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How we add value across four specialist sectors through expertise and scale.

In attendance...

90 Executives and partners
25 Portfolio companies

Representing...

$55bn+ Enterprise value invested
168,000+ Employees

Supporting our portfolio

Apax Partners is one of the world’s leading private equity firms. Our funds invest across four sectors: Consumer, Healthcare, Services and Tech & Telco. We use our deep sector expertise to help release the potential of the companies in which our funds invest.

Vital to our success are our Digital and Operational Excellence practices, which advise on key strategic and operational initiatives within portfolio companies to help drive value.

These practices complement our deal teams with different skills and expertise. They are a group of operating specialists with functional expertise in areas such as IT, recruitment, procurement and financing.

The KnowledgeNow conference is a forum for sharing experiences and discussing the common challenges and opportunities our portfolio businesses face.


The Apax Partners KnowledgeNow Conference took place at the Four Seasons London at Park Lane, on 6th and 7th November 2013.
Operational Excellence reflects the work we do both before and throughout our investment in companies. If you’re building something, buying something, measuring something, financing something, or looking for talent... we’re a resource for you. Leverage our team, our partners, our knowledge and visibility across the global Apax portfolio to achieve your objectives.

Seth Brody, Partner and Global Head, Operational Excellence, Apax Partners

Introduction

Why do we need KnowledgeNow?

Seth Brody introduced the 2013 London conference: an opportunity to consider current global business and technology trends, build relationships and share practical solutions. It also enabled attendees to learn more about how the breadth of capabilities across the Apax Operational Excellence practice and our Preferred Partner network can add tangible value to our businesses.

Since our last gathering...

+353% YoY
Average growth in mobile traffic at top ten portfolio company sites

$450m+
Cumulative company-sourced optimised

$140m+
Value of contracts generated between Apax portfolio companies

$3.3bn
Equity invested by Funds advised by Apax Partners
Why do we need KnowledgeNow? continued

Operational Excellence
The Apax Difference

Prompted by feedback from last year’s event, the focus of this year’s conference was ‘Branching Out’. This overall theme was the inspiration for a variety of discussion topics exploring how companies can address new channels, new markets and overcome the challenges of change.

Striving for operational excellence lies at the heart of what we do; it’s one of several common threads that inform the Apax approach to investment. Hence our recent decision to rebrand the Portfolio Support Group as our Operational Excellence practice. It’s provided absolute clarity about what we offer, both to our own investment executives and deal teams – as well as portfolio company management. In a nutshell: effective solutions that add tangible value.

Interestingly, this change has also refocused us internally on what we want to achieve for our investors – and the best way to do that.

The practice members openly share their knowledge: offering creative, yet practical approaches to the challenges that businesses face, helping them to flourish and fulfil their potential.

At Apax, we have some of the brightest and best individuals in their fields. There’s a particular chemistry at work within our Operational Excellence practice that truly makes it greater than the sum of its parts.

With capabilities spanning 100 day planning, business intelligence, operational finance, online and e-commerce, information technology and purchasing, the team is that rare thing: a genuinely collaborative group, dedicated to using their considerable management skills and functional expertise to shape the best possible outcomes for our portfolio businesses.

The practice is one of our greatest assets. I encourage our portfolio companies to make full use of this valuable resource to help grow their businesses efficiently and effectively.

Our approach:
Sector-focused, cross-practice expertise

Apax Funds have a proven strategy of sector-focused investing. We look for opportunities where capital, experience and insight can release the potential of businesses and lead to significant growth, generating superior returns for investors in our funds.

Supporting portfolio growth

How this works

Investment executives in each of our four global sector teams – Consumer, Healthcare, Services and Tech & Telco – are responsible for sourcing and reviewing potential investment opportunities.

They do this in close collaboration with executives from our Operational Excellence practice, who bring decades of hands-on operating experience to bear on all our investment decisions.

Our Digital practice is composed of executives who also work in our sector teams and our Operational Excellence practice. It ensures that all investment opportunities, and fund investments with a significant online or digital element, benefit from the deep operational and strategic knowledge we have in this area.

Finally, the financing of both new and existing investments is optimised through our Capital Markets practice.
Mega-trends in the global economy

Does the recent historic shift in the financial markets affect my business strategy? And if so, how? In our opening session, Peter Briggs from Alvarez and Marsal offered his candid personal perspectives on global economies, the mega-trends that affect them – and how things might play out.

“Global trends directly affect your business strategy. If you can, borrow in dollars. Stress test for higher rates and tighter liquidity throughout your value chain. Think about the countries you’re going to invest in and use leverage sparingly; it’s a bumpy road ahead...”

