

A Repeatable Value Creation Engine for Private Equity

WHY VALUE CREATION BREAKS DOWN IN PRIVATE EQUITY:

Private equity firms don't struggle with strategy—they struggle with execution at speed.

The gap between underwriting assumptions and realized results widens when portfolio companies lack the operating discipline, leadership behaviors, and systems required to convert plans into performance.

Too often, value creation depends on heroic efforts, fragmented initiatives, or short-term fixes that fail to compound over the hold period.

Lean Focus addresses this breakdown by embedding proven operating capability into portfolio companies. Rather than relying on episodic projects or advisor-led initiatives, we help PE firms build repeatable systems that stabilize execution, accelerate improvement, and make value creation durable across ownership transitions.

ARE THE PORTFOLIO COMPANIES DELIVERING THE VALUE YOU UNDERWROTE?



EBITDA performance is below the investment thesis.



Value creation plans exist—but execution is slow or inconsistent.



Improvement is coming from cost cuts, not operational performance.



Leadership teams lack transformation experience.



Visibility into operational performance is limited.



Integration, carve-out, or turnaround risk is high.



Growth initiatives are not translating into results.



You need measurable improvement within the hold period.

A SELECTION OF FIRMS OUR PRIVATE EQUITY PRACTICE HAS SERVED

Blackstone

KKR

Bain Capital

PARTNERS GROUP

Berkshire Partners

WE HELP SPONSORS TURN VALUE CREATION PLANS INTO OPERATIONAL RESULTS—FAST.

A Repeatable Value Operating Model for Private Equity

Value creation in private equity is situational—but execution must be systematic. Each portfolio company presents a different set of constraints, risks, and opportunities. Lean Focus does not apply a one-size-fits-all methodology. We deploy the right combination of operating, commercial, leadership, and talent capabilities based on where value is trapped and how quickly it must be realized. Our Private Equity Practice is built around three operating realities:



VALUE CREATION MUST START IMMEDIATELY

Delays erode returns. Lean Focus mobilizes early—during diligence, Day 1 planning, or the first 100 days—to establish execution discipline, leadership clarity, and operating cadence before momentum is lost.

EXECUTION REQUIRES CROSS-FUNCTIONAL CAPABILITY

Sustainable value is rarely unlocked through operations, growth, or leadership alone. Lean Focus integrates expertise across Operations, Supply Chain, Growth, Innovation, Leadership, and Talent—deploying only what is required to convert strategy into results.



RESULTS MUST BE REPEATABLE ACROSS THE PORTFOLIO

Private equity value creation cannot depend on heroics. Lean Focus installs management systems and behaviors that scale across sites, teams, and acquisitions—providing operating partners with visibility, control, and the ability to replicate success.

300-600+

BPS EBITDA Margin Expansion

60-90%

FCF Growth

6-12 Months

Time to First EBITDA Impact

Lean Focus supports private equity firms across the full investment lifecycle—without changing the execution model every time.

Pre-Acquisition:

Diligence and underwriting pressure-testing

Day 1–100:

Stabilization, execution cadence, early EBITDA impact

Hold Period:

Cross-functional value creation & add-on integration





Pre-Exit:

EBITDA durability, cash conversion, leadership readiness

How We Support Private Equity Firms: Pre-Acquisition Diligence & Underwriting Support

Lean Focus supports private equity firms during diligence by pressure-testing operational and commercial assumptions against real execution capability. Our work is grounded in how value is actually created inside operating companies—through flow, discipline, and management systems—not spreadsheets alone. Diligence support commonly includes:



-  Assessing gross margin assumptions and cost structure sustainability
-  Reviewing R&D and innovation portfolio health, prioritization, and capital efficiency
-  Identifying working capital, EBITDA, and free cash flow opportunities tied to execution—not one-time fixes
-  Evaluating commercial execution reality across pricing discipline, sales process effectiveness, funnel health, and go-to-market alignment
-  Evaluating leadership capability and the presence (or absence) of operating discipline required to deliver results

The output is an execution-grounded view of value creation—what is achievable, how quickly, and what operating capabilities must be in place post-close to realize the model.

15-30%

Working Capital Reduction

75-90%

EBITDA-to-Cash Conversion

2.0-3.0x

Exit Multiple (MOIC)

How We Support Private Equity Firms: Post-Close Value Creation & Portfolio Company Execution

Post-acquisition, Lean Focus partners with private equity firms and portfolio company leadership to convert value creation plans into repeatable operating results. Our approach focuses on installing the execution discipline, management cadence, and leadership behaviors required to deliver under compressed timelines. Post-close engagements commonly focus on:



- ✓ Assessing gross margin assumptions and cost structure sustainability
- ✓ Reviewing R&D and innovation portfolio health, prioritization, and capital efficiency
- ✓ Identifying working capital, EBITDA, and free cash flow opportunities tied to execution—not one-time fixes
- ✓ Evaluating commercial execution reality across pricing discipline, sales process effectiveness, funnel health, and go-to-market alignment
- ✓ Evaluating leadership capability and the presence (or absence) of operating discipline required to deliver results

The output is an execution-grounded view of value creation—what is achievable, how quickly, and what operating capabilities must be in place post-close to realize the model.

Value creation accelerates when execution risk is addressed early.

A conversation with Lean Focus is a practical discussion about where value is trapped, how quickly it must be realized, and what operating capabilities are required to deliver results across the portfolio. Our senior-level practitioners bring decades of hands-on experience deploying execution systems inside PE-owned companies—under real timelines and ownership pressure.

Lean Focus helps private equity firms move beyond episodic initiatives to a repeatable value creation engine built for their operating companies. The focus is speed, discipline, and results that hold through the investment period.