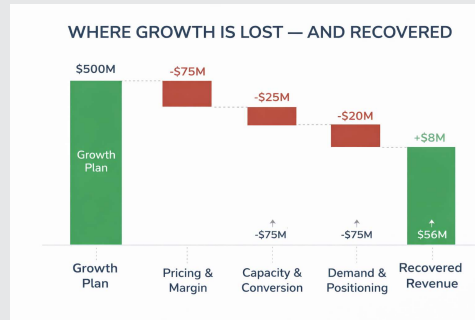


RISK & OPPORTUNITY ASSESSMENT

Validate the Growth Plan



Quantify Value at Risk



Prioritize Highest-Impact Actions



RISK & OPPORTUNITY ASSESSMENT

PHASES	OBJECTIVES
PRE-WORK PHASE 0:	• Confirm growth targets, priorities, and key risk concerns with executive leadership • Collect and review revenue, pipeline, pricing, and commercial performance data • Define assessment scope, focus areas, and success criteria • Establish interview schedule, data access, and execution timeline
<u>PHASE 1:</u> Alignment & Data Review	• Growth strategy and financial targets • Pipeline, conversion, and pricing performance • Leadership interviews • Initial risk hypotheses
<u>PHASE 2:</u> Commercial System Assessment	• Demand engine capacity vs. growth ambition • Coverage and capacity analysis • Funnel integrity and conversion performance • Pricing realization and margin leakage • Governance cadence and accountability
<u>PHASE 3:</u> Risk & Opportunity Quantification	• Revenue impact • EBITDA flow-through • Time-to-impact • Enterprise value sensitivity
<u>PHASE 4:</u> Executive Report Out	• Growth Risk & Opportunity Bridge • Constraint-ranked Heatmap • Prioritized intervention roadmap • Investment vs. return guidance
DELIVERABLES	• Growth Risk & Opportunity Bridge (Revenue → EBITDA → Enterprise Value) • Commercial Heatmap (Red / Amber / Green by impact) • Growth Feasibility Assessment (Can the plan be delivered?) • Prioritized Action Roadmap • Executive presentation for CEO / Operating Partner / Board / IC



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GROWTH
A LEAN FOCUS PRACTICE AREA

RISK & OPPORTUNITY ASSESSMENT

WHAT IS A RISK & OPPORTUNITY ASSESSMENT?

A 4–6 week, investor-grade evaluation of the commercial execution engine that identifies:

- Structural barriers limiting growth
- Revenue and EBITDA at risk
- Unrealized growth potential
- The highest-impact actions to close the gap
- Validation of growth plan feasibility

The assessment evaluates the full demand-to-close engine:

- Market positioning & value proposition
- Demand generation capacity
- Sales coverage, capacity & productivity
- Pricing discipline & discount leakage
- Forecasting, cadence & performance governance

The result is not a long improvement list. It is a constraint-ranked view of where growth is being lost — prioritized by financial impact and speed to value.

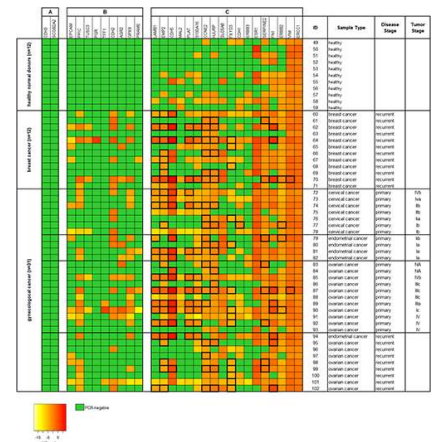
WHEN TO USE A RISK & OPPORTUNITY ASSESSMENT?

- ✓ Revenue growth is below plan or becoming unpredictable
- ✓ Pipeline activity is high, but conversion is inconsistent
- ✓ Margins are declining despite volume growth
- ✓ Leadership is unsure the growth plan is achievable
- ✓ Mid-hold portfolio companies need to protect the equity case
- ✓ Pre- or post-acquisition validation of growth assumptions

When performance becomes uncertain, the key question is not:

“Are we working hard enough?”

It’s... “Is our commercial engine structurally capable of delivering the growth plan?”



REQUEST A CONSULT:
INFO@LEANFOCUS.COM

How do I get started?

Schedule a Risk & Opportunity Assessment

Lean Focus assessments frequently reveal:

- 15–30% unrealized revenue potential
- 300–600 basis points EBITDA opportunity
- Improved forecast credibility and pipeline reliability
- Clear execution focus within existing management bandwidth

For Private Equity portfolios, this often protects or unlocks 20–40% of the equity case.



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