Maximizing Value Creation Across the PE Investment Lifecycle

An eBook by Chief Outsiders
For Private Equity Partners and Managers

Chief Outsiders™
Fractional Executives to Accelerate Growth

Changing economic and market conditions are causing many PE firms to adjust their timelines and value creation plans. High performing commercial operations are more important than ever in a slower-growth environment."

This eBook is about dealing effectively with the new reality in Private Equity.

Authored with an operator's mentality, by marketing and sales experts with extensive experience working with middle-market to enterprise businesses across business sectors, including hundreds of PE-sponsored firms. This text yields valuable insights and concrete steps to take now to drive profitable topline revenue growth to maximize value creation in your investments.

Contents

1) Introduction. Maximize PE Value Creation with Growth Optimized Across the Investment Lifecycle

Brining operational efficiencies, financial discipline, and governance controls are standard parts of the private equity playbook. However, they are not enough to generate the desired investment returns on their own. Especially in a slower growth economic environment, consistent organic revenue growth needs to play a greater role across the lifecycle of an investment.

Here we explore this approach, providing actionable insights and advice that PE investors can leverage with portfolio companies as part of the value creation plan.

Central to this approach is applying industry-savvy expertise and resources at critical points in the investment lifecycle to maximize growth. It requires an operator mentality and experience that is often difficult to get from management consulting firms like McKinsey or Bain who can show you where to play but lack the hands-on experience to help you win.

The Key to Value Creation in Four Phases

Assessing growth potential and understanding how to unlock it in each of the four investment phases below is the key to maximizing growth and value creation. The focus at each phase of the lifecycle is outlined below and then explained in more detail throughout this eBook.

- Due Diligence – Completing an Assessment of Growth Potential Early Post-Acquisition – Starting the Growth Engine
- Mid Investment - Problem solving and optimizing
- Pre-exit – Positioning and narrative

Each phase requires asking the right questions and a slightly different approach to generating growth grounded in operational reality. We'll introduce the phases here. But read the chapters on each phase that follow to get the full picture.

"I like to say value creation is never a cookie cutter playbook. When you look at value creation, build the relationship with the management team, because they'll be responsible for executing it."

PE Managing Partner

Assessing Growth Potential in Due Diligence

You need to know up front. An Assessment of Growth Potential answers the important pre-signing questions.

> *Analogous to a Quality of Earnings Report, an* **Assessment of Growth Potential** *tells you if a company has the market and customer insights, talent, processes, programs, and technology necessary to operate a highly functioning growth engine.*

The right industry domain expertise applied at this point to generate such a report or its equivalent reveals the size of the opportunity and confirms or invalidates the asking price. Don't sign without it.

The Growth Engine: Accelerating the Value Creation Plan

Starting in the right direction saves time and mid-course corrections. You need to clearly identify the low hanging fruit and 4-5 longer-term plays to execute that will drive outsized growth and performance. Getting a jump on your value creation plan becomes a top priority.

> *The Growth Gears of Insight, Strategy, and Execution applied here mean that you pull the right growth levers to get where you want to go faster.*

This is where marketing and sales play a starring role. From the outset, you need growth experts with relevant industry experience directing the value creation plan, the insights and strategy generated along with the execution of the go-to-market plan.

> *"With strategy, we look to do one or two strategic pivots that will change the growth trajectory and transform the company depending on the scenario and the company."*
>
> *PE Senior Operating Partner for Strategy*

Recalibrate-Mid Investment

Midway through, you want to re-assess the growth engine at the heart of your value creation plan and fine-tune the roadmap and organization to maintain momentum.

> *Fixing growth challenges and gap filling take center stage in a somewhat different operating context where the competitive and market dynamics have often changed.*

At this point, you need someone who knows how to evolve or redo the product and program innovation roadmap to stay the course or get back to plan. The right talent with an appropriate industry lens will construct the go-to-market efficiency plays that boost EBITDA and generate higher IRR.

