



Accelerating Value for Mid-Sized Companies and Private Equity

Interim Leadership | Operational Transformation | Asset Optimization | Exit Readiness

Your **single partner** for **end-to-end portfolio alignment**; driving **consistent and scalable asset optimization** across all acquisitions.

Our **mission** is to deliver measurable **impact across your entire portfolio**
- providing interim leadership and strategic expertise at every stage of the investment cycle.

We work with **scaling and maturing small to mid-sized** Western Canadian businesses with revenue of up to **\$50M**. We are **sector-agnostic**, applying proven and repeatable approaches across industries.

Meet the Leadership Team

**Dary Bissonnette****Founding Partner****22 Years Experience****Key Roles:** President, CFO, VP - Strategic Sourcing, VP - Finance**Industries:** Telecom, Oil & Gas, Energy/Utilities, Agriculture, Aviation, Hospitality, Government Incentives**At Effer:** Business Leadership, Strategic Sourcing, Procurement, Business Finance**Matthew Walters****Founding Partner****25 Years Experience****Key Roles:** COO, Director - Integrated Business Planning, Director, Supplier Risk & Economics**Industries:** Industrial Chemicals, Telecom, Commercial Explosives, Energy/Utilities, Transportation, Government Incentives**At Effer:** Business Leadership, Supply Chain, Procurement**Jennifer Walters****Founding Partner****22 Years Experience****Key Roles:** Director - Supply Chain Process & Technology, Director - Finance Transformation**Industries:** Industrial Chemicals, Telecom, Oil & Gas Services, Commercial Explosives, Energy/Utilities, Legal, Hospitality**At Effer:** Technology Strategy & Enablement, Strategic Sourcing, Procurement, Business Finance**Lyndsey Canning****Director****15 Years Experience****Key Roles:** Director, Process & Technology, Manager - Procurement Process & Technology, Manager – Purchasing**Industries:** Telecom, Oil & Gas Services, Construction**At Effer:** Technology Strategy & Enablement, Supply Chain, Procurement, Inventory Management



Post-Acquisition Challenges

Leadership gaps slowing execution

Operational inefficiencies eroding margins

High leverage requiring disciplined cash flow

Need for strategic repositioning to unlock growth

Exit planning from Day 1

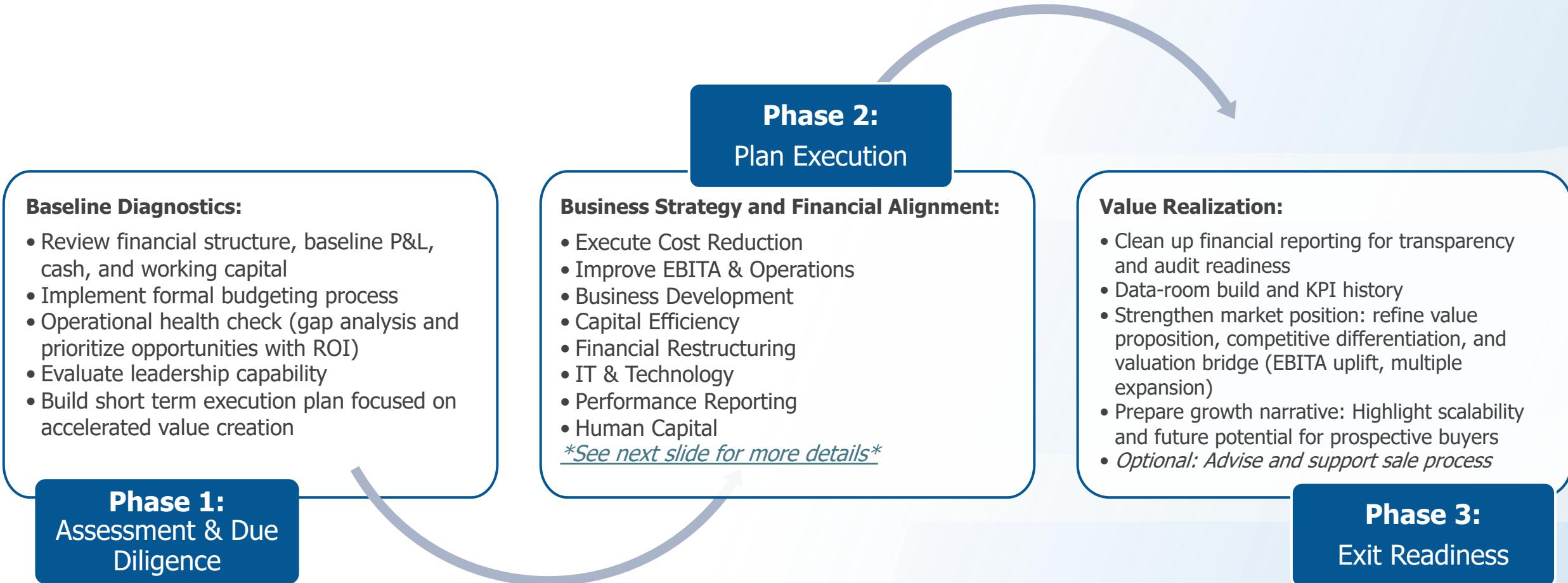


The Solutions

- ✓ Stepping in as 'boots on the ground', interim leadership
- ✓ Support transition to permanent leadership and sustainable change
- ✓ Execute short term transformation plans
- ✓ Stabilize operations and align leadership teams
- ✓ Fast-track opportunities for cost reduction
- ✓ Improve working capital
- ✓ Drive measurable improvements in performance
- ✓ Strengthen market position
- ✓ Exit strategy preparation