Peter Briggs Managing Director for Financial Industry Advisory Services, Alvarez and Marsal
Global mega-trends

with Peter Briggs, Managing Director for Financial Industry Advisory Services, Alvarez and Marsal

Europe

In the wake of the Lehman collapse, many observers held the view that the globalisation of finance has become too complex. Initial shock waves were felt across Iceland, Ireland, the UK and southern Europe. And they’re still spreading today...

But was the global crisis unique? Peter pointed out that sovereign debt issues have been around for centuries. But with Europe so heavily reliant on its banks – much more so than the US – the sovereign banking nexus still appears to be an intractable problem.

So what happens next for Europe? The ECB is imposing stress tests to evaluate the health and capitalisation of its banks. And it’s warning that banks do need to fail. But the Lehman experience shows that failure can have consequences beyond the immediately obvious...

The world

Peter highlighted the fact that – after the post-crisis bounce back – global growth appears to be slowing, with the BRICs and emerging markets consistently outperforming more developed economies. Moreover, in the US, total debt as a percentage of GDP is at an all-time high and the Federal Reserve continues to print money to support liquidity and growth.

Five years on from the crisis, how do things stand? In the US, households and consumers have deleveraged dramatically, but private debt remains a significant problem in Europe, and households aren’t spending. Should we be worried? The ECB has provided stability thus far but, in Peter’s opinion, the macroeconomic environment remains a cause for concern.

Emerging markets

And what of the emerging economies? Peter drew attention to the fact that first time issuers now have access to the bond markets – a risky business. There are also indications that corporate debt default rates are beginning to rise in these markets.

By some measures, Asia is now the world’s most leveraged region. And Africa has its own issues – with South Africa dogged by regulatory complexity and the northern countries derailed by political unrest.

Our opening session thus provided us with plenty of food for thought – establishing an essential context for the discussion and debate that followed over the next two days.

Capturing growth in emerging markets

with:

- Armando Lins Netto, Vice President of IT Management, TIVIT
- Arik Schor, CEO, Tnuva
- Ashok Trivedi, Co-Founder and Co-Chairman, IGATE
- Wilbur Zou, Managing Partner, BDA China

Panel discussion with executives from four companies based in four different emerging market countries, that have either already achieved global success, are considering globalisation or, conversely, are fighting global competitors on their home turf. The panel considered the various advantages and pitfalls confronting businesses operating in emerging markets; are there any particular keys to success?

Arik’s company faces competition from the likes of Nestlé and Danone. One of the reasons behind Tnuva’s success lies in the vertical integration of its production and supply chain. Tnuva also has intimate knowledge of its domestic (Israel) market, its complex customer base, and the legal environment – which delivers significant advantages over international rivals.

Armando explained that TIVIT’s successful implementation of a strategy of moving their Information Technology Management (ITM) practice from second tier to first tier, to rank alongside their global competitors, came from deciding to match the quality, security and performance of rivals IBM and HP, but with a tighter client focus and a more flexible attitude.

Within two years of adopting this strategy, they were competing head-to-head and, in the last four years, they’ve been winning more deals than HP and IBM combined.

Understanding the local regulatory environment, and the challenges that can create for new entrants to a domestic market, also came under scrutiny. Wilbur Zou said that whilst the Chinese government was very supportive of foreign business, there are a lot of opaque and unnecessary regulations. Ashok Trivedi cited the Indian experience of growth in IT. “When it started in the 1980s, the government didn’t understand what was happening. There was nothing to see – it all happened on satellite links. By the time they understood, it was too late to legislate. And since it now earns about $100bn of foreign exchange, they don’t want to mess with it.”

Armando’s experience in Brazil is that the government’s interests are closely aligned with business – both want growth and prosperity, although there may be differences in how to achieve it. “Everyone assumes they need a local partner, but that’s not always the case in China,” said Wilbur, whereas Armando and Arik highlighted the advantages of speaking the language, interpreting local risks and shared cultural values.

Some conclusions on success in emerging markets: local knowledge and insight is key; strong leadership from an international ‘people person’ who understands, respects and trusts his colleagues, his customers, his suppliers and his vendors; an implicit understanding of the regulatory environment and its potential volatility; a clear, commercial focus on product; and a strong can-do attitude, are paramount.

“Being healthy is your bank? And how healthy is the central bank that supports that bank? They may love you as a client, but if a stress test forces them to deleverage – you’re out. Be prepared: everybody should understand counterparty risk.”

Peter Briggs, Managing Director for Financial Industry Advisory Services, Alvarez and Marsal

“These governments need to understand that regulations need to be simplified – otherwise these economies are not ‘emerging’ but actually ‘submerging’.”