Pre-exit Planning and Positioning

As you enter the home stretch for your investment, a final assessment of your commercial engine can help identify the work still to be done and the actions which will yield at exit. In addition to the gaps identified and prioritized to focus on before the next transaction, this assessment can help define the story for the next buyer. From the progress made to the opportunities ahead, the best stories will generate the best outcomes at exit.

You want to fine tune your structure while executing efficiency and effectiveness plays.

At the same time, you've got to keep the momentum to support the story while positioning for exit. And don't forget about balancing growth investment opportunities relative to the exit timeframe to extract the highest multiple.

Get Started with the Lifecycle Approach to Value Creation

The key to generating the desired investment return in the new PE reality is making organic growth central to the value creation plan. A win in the current environment depends on how you think about value creation at the different phases of the investment lifecycle and understanding that the growth levers you're able to pull change over time.

Actions to take now:

1. Review each of your potential or existing portco investments to determine which most need to unlock the growth stages suggested by the Lifecycle Approach to Value Creation.
2. Read the following chapters. We'll explore how the approach to growth changes in each of the four investment phases and define actions you take now.

2) Better Assess Growth Potential in Due Diligence

As we discussed in Chapter 1, being able to generate consistent organic revenue growth across the lifecycle of an investment needs to play a greater role. However, you may not have the time or the domain experience to understand the growth potential of a business to get the due diligence right on every deal. To be clear, this is different from assessing the Total Addressable Market (TAM) or other market studies you are already likely doing. Understanding the growth potential of your investments requires going beyond the market to produce an understanding of what it will take to capture the share of market required to deliver against your investment thesis and the target company's ability to do so.

As the first step in the Lifecycle Approach to Value Creation, exceptional due diligence sets the stage for achieving and exceeding growth targets across the investment lifecycle.

"As a small company with limited bandwidth, aligning with deep functional or industry expertise makes a lot of sense."

PE Principal

Ask the Important Pre-signing Questions

As we mentioned in the introduction, an in-depth assessment of growth potential answers the important pre-signing questions.

> *Analogous to a Quality of Earnings Report, an* **Assessment of Growth Potential** *tells you if a company has the market and customer insights, talent, processes, programs, and technology necessary to operate a highly functioning growth engine.*

The right industry domain expertise and operational savvy applied to generate such a report or its equivalent in the due diligence phase exposes the hidden risks and strengths of the opportunity and confirms or invalidates the investment and ability to deliver on the value creation plan. Don't sign without it.

A quality **Assessment of Growth Potential** provides answers to the following key questions and more.

Market Insights

- Which market opportunities is the target company best positioned to capture and how should they be prioritized?
- And do they have the customer, competitor, and other industry player intelligence to really understand the markets and what would it take to be successful in each?

Customer Insights

- Have they zeroed in on segments of the market for which they understand the drivers, health, and viability?
- Have clear and well-defined customer personas been prepared?
- Do they have a solid sense of the buyers' journey for each customer persona they intend to target, or do they just opportunistically capture business or wait for "the phone to ring"?

Talent/Organization

- Do they have the right marketing and sales structure for where the business is today? Is it effective? Can it scale? Do they understand what it would take to scale their commercial engine and where to invest for highest payback?
- How effective is the key marketing leadership? Do they have the talent to scale and grow the business to the level envisioned in your investment thesis?
- Do they have the right people with the right experience on the team?

Marketing and Sales Operations

- Do they have sales and marketing operational planning (SMOP) in place?
- How is their execution for lead generation, content creation and management, marcom, and supporting agencies?
- Do they have the key metrics and dashboards required to identify opportunities and weak spots in the process and revenue pipeline?

Executing a Digital Marketing Assessment can help understand their performance in this critical area of the business

Sales Operations

- Do they practice effective account management?
- Do they follow a clear sales planning process with pipeline management and forecasting?
- Are they effectively leveraging a CRM?
- Do they have the right data and are they using it effectively?

Financial

- Do they have clear budget and spending KPIs?
- Do they have dashboards that that provide insight into the financial performance from lead to sale through to revenue recognition?

