - 3:20 PM Track 25 Demystifying R&D across your portfolio to drive better business outcomes

- Uncover how PE operators can gain visibility into R&D organizations, understand their effectiveness, and ensure they are aligned to business priorities.

Moderator:

Ryan Kuchova, Head of Strategy and Operations, Jellyfish

Panelists:

Patrick Mizer, Portfolio CTO, Blue Star Innovation Partners

Mark Uhrmacher, Head of Digital Transformation and Chief Technology Officer, GrowthCurve Capital

2:40 - 3:20 PM Track 26 Marketing as a key lever beyond due diligence: unlocking 180-day success

- Assess potential acquisitions and investments more effectively by building a better due diligence process that incorporates deep marketing data and analysis
- Add quantitative value to targets faster by de-risking investment choices and unlocking efficiencies that accelerate performance and profitability
- Minimize friction and ease the transition to the 180-day plan by inserting operating partners earlier in the diligence process to work directly with deal teams
- Leverage short-term “test and learn” project engagements to set up data systems and determine channel prioritization, effectiveness, and/or elimination

Moderator:

Pierre Le Veaux II, SVP, Head of Private Equity Partnerships, Wpromote

Panelists:

Beth Dresdale, Principal, Head of Value Creation, Martis Capital

Andy Pickens, Managing Director, Apollo Global Management

Shivani Tejuja, Advisory Director, Charlesbank Capital Partners

2:40 - 3:20 PM Track 27 Panel

3:20 - 3:40 PM PEI presents the 1st annual operating partners compensation survey results

3:40 - 3:45 PM Closing remarks and end of conference