Ashok Trivedi, Co-Founder and Co-Chairman, IGATE Corporation
When you realise that you can use all the analytics from your website, collect that data through cookies and then segment, you start talking to your customers entirely differently.

Peter Fitzgerald, Country Sales Director, Google

The phenomenal growth of social and mobile channels has changed the way businesses acquire and retain customers. Hundreds of millions of users are driving huge growth, highlighting the power and influence of new media. As consumers change their habits, advertisers are increasingly targeting spend and personalising content.
New channels

In 2013, advertisers spent about $118bn on online media – some 15-20% of the global total media spend. They were trying to reach some 2.2 billion internet users – and turn them into customers. Search and Display took the lion’s share of spend at 43% and 19% respectively and mobile’s share grew from 7% to 15% over the year.

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The panel discussion focused on how to monetise mobile traffic and how to use data to find more relevant audiences and provide those audiences with more targeted content. We are seeing increasing innovation around personalisation, customer acquisition and customer service delivery.

Deploying media dollars is becoming more complicated – and the customer acquisition landscape itself is complex. Google’s Peter Fitzgerald explained how the company was moving from being ‘reactive’ to ‘predictive’ – anticipating what people will ask for. Andrew Swinand highlighted the fact that less than 18% of the functionality of Google Analytics is used by marketers, stressing the need to take a step back, establish a clear plan and help people make better decisions. “Do you know what drives your business? Can you measure it cleanly? And what’s your text-and-learn, to do more of that better?”

Dan Roarty suggested that mobile was in fact not so much about search as about fulfilling the needs of our on-demand culture – and that getting content into the right context – regardless of platform, was crucial. People are constantly seeking information; I want, I need, where is? People are impatient and mobile facilitates our on-demand world, and satisfies our instant gratification needs. A company that can deliver the best content in a context that enables consumers to make instant decisions, buy and transact will be successful.

Social and mobile have changed the game – literally. At King, the focus is on innovating for players and anticipating how they’re using technology – now and in the future.

Businesses also need to wise up to the customer experience – and the fact that individuals now move freely between devices and expect their content to do the same. Providing a great user experience on mobile means ensuring that content is available via apps, search ads and so on.

“You have to assume they’re going to switch devices at some point – and you have to make it easy for them to do so,” says Roarty. “And the fact is, a given user is not the same user in every context in every single day. I’m a different traveller today than I am when I’m with my wife or family – and have very different preferences and price sensitivities.”

The King recipe: Candy Crush

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The King recipe: Candy Crush

COO Stephane Kurgan explained that they are able to gauge the potential success of a new game within days of its launch. Cross platform is crucial: the company has refined a repeatable process to make, test and roll-out proven IPs to Facebook and onto a synchronised mobile version. Seamless synchronisation across devices delivers a superior customer experience. “We took Candy Crush from the tournament platform on King.com in 2011, to a Facebook saga format in 2012 and later that year we launched on mobile. The number of players exploded.” Result? It’s the largest game in the world with 1.2 billion game players every day.

Individual high spenders are actively discouraged: Candy Crush relies on micro-transactions, with many millions of unique players spending a few dollars a month on virtual items including ‘lives’, performance boosters and content. Kurgan believes that the wide base of low spenders is the key to building a sustainable business. “We’ve been able to scale very fast; we keep focusing on innovation and how we can use technology to deliver a great experience.”

In the past, the store was where you transacted your business. Today the store is where you have the conversation. Marketing used to start with a campaign; today it’s about starting with a customer.

Shivani Tejpal, Multichannel Director (formerly) at New Look shared the company’s experience of multichannelretailing. New Look offers Order in Store, Click-and-Collect, in-store tablets and Wi-Fi, mobile, e-commerce and nine social channels including Facebook and Twitter.

Shivani explained: “Customer insight can reveal what they’re asking for, but some of this technology is so new that it’s hard to know whether the customer is going to like it or not.” But it’s not just about technology – educating the customer is key. The multichannel customer is much more valuable than the one who shops only in retail.
Mastering digital continued

Omnichannel landscape: New Look

New Look’s multichannel explosion started with a clear customer focus, with an analytics team making better use of data followed by improvements in operational efficiency to make the company more agile. There’s been a drive to align the company’s internal teams – so business is focused more on the customer and less on the ‘channels’. The consumer has moved on. ‘Generation C’ is about the Connected Consumer – who lives in a world that’s always ‘on’; mobile is effectively becoming the remote control to our lives. New Look is creating a seamless experience across all channels, putting the customer at the heart of it and creating the experience that gives them whatever they need. With apps designed around the customers, the personalised experience makes customers more likely to buy, build a relationship with the brand – and spend more.