Build Confidence in the Value Creation Plan

Obtaining quality answers to these questions* helps to build confidence in the investment and avoid costly mistakes. For example, past performance is not an indicator of future growth. Just because the company has been growing at 10% for the last three years doesn't mean that what they have in place will take them from 10 to 20% over the next three years. So, it is risky to model it that way.

You can't assume that it's built to scale in a predictable and stable fashion. The operating context, customer profiles, and competition change as a company's growth develops. You need to apply industry expertise and operational savvy to get a current and accurate assessment.

Common Gaps

When you get into evaluating an investment, you often find real gaps in the organization. If you worked from a model, it's painful to realize later that you actually don't have in the marketing organization the skill set or capability to do what you need them to do.

> *Often, they don't understand the customer well, and the opportunity isn't as clear and compelling once you dig into it.*

Are they boosting performance by spending in a certain way or giving discounts that boost revenue performance in the short term that might not be viable over the longer term? It may look good on the surface but digging deeper may reveal that it's not sustainable.

Sustainable Growth

Assessing growth potential and understanding how to unlock it in the due diligence phase is one of the keys to maximizing growth and value creation. It requires asking the right questions and a slightly different approach to evaluating growth potential grounded in operational reality.

> *It all comes down to this: knowing that the organization is able to generate sustainable growth moving forward is paramount. Thus, can we get a more competent read on that?*

Applying industry-savvy expertise and resources at this critical point in the investment lifecycle is the first step in maximizing growth. Having an outside resource that allows you to leverage more opportunities and perform better at scale by filling the gaps in time, knowledge, or operational savvy required for effective due diligence can make all the difference.

"A real, collaborative, trustworthy relationship, like the one we have built with Chief Outsiders is a model for its other third-party groups."

PE Operating Partner

Actions to take now:

1. Learn more about the Assessment of Growth Potential and Digital Marketing Assessment services from Chief Outsiders.
2. Read the remaining chapters. We'll explore how the approach to growth changes in remaining three investment phases and define actions you take now.

*Contact Chief Outsiders for a complete list of questions.

3) Apply Growth Gears Marketing in Early Post-Acquisition

To offset higher prices for deals, consistent organic revenue growth across the lifecycle of an investment must play a greater role. As the second step in the Lifecycle Approach to Value Creation, the Early Post-Acquisition Phase often provides the greatest opportunity to maximize growth. That's when you build your growth engine and accelerate the value creation plan.

"You need to have a roadmap and work together with the existing management team on what to do initially and then prepare one year, three year and five-year plans."

PE Managing Partner

Growth Gears Accelerate the Value Creation Plan

As we discussed in the previous post, an in-depth assessment of growth potential answers the important pre-signing questions. Now it's time to put that assessment plus additional insights to work.

To accelerate the value creation plan and minimize mid-course corrections, you've got to start by getting the ship headed in the right direction.

You must clearly identify the low hanging fruit and 3-5 longer-term plays to execute that will drive outsized growth and performance. Getting a jump on your value creation plan becomes a top priority.

> *The Growth Gears of **Insight, Strategy, and Execution** applied early post-acquisition mean that you pull the right growth levers to get where you want to go faster.*

This is where marketing and sales play a starring role. From the outset, you need growth experts with relevant industry experience directing the value creation plan, the insights and strategy generated, along with the execution of the go-to-market plan.

Marketing Linked to Organic Growth and Value Creation

Top Quartile companies understand how to leverage the Growth Gears process—linking each step of the market-based framework to key levers, drivers, competencies, processes, tools, and priority activities to drive value creation.

Consider the critical top-level, marketing-driven deliverables of each gear:

Gear 1: Insights – ID Profit Pools, Gaps and Attractive White Space

Gear 2: Strategy – Prioritize Top 3-5 Growth Levers, Leverage Pricing Power, Create PLCM, Positioning and Go-to-Market Strategy

Gear 3: Execution – Align Organization, Allocate Resources, Prioritize Funding and Measure Results with a focus on Gross Margin, EBITDA and ROIC

When we view the Growth Gears market-based framework in more detail, we see significant measurable value creation opportunities. In each Gear, marketing and sales lead many actions directly linked to organic growth and value creation.