Accelerating Value Framework (1/2)

End-to-End Support for Private Equity: Before Acquisition, During Ownership, and at Exit



Accelerating Value Framework (2/2)

Delivering Asset Turnaround for Maximum Return

Execute Cost Reduction:

Supply chain optimization, contract re-negotiation, strategic sourcing, simplified procurement, supplier rationalization.

Human Capital:

Evaluate organizational structure, workforce alignment to business priorities, review talent and incentives, ensure sustained leadership accountability through transition plan to permanent leadership team.

Performance Reporting:

Implement management business reviews, dashboards for financial and operational metrics to drive results.

IT and Technology:

Assess IT/cybersecurity capability and risk posture, tech stack rationalization, activate automation opportunities to streamline operations and eliminate manual work.



Business Development:

Marketing & Growth strategy – target high-value clients and expansion into new markets to optimize profitability, go-to-market plans leveraging product/service differentiation that deliver max ROI

Improve EBITDA & Operations:

Pricing & margin strategy, rationalize SG&A/direct costs. Sales & Operations Planning, workplace Health & Safety, Lean and standard processes, Risk Management & Compliance, value chain optimization.

Financial Restructuring:

Debt optimization, capital structure adjustment, divest non-core or underperforming assets.

Capital Efficiency:

Improve working capital management and cash flow cycle, intelligent asset management (maximize utilization and performance), inventory management, non-dilutive funding support for R&D/innovation investment (if applicable).

Why Work with Us? | A Case Study

Client Profile: A small consulting practice – delivering results of 38% revenue growth and 5x EBITDA within one year.

Key Challenges

- No budgeting process
- No monitoring of P&L, cashflows

- Low engagement and high turnover
- Organizational mis-alignment and low leadership capability
- Lack of connection between performance management & incentives

- Data fragmentation across multiple platforms
- Poorly structured reporting - lacking insights
- Low utilization of reporting for driving improvements

- Redundant IT systems
- 'Long tail' of unnecessary costs eroding enterprise value

- Lack of business development growth strategy
- Limited understanding of client profitability and resource utilization

- Minimal monitoring of risk and compliance requirements (i.e. IT cybersecurity risk exposure)
- Existing documentation was outdated or lacked rigor

Financial Management



People & Culture



Data & Analytics



Opex Rationalization



Business Development



Risk Management



Our Approach

- Implemented formal budgeting and forecasting process
- Monthly reporting and monitoring of actuals vs. budget
- Focus on improvement of working capital

- Improved communications on business performance and alignment to individual performance plans – incentivize to 'win together'
- Org re-structure – human capital mgmt, title/salary benchmarking

- Re-designed reporting process to transform data into meaningful insights to drive growth and profitability

- Tech stack rationalization: Eliminated 'IT clutter'
- Contract re-negotiations or termination with existing suppliers (improve T&C's, cost avoidance/reduction where applicable)
- Process standardization to uphold quality control and streamline ops

- Formal BD strategy and execution plan
- Clarity on target client base, file profitability, and industry diversification

- Formal policies developed/updated for current business environment (cybersecurity, AI, data retention, privacy etc.)

We have a proven track record leading transformations that maximize value

What Makes Us *Unique*



Senior expertise, not junior executors

We don't vanish after the pitch - we roll up our sleeves and get it done.



Changers, not doers

We embed ourselves in your organization and set you and your team up to thrive without us after we leave.



Local experts, not global consulting firms

We understand your unique challenges, yet our international experience provides us with added depth in finding solutions.

Spend Guardrails: Pre-agreed Cap, No Surprises

01

Fixed Fee + Equity

- High value creation opportunity
- Dilution is acceptable
- KPIs and governance are tight

02

Fixed Fee + Performance incentive

- Outcomes measurable
- No dilution

03

Fixed or T&M Milestone-based

- Uncertain path/scope
- External dependencies
- Phase gates/decisions required

04

Hybrid (combo of #1, #2 , and/or #3)

- Need alignment and risk sharing
- Need flexibility on goals and timeline

Factors to Consider/ Discuss:

- Upside potential vs. certainty
- Strategic priority (growth, profit, cash stabilization)
- Risk-sharing appetite (bonus, equity, fixed)
- Cash liquidity / spend cap
- Measurable outcomes and baseline clarity
- Urgency / time horizon
- Other risk or dependencies
- Governance and decision speed

Note: Fixed fee based on estimated hours, resources and timeline

We look forward to working with you!

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