Digital development: Cengage

Educational publisher Cengage Learning was faced with the challenge of a marketplace shifting from print to digital. The problem was compounded by a reluctance to change on the part of the core customer – college lecturers – and students who have become increasingly savvy and discerning purchasers of learning material.

Cengage developed a digital product: MindTap. MindTap was designed to provide a place where Cengage could deliver a course and host its digital learning activities so that customers didn’t have to create a course from scratch. The market recognised it was a powerful tool but, as Cengage’s Jared Mann said: “It just didn’t blow people away… it wasn’t shining as brightly as we thought it should.” Enter Seth Brody and Nick Iozzo from Apax.

The mission – to improve the students’ academic performance and the way in which they learned – became the team’s focus. Concentrating on creating just two perfect products meant that, once the formula was right, Cengage would be well-positioned to scale it up across all 450 courses. Two agile teams worked together in a dedicated shared space and an idea generation process enabled development to proceed through a test-and-learn scenario.

Interim research findings show that students engage more productively with the newly-developed product compared to traditional textbooks and feedback about the learning experience has been very positive. The value of the product ultimately lies in the content and its innovative delivery: the learning activities and the design of the learning path – this is where Cengage will differentiate itself from the competition.

“\nIt took a long time for instructors to get to the point where digital really did hit home. And when it hit, it hit hard.”

Jared Mann MindTap Product Owner, Cengage
At its heart, KnowledgeNow is about building relationships. Nick Hartman and Brendan Tobin jointly hosted a session on Apax’s Preferred Partner programme, highlighting the breadth and scale of know-how and experience available through its extended networks. Apax makes introductions and fosters connections – across procurement, digital, technology and consulting.

"As you consider the challenges and opportunities in your business, don’t hesitate to reach out and see if we can help. If not, all you’ve lost is a phone call. Potentially, it leads to a whole lot more."

Nick Hartman, Apax Partners

Results and opportunities

$49m of annualised savings delivered in 2013

$500m+ contract value optimized

30 portfolio companies served in 2013
Our Preferred Partner programme comprises four building blocks: negotiated pricing, market intelligence, portfolio buying power and portfolio knowledge base. The programme is designed to be either free – or success-fee driven.

Negotiated pricing describes how we utilise partners’ deals which aggregate billions of dollars of indirect spend and commodity cost. Market intelligence leverages the deep functional expertise of our partners to drive savings and optimise vendor programmes. Our portfolio buying power delivers preferred pricing and senior-level ‘Batphone’ relationships, while portfolio knowledge speaks for itself – we leverage the expertise within our companies to share best practices, replicate wins and help avoid pitfalls – and is embodied by the KnowledgeNow conference.

For 30 portfolio companies served, the Operational Excellence programme has delivered $49m in annualised savings in 2013.

Our portfolio knowledge base means we can build on each other’s experience, to really understand what others are working on, where they’ve won, where they’ve lost, best practices and how to avoid pitfalls.

Brendan Tobin, Apax Partners

How we partner

Brendan talked through examples of how portfolio companies have made significant savings through negotiated pricing on a variety of key spends – such as car rental, office supplies and insurance with partners including CoreTrust, Macquarie and HUB International. On the market intelligence side, we’ve worked successfully with NET(net) to help optimise IT programmes, and obtain best-in-class pricing and terms and conditions.

Apax’s portfolio knowledge base operates through a monthly steering committee conference call for senior procurement managers within all of our portfolio companies, supplemented by guest speakers – typically from a preferred partner – who share best practice and market knowledge. And we also now run a collaboration forum on Yammer – enabling informal day-to-day contact.

Preferred Partner programme continued

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Leveraging scale

If you are going through a negotiation, we can leverage our relationships to secure you a discounted price. Nick cited the Cardinal Path relationship (a web analytics company) as a great example of how – having already negotiated best-in-class rates – a schedule in the contract means that as more companies add to the contract, everyone’s rate reduces. Equally important to Apax is ensuring we get the best people to work with us on an ongoing basis, so our portfolio companies can build up strong and lasting relationships.

The Apax Operational Excellence team is a key resource. Leveraging the collective knowledge, scale and experience of over 40 companies, together with the Preferred Partner programme, will help our portfolio companies grow their businesses, save time and save money.

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Managing risk

Simon Perry, Partner, PwC

“The modern company is far more virtual than it used to be. You’re making promises to your customers, to your employees – and you are relying on promises made by third parties in your supply chain to deliver those promises.”