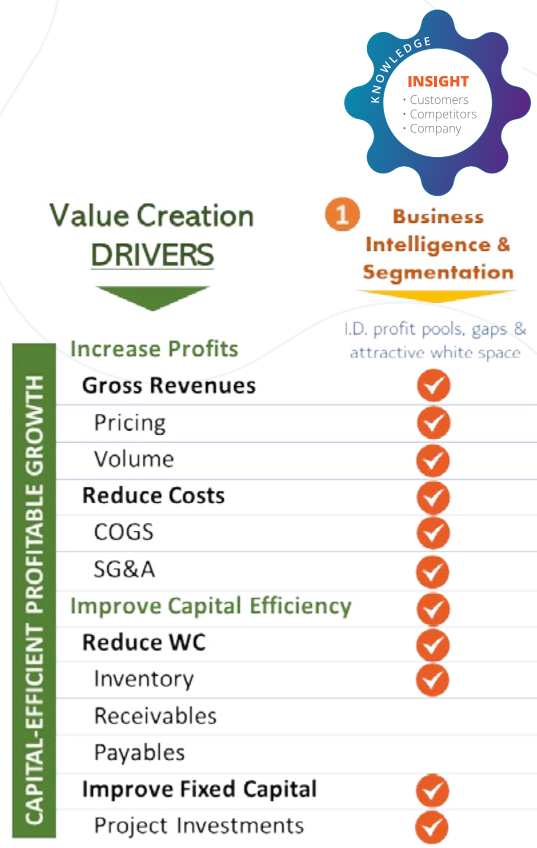
Gear 1: Insights – ID Profit Zones, Gaps and Attractive White Space

Gear 1, **Insights**, generates an intimate understanding of the market, informing the selection of market segments to be targeted. We're looking for those that will deliver the greatest likelihood of success in driving profitable, sustainable growth.

The major focal point in this first step is to gain a clear understanding of customers/markets, the company, and competitors. The key deliverable is the creation of a list of strategic hypotheses to consider when developing the growth strategy.

Marketing Insights Activities with Links to Value Creation Drivers

1. Segment your current business into high growth/high margin profit zones by customers, products, market segments, channels, and geographies
2. Identify under-served gaps in the market that align with the profile of high growth/high margin profit zones
3. Identify the attractive segments and white space upon which the business will focus its growth activities
4. Formulate the list of strategic hypotheses from which to prioritize in developing the 3-year strategic growth plan



Gear 2: Strategy – Prioritize Top 3-5 Growth Levers, Leverage Pricing Power, Create PLCM, Positioning and Go-to-Market Strategy

Once we have **Insights**, marketing and sales play a critical role in developing **Strategy and the 3-year Strategic Plan**, specifically how the business will drive organic growth.

A critical **Strategy** deliverable is strategic pricing, an often-overlooked lever with immediate impact on EBITDA. Product Life Cycle Management (PLCM) is another deliverable and key driver of EBITDA and ROIC performance.

Likewise, compelling value proposition positioning enables pricing power and drives higher revenue and margin performance. And effective go-to-market strategy drives sales effectiveness. Both are significant drivers of EBITDA.

CAPITAL-EFFICIENT PROFITABLE GROWTH

Value Creation DRIVERS	2 Strategy Development Prioritize Top 3-5 Growth Levers	2a Strategic Pricing Leverage Pricing Power	2b Product Lifecycle Management Develop Product Portfolio Strategy/Plan	2c Positioning & Go-to-Market Develop Positioning & G2M Strategy
Increase Profits				
Gross Revenues	✓	✓	✓	✓
Pricing	✓	✓	✓	✓
Volume	✓	✓	✓	✓
Reduce Costs	✓		✓	✓
COGS	✓		✓	
SG&A	✓		✓	✓
Improve Capital Efficiency	✓		✓	✓
Reduce WC	✓		✓	✓
Inventory	✓		✓	✓
Receivables				
Payables				
Improve Fixed Capital	✓		✓	✓
Project Investments	✓		✓	✓

