

PRE-DEAL · 03

Value Creation Strategy

Value creation starts by getting the most out of the core before any adjacency gets funded.

THE QUESTION IT ANSWERS

Which commercial levers will deliver the 10–12% annual EBITDA growth today's returns require?

Source: Bain & Company, Global Private Equity Report 2026: typical deals now need 10–12% average annual EBITDA growth for a 2.5x return over five years, against about 5% in the 2010s.

THE METHOD

Core first, then expand

Maximise the core	Win rate	Pricing & discount	Net revenue retention	Cross- & upsell	Pipeline efficiency
Expand the core	New segments	New geographies	New products	New channels	Add-on M&A

Each foundation screened in the diligence becomes an initiative, ranked by revenue, investment, time to ROI and likelihood. Expansion runs through build, buy or partner.

WHAT WE DO

Map every growth lever: more customers, larger deals, more repeat business

Size each initiative on revenue, investment, time to ROI and likelihood

Sequence initiatives against the nine-foundation scorecard

Set the board KPIs that show whether the plan is working

WHAT YOU RECEIVE

Commercial value creation plan for the hold period

Ranked initiative portfolio

KPI tree from EBITDA down to funnel and retention metrics

Three-year commercial roadmap

METRICS MOVED → ENTERPRISE VALUE

EBITDA growth: traced to named levers, not a top-down target

NRR and CAC payback: the efficiency behind the growth

Exit: a value story that has been building since day one

TYPICAL TIMELINE

4–6 weeks

PROOF

Danelec: a buy-and-build mandate took revenue up about 250% from Verdane's investment to the 2025 exit to GTT at 15x EBITDA.

Let's talk about your commercial foundation.

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