Partner perspectives

Unleashing customer value via CRM

Chakib Boudhary, Executive Vice President, SAP

“Consumers are becoming kings. They have choice, they’re knowledgeable, they don’t have to go on the high street; they can do anything, anywhere they want. And their expectations are changing the world.”

Marketing possibilities and opportunities

Carla Hendra, Global Chairman, OgilvyRED

“Sometimes it’s safer to wait, find other people to test things out and see if they work. But we really try to encourage risk taking, because it’s the risk takers who are now winning the game – they’re getting there faster.”

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The new era of e-commerce speed

Andrew Gilboy, Vice President EMEA, Demandware, Inc.

“Growth in e-commerce will not be distributed evenly. The winners are aggressively expanding internationally – and using advanced merchandising tools and techniques to optimise the right offer to the right consumer at the right time.”

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New everything: Change across the Apax portfolio

Four business leaders from the Apax portfolio brought their own unique perspectives to a discussion on wholesale change. Trevor Mather, CEO of Trader Media Group, Michael Hansen, CEO of Cengage Learning, Duncan Painter, CEO of Top Right Group, and Sebastian Baldwin, CEO of Trader Canada Corporation, shared their views on current challenges and opportunities.
The swift and recent successful transition from a magazine format to a purely digital business has seen Trevor Mather’s business undergo significant change.

On culture... “How do you paint a picture to the organisation – at all levels – so they really feel as though it’s going to be a better place?” For Trevor, explaining the principles under which the transformed business was going to operate has enabled employees to see and understand the cultural difference – and has helped drive change within the business.

On technology... Technology plays a key part in any change programme. Trevor’s three ‘musts’: “Really get to grips with the organisation – at all levels – so they really feel as though it’s going to be a better place?”

On mobile... “We don’t have a mobile strategy, we have a user strategy,” says Michael. This has focused the way Cengage’s end users experience the content. What exactly do they want and how exactly do they need it delivered? It’s this disciplined, rigorous approach that drives the company’s development process.

On going global... Focus is key. Cengage deliberately identified three target markets, based on where its product would have real resonance, with appropriate price points, favourable intellectual property laws and the potential to establish a strong local presence.

On people... Having the right people in the right places is crucial – particularly in Cengage’s case where the balance of in-house skill sets is shifting from print to digital. “Also,” says Michael, “it’s important that during and after the transition, the organisation regains its confidence. It’s such a powerful motivator of people.”

After five years of decline, Top Right needed to grow. The challenge now for Duncan Painter is to sustain the company’s recent successes.

On growth... When he joined the company, Duncan’s message to colleagues was simple: “How are you going to get this company to grow?” He says people do what they’re incentivised to do, and attributes much of the growth in the first year following the turnaround to reworking the company’s bonus and incentive schemes.

On reorganisation... Staying focused is essential to getting it right: “Keep it simple, keep it measurable, get to success, then do the next one.” And with regard to approaches from external vendors, Duncan advises caution: stressing the need to clearly identify the business benefit on offer – and determine whether it’s needed.

On international challenges... “It’s all about scale – and when you’re sub-scaling in an international market, it’s difficult,” says Duncan. Customers look for local service in their local language. There are inevitable overheads that come with that, but it’s essential to invest in strong local leadership that has genuine authority.

Our employees recognised the business could be better... we were pushing at an open door to change.”

Sebastian Baldwin, CEO, Trader Canada Corporation

The challenge lies in replicating that speed and “it drives you to simplicity”. The challenge, he says, lies in replicating that speed and simplicity for customers and consumers in the desktop environment.

We don’t have a mobile strategy, we have a user strategy...”

Michael Hansen, CEO, Cengage Learning

When acquired by Apax in 2011, Sebastian Baldwin’s Trader Canada derived about 40% of its revenue from print. Two years on the company has been transformed.

On managing change... Faced with a number of key structural issues to address, Sebastian said that Trader Canada’s employees recognised the business could be better: “We were pushing at an open door to change.” In managing the process, he cited the need for total honesty in explaining what needs to change – and why it’s essential, stressing that people may fear change, but they respect honesty.

On current challenges... The company has been transformed over the last two years, but challenges still remain. Staying ahead of the competition is an obvious one but, from an internal perspective, it’s about trying to ensure the right people are in the right jobs. “We inherited a ‘print’ mindset. It’s great if those people can change, but more often than not they can’t, because it’s a different skill set.”

On mobile... The challenge lies in seamlessly pulling together both online and mobile channels, to maximise new business opportunities. Trader Canada aims to capture as many leads via mobile as through the web, whilst aiming to satisfy consumers’ apparently insatiable hunger for immediacy and enhanced content.