Strategic Activities with Links to Value Creation Drivers

1. Prioritize the top 3-5 growth levers from insights work: target customers, products, market segments, channels and geographies that align with attractive segments
2. Achieve and leverage pricing power from understanding of profit zones and applying strategic pricing actions surgically in the business
3. Leverage Product Lifecycle Management (PLCM) and 3-year roadmap to accelerate growth from new higher margin products, optimize asset investments from enduring products and improve working capital through SKU rationalization
4. Create content to clearly articulate the compelling value proposition and position solutions through differentiation for deeper market penetration
5. Deliver solutions to market via a robust go-to-market strategy to maximize profitability and coverage and gain deeper penetration into attractive white space

CAPITAL-EFFICIENT PROFITABLE GROWTH

Value Creation DRIVERS	3 Commercial Execution Drive Commercial Execution / KPIs
Increase Profits	
Gross Revenues	✓
Pricing	✓
Volume	✓
Reduce Costs	✓
COGS	
SG&A	✓
Improve Capital Efficiency	✓
Reduce WC	✓
Inventory	✓
Receivables	
Payables	
Improve Fixed Capital	
Project Investments	

"It's about empathy and building a roadmap, having seen this movie before, for companies to double their revenue or EBITDA."

PE Managing Director

Gear 3: Execution – Align Organization, Allocate Resources, Prioritize Funding and Measure Results with a focus on Gross Margin, EBITDA and ROIC

With Insights assessed and Strategy developed, **Execution** specifically defines which tactical activities will be funded, resourced, and implemented. Execution includes organizational linkage and alignment, RACI, training, value proposition creation and delivery.

Other important activities such as content development, digital marketing, literature, advertising, PR and events and tradeshows get done. Finally, performance measurement/KPIs are developed and implemented.

Marketing Execution Activities with Links to Value Creation Drivers

1. Socialize the 3-year strategy and execution plan throughout the organization
2. Align SG&A spend with top 3-5 strategic growth levers
3. Execute marketing and sales initiatives aligned with the priority market-driven growth levers:
    - New Product Development
    - Product Portfolio Management
    - Product Discontinuance
    - Discount Management
    - Surgical Pricing Optimization
    - Annual Pricing Actions
    - Channel/Brand Management
    - Positioning Plan
    - Go-to-Market Execution
4. Measure and report-out on priority metrics/KPIs aligned with the growth strategy

Driving Capital-Efficient Profitable Growth

When institutionalized, the simple and powerful market-based **Growth Gears** framework unleashes value in a business. Leveraging **Insights, Strategy, and Execution**, it aligns the organization with the market-driven opportunities that deliver above-market growth, profitability, and capital-efficiency.

"A heavy push in marketing acted as a springboard for continuous investment and a commitment and an appreciation for the power of great marketing.

PE Operating Partner

By directly linking marketing and sales actions to the most important value creation drivers, EBITDA and ROIC, we identify the key marketing levers to engage. Indeed, leveraging the deliverables of each Growth Gear, we maximize PE value creation in the Early Post-Acquisition Phase.

Actions to take now:

1. Review each of your potential portco investments to determine which most need to have additional industry-savvy expertise applied early post-acquisition as suggested by the Lifecycle Approach to Value Creation.
2. Learn more about the Growth Gears market-based perspective to growing your company and apply the steps outlined in this chapter to your selected portco investments.
3. Read the final chapters. We'll explore how the approach to growth changes in the mid-investment and pre-exit phases and define actions you take now.

4) Recalibrate Mid-Investment

Consistent organic revenue growth across the lifecycle of an investment requires the application of industry growth expertise at key points. A tune-up of your portco growth engine during the hold period is often a critical enabler of success in the Lifecycle Approach to Value Creation.

"Each value creation plan depends on the portfolio company, the level of management team members, and the current cycle of the economy. If you go into an investment with that level of flexibility, your chances of success will be higher."

PE Managing Partner

Problem Solving and Optimizing Mid-investment

As discussed in Chapter 3, the application of Growth Gears Marketing principles accelerate the value creation plan (VCP). Revisiting the Gears is often required to maximize the output of your growth engine.

