

# 2022 Private Equity Operating Partners Playbook

How an agile business problem-solving strategy  
will deliver on high-impact value creation initiatives  
with greater speed and efficiency.

**CATALANT**



# Introduction

Enterprises are reconsidering how they operate in today's ever-evolving business environment.

Agile business problem solving — a digitally-enabled capability that allows executives to rapidly turn ongoing strategic ideation into concrete, high-impact actions — is now a business-critical capability.

While leveraging external talent for value creation and project-focused work is not a new concept in Private Equity, doing so effectively and at speed across dozens of portfolio companies is a challenge.

## Post-Close Execution at Speed

Private equity value creation plans prioritize strategic initiatives and cross-functional work streams to transform the business and realize the asset's full potential. However, the company often lacks the talent and specific skill sets necessary to execute on these workstreams.

As an Operating Partner, you may not have the time it takes to hire a full-time resource, and often big consulting firms do not bring the operational experience your execution-focused work needs.

You need a flexible, right-sized solution that enables you to access the best people possible for explicit work streams laid out in your value creation plan.

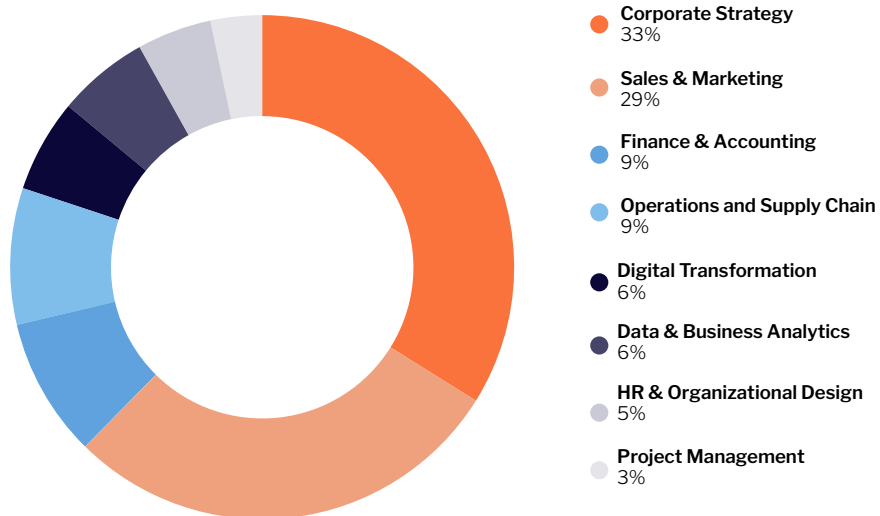
**Adopting an agile business problem solving strategy will enable your team to effectively leverage external talent at scale and equip your portfolio companies with the resources necessary to execute strategic initiatives.**



# Top Priority Resource Investment from **Private Equity Teams**

Trends from Catalant's marketplace usage in the last year show Private Equity teams turning to highly-skilled experts to tackle the major challenges of today's business environment.

## Most Common Private Equity Engagements on Catalant




Next in the playbook, we'll explore why the following operational areas are getting the most attention from Private Equity partners today:

 **M&A**

 **Due Diligence**

 **Go-to-Market**

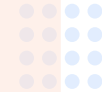
 **Finance and Accounting**

# 1

## Strategic Challenge: Mergers & Acquisitions

Mergers, acquisitions, divestitures — and their transaction values — are all on the rise. Carve-outs in particular are set up for a standout year with record levels of dry powder within PE and enterprises refocusing on their core growth businesses and paying down debt.

As a result, corporate development teams are tight on bandwidth as they balance multiple deals and faster timelines given the competitive nature of the market. Independent resources for M&A support allow you to quickly flex up your portfolio company's corporate development team during periods of increased deal activity.



### Catalant Customer Story

**Challenge:**

A Los Angeles-based private equity firm needed a local senior consultant to support the integration of a technology company after a merger.

**Solution:**

The firm hired a consultant through Catalant who handled deal execution for clients at PwC and had experience working with C-Suite and integration leaders across over 20 merger integrations.

**Result:**

By the end of the six-month engagement, the consultant planned and launched an integration management program. They also established “day one” requirements and supported the IMO in leading implementation.

# 2

## Strategic Challenge: Due Diligence

The corporate development teams at your portfolio companies are often resource constrained during periods of due diligence. An independent resource enables right-sized consulting which gives you the ability quickly drive aspects of your due diligence process such as market research and market mapping. It also allows you to add capacity without the costs associated with hiring a full-time employee.

### Catalant Customer Story

**Challenge:** A PE firm in need of due diligence support was looking for a consultant who could conduct a market assessment of automotive glass repair software to help them inform an investment opportunity.

**Solution:** They hired a consultant through Catalant who was a Principal at a boutique firm and had 10 years of strategy and market research experience.

**Result:** In four-weeks, the consultant broke down the market by customer segment and identified major competitors within each segment. They also analyzed value drivers and assessed positioning and growth trends.

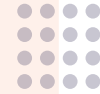


# 3

## Strategic Challenge: Go-To-Market

Today, growth-oriented commercial initiatives drive outperformance — however, these areas are often under-invested in and companies lack the talent and capabilities necessary for change. These types of roles are also hard to hire for so growth-oriented work streams often land on someone else's plate or are simply overlooked.

Identifying performance-focused consultants who can support go-to-market strategy and execution work streams such as conducting market research and customer segmentation, running a sales and marketing efficiency analysis, or managing sales planning and reporting, can help you fill gaps in talent and lay the foundation for data-driven growth.



### Catalant Customer Story

**Challenge:** Seeking lead generation support, a PE firm needed the help of a consultant who could perform web scraping and handle email automation to set up conversations with targets.

**Solution:** They hired a consultant through Catalant who was working as the CEO of a specialized marketing and sales firm and had extensive experience in implementing email automation that supports M&A strategies.

**Result:** Over the course of two weeks, this consultant set up web scraping and implemented email automation for outreach. They also made several deliverability improvements and linked all results with a CRM to centralize customer data.



## Strategic Challenge: Finance & Accounting

Within finance more than any other function, Catalant sees Operating Partners filling temporary gaps in leadership. This is not a scalable solution and diverts focus away from higher level strategic initiatives that an Operating Partner is best positioned to support. Having access to a strong bench of interim CFO resources – independent operators with prior C-Suite experience within PE-backed companies – can be a huge asset when a portfolio company is unexpectedly faced with a senior-level gap in the finance function.

### Catalant Customer Story

**Challenge:** After two acquisitions, a private equity-backed retail company required the support of a consultant who could manage FP&A.

**Solution:** The firm hired a consultant through Catalant's marketplace with extensive FP&A experience. This person had experience working as an interim CFO as well as in finance and M&A roles at PE firms.

**Result:** Over two months, the consultant updated a leveraged buyout model and forecasted for the calendar year ahead of a board meeting. They also built an operating cash flow model.

# Catalant's **Impact**

The world's leading Private Equity firms leverage agile consulting to solve their strategic business problems.

Access highly-skilled independent consultants with experience at top consulting firms and Fortune 500 giants for projects across the deal lifecycle.



**5,500+**

Experts from top  
consultancies



**10,000+**

Experts from top  
consultancies



**10-15**

Average years  
of experience

Get In Touch ➡



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