Trader Media Group

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On culture... “How do you paint a picture to the organisation – at all levels – so they really feel as though it’s going to be a better place?” For Trevor, explaining the principles under which the transformed business was going to operate has enabled employees to see and understand the cultural difference – and has helped drive change within the business.

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Our employees recognised the business could be better... we were pushing at an open door to change.”

Sebastian Baldwin, CEO, Trader Canada Corporation

The challenge lies in replicating that speed and “it drives you to simplicity”. The challenge, he says, lies in replicating that speed and simplicity for customers and consumers in the desktop environment.

We don’t have a mobile strategy, we have a user strategy...”

Michael Hansen, CEO, Cengage Learning

When acquired by Apax in 2011, Sebastian Baldwin’s Trader Canada derived about 40% of its revenue from print. Two years on the company has been transformed.

On managing change... Faced with a number of key structural issues to address, Sebastian said that Trader Canada’s employees recognised the business could be better: “We were pushing at an open door to change.” In managing the process, he cited the need for total honesty in explaining what needs to change – and why it’s essential, stressing that people may fear change, but they respect honesty.

On current challenges... The company has been transformed over the last two years, but challenges still remain. Staying ahead of the competition is an obvious one but, from an internal perspective, it’s about trying to ensure the right people are in the right jobs. “We inherited a ‘print’ mindset. It’s great if those people can change, but more often than not they can’t, because it’s a different skill set.”

On mobile... The challenge lies in seamlessly pulling together both online and mobile channels, to maximise new business opportunities. Trader Canada aims to capture as many leads via mobile as through the web, whilst aiming to satisfy consumers’ apparently insatiable hunger for immediacy and enhanced content.

Trader Media Group

The swift and recent successful transition from a magazine format to a purely digital business has seen Trevor Mather’s business undergo significant change.

On culture... “How do you paint a picture to the organisation – at all levels – so they really feel as though it’s going to be a better place?” For Trevor, explaining the principles under which the transformed business was going to operate has enabled employees to see and understand the cultural difference – and has helped drive change within the business.

On technology... Technology plays a key part in any change programme. Trevor’s three ‘musts’: “Really get to grips with the organisation – at all levels – so they really feel as though it’s going to be a better place?”

On mobile... “We don’t have a mobile strategy, we have a user strategy,” says Michael. This has focused the way Cengage’s end users experience the content. What exactly do they want and how exactly do they need it delivered? It’s this disciplined, rigorous approach that drives the company’s development process.

On going global... Focus is key. Cengage deliberately identified three target markets, based on where its product would have real resonance, with appropriate price points, favourable intellectual property laws and the potential to establish a strong local presence.

On people... Having the right people in the right places is crucial – particularly in Cengage’s case where the balance of in-house skill sets is shifting from print to digital. “Also,” says Michael, “it’s important that during and after the transition, the organisation regains its confidence. It’s such a powerful motivator of people.”

After five years of decline, Top Right needed to grow. The challenge now for Duncan Painter is to sustain the company’s recent successes.

On growth... When he joined the company, Duncan’s message to colleagues was simple: “How are you going to get this company to grow?” He says people do what they’re incentivised to do, and attributes much of the growth in the first year following the turnaround to reworking the company’s bonus and incentive schemes.

On reorganisation... Staying focused is essential to getting it right: “Keep it simple, keep it measurable, get to success, then do the next one.” And with regard to approaches from external vendors, Duncan advises caution: stressing the need to clearly identify the business benefit on offer – and determine whether it’s needed.

On international challenges... “It’s all about scale – and when you’re sub-scaling in an international market, it’s difficult,” says Duncan. Customers look for local service in their local language. There are inevitable overheads that come with that, but it’s essential to invest in strong local leadership that has genuine authority.

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## Attendees

### Who’s who?

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<td>Sebastian Baldwin, CEO, Tractor Canada Corporation</td>
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<td>Chakib Boudhary, EVP, Industry Solutions, SAP</td>
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<td>Peter Briggs, Managing Director for Financial Industry Advisory Services, Alvarez and Marsal</td>
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<td>Seth Brody, Partner and Global Head of Operational Excellence, Apax Partners</td>
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<td>Peter Fitzgerald, Country Sales Director, Google</td>
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<td>Andrew Gilby, VP EMEA, Demandware, Inc.</td>
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## Conference speakers