> *Carefully considered adjustments to **Insight, Strategy, and Execution** applied during the -investment period means that you refine existing plans and identify new growth levers to get your investment home with maximum return.*

You want to re-assess the growth engine at the heart of your plan and fine-tune the roadmap and organization to increase momentum. Fixing growth challenges and gap filling take center stage in a somewhat different operating context where the competitive and market dynamics have often changed.

At this point, you often need outside perspective on how to evolve or redo the product and program innovation roadmap to stay the course or get back to plan. The right talent with an appropriate industry lens will construct the go-to-market efficiency plays that improve margins and boost long-term EBITDA.

Step Out of Your Day to Day

A frequent problem is that portfolio company management can become stuck in the day-to-day grind of just doing. They don't take the time to step back and reassess and say, where are we going?

> *Maximizing growth over the life of an investment requires them to step out of their day to day, go a little deeper than normal, and ask the hard questions that challenge who they are as a business and what it will take to achieve the growth ambitions required to maximize return.*

This evaluation process should involve the same people as in the early post-acquisition phase with marketing and sales leadership driving the effort. Getting someone with an unbiased outside perspective who is seasoned in the industry can help develop clear **Insight**.

Sometimes leadership recognizes that they have challenges. So, they need to bring someone in who can help them understand why it is not working, someone with a growth lens to poke the bear a little and challenge current assumptions, someone with strategy savvy and an operating mentality.

Reevaluate and Recalibrate

An investment tune-up means recalibrating during the hold period to ensure the investment is on track with the VCP and that the VCP is still best suited to maximize return. You're looking at a lot of the same things as in the Early Post-Acquisition Phase and thinking about factors like changing market dynamics, and what you have learned about the customer base.

Consider what has transpired since the close that would require reevaluation, such as:

- Acquisitions. What impact have they had on the company's brand, reputation, value proposition, GTM approach, competitive situation, etc.?
- New product introductions
- New competitors in the space
- Changes in the marketplace and customer behavior
- Changes in the channel mix
- Initiatives that did not go as planned or opportunities embraced that were not in the initial VCP
- Changes in the market related to exit (e.g., multiples applied, sector preferences, entry/exit of strategic buyers, etc.)

Internally, recalibration requires looking at how your capabilities as a firm have evolved and how you have built the team. Key questions to answer include what you need from a team going forward as you start to get bigger and running the business becomes more complicated.

Do you have the right team in place? Or do you have to think about evolving your organizational structure in different ways to grow?

As the PE firm and portco recalibrate, they need to do so through the lens of maximizing return upon exit. The results of this process can be very different than the decisions that management may want to make for the longer term.

Position for Exit

The goal of applying the Growth Gears during the hold period is to unlock new growth pathways and identify hidden growth levers that will help position the company for exit.

> *So, you optimize spending, optimize the organization, and optimize product development roadmaps, all those things that help you get in a better position.*

It's like your spouse just pulled up and you realize that you need to take the car in for service. It's been three years and you need them to go through all the major systems and check to make sure that everything is operating how it should to stay in warranty.

If you go deep enough to really understand, and make sure that all the systems are working, then you know you're in position to get the maximum out of your investment. Whether it's your car or your business, a mid-cycle tune-up ensures that it's on track to deliver maximum return.

Actions to take now:

1. Review each of your existing portco investments to determine which most need to have additional industry-savvy expertise applied mid-investment as suggested in this chapter.
2. Learn more about the Growth Gears market-based perspective to growing your company and apply those concepts to the selected portcos.
3. Read the final installment. We'll explore how the approach to growth changes in the pre-exit positioning and narrative phase and define actions you take now.

5) Optimize Pre-exit Positioning and Narrative

At this point, you've achieved consistent organic revenue growth across three phases of your portco investment lifecycle. Hence, the application of industry growth expertise prior to exit keeps the ball rolling with well-timed investment, efficiency refinements and most of all, expert storytelling.

It's the final chapter in the Lifecycle Approach to Value Creation, the presentation of your compelling portco growth engine story to potential acquirers. As such, it's an opportunity to enhance the growth narrative to realize maximum value.

Pre-exit Positioning and Narrative

The best stories generate the best outcomes at exit. The positioning and narrative you pitch to potential acquirers require skilled preparation. You need to demonstrate that you have a clear growth roadmap as part of the value creation plan.

> *You want to fine tune your structure while executing efficiency and effectiveness plays.*

At the same time, you've got to keep the momentum going to support the story while balancing growth investment opportunities relative to the exit timeframe to extract the highest multiple.

What Goes Wrong

What often goes wrong in this phase is less than optimal storytelling. The narrative is just not clear, compelling, and thought through with the appropriate data points to back it up. It doesn't prove the strength of the brand, and the reputation built among important audiences.

> *The narrative lacks the data and the storyline sufficient to prove that you've got that scalable growth engine that buyers seek.*

"The companies that use operating partners have seen at least a multiple to a multiple and a half improvement on exit."

PE Operating Partner

Telling the Best Story

Buyers are looking for a compelling story, nicely packaged that marries up with the financial side of the opportunity. To help formulate that story, you want to include both the role of marketing and someone who knows the industry who's been involved in M&A.

> *Thus, it's often advantageous to include someone in the process who's marketing career enhances the value of the business and the attractiveness of the package they're buying.*

To tell the best story and paint a compelling picture of what acquirers are buying, brand and reputation are key. So, ask these important questions:

- How have you built the brand and reputation?
- How do they compare to others in the industry?
- Have you built connections to the right customers?
- Do you have a well-defined, clear, and compelling narrative that speaks to the value proposition and uniqueness of the company?
- Have you built a sustainable engine for growth, a team, the marketing technology, and the processes that demonstrate you have a strong engine for growth?

How you paint that picture is key. Include in the narrative how efficient and effective you are in your marketing, and the ways you made it scalable. You know you're there when your story gets people excited about the vision, the brand, the compelling growth narrative, the opportunity, and the market space.

Keeping Up Momentum

To maintain momentum, you must have a well-defined growth engine and plan that you're executing with an operating mentality. You keep your eye on the prize by executing against the plan and tending that engine.

Don't play the game of underinvesting. Because buyers want to see consistent growth going into the future. On the acquisition side, they're looking for a clear growth story that's got consistency and longevity.

If you don't do this the right way and find the right balance, if growth starts to slow at the wrong time, buyers will see it. There are ways to be efficient and effective, but you can't choke off the business or you lose the longevity. And so, it really helps to have someone sitting in the middle who can fight that battle.

Proving You Have a Strong Foundation

Having a strong martech foundation with digital savvy in the business is obviously something investors would ask about. Have you invested in the right technology, and do you have the data? Do you have people who understand digital marketing?

A savvy investor would look at those type of things and ask the right questions. You must have the metrics and the program with the ability to tell the story that you built the foundation correctly. If you do that in a thoughtful, strategic way, you'll realize the highest possible multiple upon exit.

"Private equity has become much more sophisticated and nuanced with third-party support. And the LPs are demanding their sophistication, more transparency, and more governance. There's so much to it they need that assistance, whether that be help with sales and marketing, HR, supply chain and procurement, or whatever."

PE Association Executive Director

Actions to take now:

1. Review each of your existing portco investments to determine which most need to have additional industry-savvy expertise applied as suggested by the Lifecycle Approach to Value Creation.
2. Learn more about the Growth Gears market-based perspective to growing your company and apply those concepts to your selected portco investments.
3. Check out how the Instant Talent, Rich Playbook, and Tribal Power of Chief Outsiders makes them your long-term partner and first call to optimize portco growth no matter where you are in the investment lifecycle.

Chief Outsiders helps to maximize growth at each phase of the investment lifecycle with industry depth, a network of expertise and resources, lifecycle knowledge, and proven connections.

The Tribal Power of such a network combined with an increased focus on growth is up to the challenge. The old playbook of operational, financial reengineering, and efficiency plays are alone are not going to get it done.

Chief Outsiders™

Fractional Executives to Accelerate Growth

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