- Sebastian Baldwin, CEO, Tractor Canada Corporation
- Nick Hartman, Operating Executive, Apax Partners
- Carla Hendra, Global Chairman, Ogilvy-PRD
- Nick Isaza, Operating Advisor, User Experience, Apax Partners
- Stephanie Kurgan, CDO, King
- Jared Mann, MindTap Product Owner, Cengage Learning
- Trevor Mathar, CEO, Trade Media Group
- Duncan Painter, CEO, Top Right Group
- Simon Perry, Partner, PwC
- Dan Roarty, VP, Local Products, Groupon
- Arik Schor, CEO, Truva
- Andrew Swinard, CEO, Cardinal Path
- Shivanil Tejpal, Multichannel Director (formerly, New Look)
- Brendan Tobin, Operating Specialist, Procurement, Apax Partners
- Ashok Trivedi, Co-Founder and Co-Chairman, iGATE Corporation
- Wilbur Zou, Managing Partner, BDA China

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- David Booth, Sr. Partner, Co-Founder, Cardinal Path
- Lara Bora, CEO International, Top Right Group
- Nick Bray, CFO, Sophos Limited
- Bill Carter, President, AECO, AlM Media
- Hafiz Chagani, Senior Associate, Apax Partners
- Matt Clark, Director Consumer Sectors, Bowwood
- Nathan Cox, Group Director, AutoTrader, Trade Media Group
- Dave Cook, CEO, Netdata North America, LLC
- David Cortez, CIO, Advantage Sales & Marketing
- Dave Cowing, Managing Director, Alvarez and Marsal
- Marc Degen, Director Online, Orange CH
- Yann Dupomchele, Manager Online Experience, Orange CH
- Lynn Durand, Managing Director, Taylor Winfield, Inc
- Frank Elmer, Partner, Apax Partners
- Jeff Feinberg, Managing Director, Alvarez and Marsal
- Douglas Fleischman, Co-Founder, Apax Partners
- Robert Geib, Executive Vice President of Client Services, NETThet
- Martin Johnson, Managing Director, Commercial, Business Improvements, Technology & Infrastructure, BIM Healthcare
- Thomas Julius, Executive Vice President, Strategy/New Business, Takis Holding GmbH
- Derek Kemp, EVP, EMEA & APAC, iGATE Corporation
- Markku Koppinen, Customer Operations Director, Trade Media Group
- Penny Lea, CFO, Orange Communications, SA
- Robert Lea, COO, Cole Haan
- Walter Placesek, Partner, Apax Partners
- Maurizio Santacroce, BU Director, Staal
- Pancho Schroeder, CFO, Grupo EleccionsStocks
- Niraj Shah, Managing Director, Apax Partners
- Jonathan Simmons, Operating Specialist, Digital Media and E-Commerce, Apax Partners
- Shashank Singh, Partner, Apax Partners
Our team

Operational Excellence practice

Seth Brody
Partner and Global Head of Operational Excellence
Seth Brody is a partner and Global Head of the Operational Excellence Group. He has been with Apax since 2000, initially in the New York office. He joined the firm in 2004, and became a Partner in 2008. He leads our Operational Excellence practice and Digital practice and is currently based in New York. Prior to founding the Operational Excellence practice, Seth held a senior management position across the Apax portfolio in a variety of roles, most recently as Chief Financial Officer and Chief Marketing Officer at TradeAgain Canada Corporation. He serves on the Board of Directors for Bantinel, Inc. (NYSE: BNTL) and as a director and advisor to numerous growth companies in the digital space. He received his BA from Yale University and his MBA from Harvard Business School.

Daisy Loaiza
Operational Excellence Coordinator
Daisy Loaiza is the Operational Excellence Coordinator, supporting the team on a global basis. She joined Apax Partners in 2011 and worked with Apax in the New York office. Prior to joining Apax Partners, Daisy worked as an Executive Assistant at the New York Women’s Foundation until UBM/Vanguard Fund Management in New York.

Nick Hartman
Operating Executive
Nick Hartman is an Operating Executive in the Operational Excellence group and joined Apax Partners in 2009. Prior to joining Apax, Nick held senior leadership positions at Orbitz Worldwide and Accenture, which included profit/loss responsibilities, international expansion, and consulting for Fortune 500 retail and high technology clients. Nick holds a BS from the Kelley School of Business at Indiana University and an MBA from the Kellogg School of Management at Northwestern University.

Jonathan Simmons
Operating Specialist, Digital Media and e-Commerce
Jon Simmons is an Operations Specialist in the Operational Excellence group. He joined Apax Partners in 2009 and now works in the London office. Prior to joining Apax, Jon was a Senior Consultant with误解s, an online analytics and management platform. He also held several various positions at priceline.com. Jon holds a BA in Economics and German from Middlebury College.

Brendan Tobin
Operating Specialist, Procurement
Brendan Tobin is an Operating Specialist in the Operational Excellence group. He joined Apax Partners in 2012. Prior to joining Apax, Brendan Tobin worked with Fortune 500 consumer products and telecommunications companies on a variety of revenue, margin, and 3PL outsourcing services clients. He also held a senior management position in purchasing at Cenveo, Inc. and Moore Analytics at PG Media Limited. Brendan holds a Bachelor of Business Administration from the Miemsda College of Business at University of Notre Dame.

Michael Pu
Senior Analyst
Michael Pu is a Senior Analyst of Operational Excellence. He joined Apax Partners in 2013 and is currently based in New York. Prior to joining Apax, Michael Pu worked at Aon Hewitt Business Solutions (now CCMG) in London, where he was a Director of Revenue Management and Analytic services. Michael holds a BS from the College of Arts and Sciences at Cornell University, and an MBA from Johnson at Cornell University.

Daisy Loaiza
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Daisy Loaiza is an Operational Excellence Coordinator, supporting the team on a global basis. She joined Apax Partners in 2011 and worked with Apax in the New York office. Prior to joining Apax Partners, Daisy worked as an Executive Assistant at the New York Women’s Foundation until UBM/Vanguard Fund Management in New York.

Gary Hughes
Operating Advisor
Gary Hughes joined the Operational Excellence team in February 2013. He will focus on operational excellence initiatives in the Consumer practice. He has over 20 years of experience leading digital initiatives in the retail, media, and technology space, and has held senior management roles in both private and public companies. Most recently, he served as Senior Vice President of Digital for LVMH, where he led the transformation of the company’s digital strategy. Prior to that, Gary was a partner at Strategy& (formerly Booz Allen Hamilton), where he led a team of consultants and executive advisors to companies across the retail, luxury, media, and technology sectors. Gary holds a BA in Economics and German from Middlebury College.

Digital practice

Mitch Truett
Co-CEO of Apax Partners
Mitch Truett is Co-CEO of Apax Partners and Partner in the Consumer practice. He is a member of the Executive Committee and a Trustee of the Apax Foundation. Prior to joining Apax in 2006, Mitch was President and CEO of Orbitz Worldwide from 2005-2006 and Executive Vice President and COO of Expedia.com from 2001-2005. Mitch has an A.B. in Political Science from Vassar College and an MBA from Harvard Business School. He serves on a Board member of Garda World Security Corp, Barneys, Advantage Sales & Marketing, Trader Corp. and Dealer.com. Mitch is Chairman of Street Squash, a Harlem-based community program and an honorary member of the Special Olympics of CT, which provides sports training and competition for people with intellectual disabilities. Mitch is a previous member of PEC, an organization established to provide information about the private equity industry.

Marcelo Gigliani
Partner
Marcelo Gigliani is a Partner in the Services team and the Apax Digital practice. Prior to joining Apax Partners in 2001, Marcelo has worked in various roles including as a Consultant for Mercer Management Consulting (now Oliver Wyman), where he advised leading European Media and Communications companies. Marcelo received a B.Sc. in Business Administration from the University of Buenos Aires and an MBA from Harvard Business School. He has been a member of the Apax Foundation since 2003.

Tom Haddad
Partner
Tom Haddad is a Partner in the Consumer team. Since joining the firm in 1998, Tom has been based in the London office and has focused primarily on media investments. Tom has both strong operational experience and a broad skill set including The Stationery Office, Zensar Pharma and Thomson Reuters. He has served as advisor and board member to a number of Apax portfolio companies including Travis, Trader Media Group and Safefun.
The Operational Excellence practice supports Apax Partners’ proven investment strategy. This team is dedicated to helping portfolio companies release their true potential by assisting them in specific areas. Be it devising a new mobile strategy, testing the sales effectiveness of a new website or cutting procurement costs, Apax has world class talent on offer so that management is not left facing these challenges alone. The Operational Excellence team is on hand to help management drive value on specific projects and, importantly, it does so under their guidance. Some of the ways in which the team helps management companies are detailed below:

**Purchasing**
The team is on hand to advise on negotiations with suppliers and recommend the best firms to work with.

**KnowledgeNow**
We proactively facilitate the sharing of best practices across our portfolio and amongst our executive leadership teams.

**Online & e-commerce**
Driving growth via website optimisation, traffic acquisition and mobile applications.

**Information technology**
Enables managers to unlock potential from their investments in IT infrastructure and organisation.

**Operational finance**
Provide expertise in budgeting, cash management, and capital spending optimisation.

**Preferred Partnership**
Develop deep and lasting relationships with vendors essential to driving top and bottom line performance.

**100 day planning**
The team assists the deal teams with analysing the prospects for a new business and potential areas for improvement.