



Accelerating Value for Lower Middle Market Private Equity Firms

Interim Leadership | Operational Transformation | Exit Readiness | Portfolio Proliferation

Your **single partner** for **end-to-end portfolio alignment**; unlocking **consistent and sustainable operational value** across all assets

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 lower mid-market PE owned** businesses. We are **sector-agnostic**, applying proven and repeatable approaches across your entire portfolio.



Dary Bissonnette

Founding Partner

22 Years Experience

Key Roles: President, CFO, Exec - Strategic Sourcing, Exec - Finance

Industries: Telecom, Oil & Gas, Energy/Utilities, Agriculture, Aviation, Hospitality, Construction, Manufacturing, Government Incentives

At Effero: 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 Effero: 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 Effero: 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 Effero: Technology Strategy & Enablement, Supply Chain, Procurement, Inventory Management



Post-Acquisition Challenges

Leadership gaps, slowing execution

Recurring operational inefficiencies eroding margins and slowing growth

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
- ✓ Stabilize operations and align leadership teams
- ✓ Support transition to permanent leadership and sustainable change
- ✓ Proactively surface common operational gaps
- ✓ Deploy standardized interventions across portfolio
- ✓ Accelerate results through coordinated execution
- ✓ Fast-track opportunities for cost reduction
- ✓ Rationalize 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, Through Ownership, and at Exit



Accelerating Value Framework (2/2)

Delivering Efficient Asset Turnaround to Maximize Return

Capital Efficiency:

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

Execute Cost Reduction:

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

Financial Restructuring:

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

Business Development:

Marketing & Growth strategy – target high-value customers and expansion into new markets, go-to-market plans leveraging product/service differentiation

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.

IT and Technology:

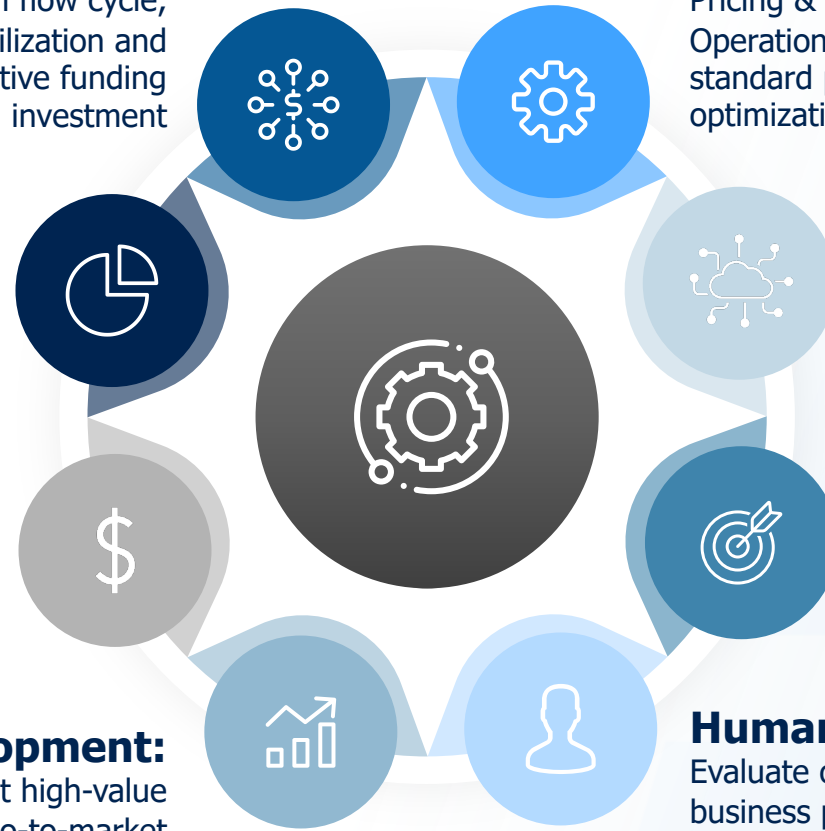
Assess IT/cybersecurity capability and risk posture, tech stack rationalization, activate automation opportunities to streamline operations and eliminate low value-added work.

Performance Reporting:

Implement management business reviews, dashboards for financial, product/service level and critical operational metrics driving performance accountability.

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.



Why Work with Us? | A Case Study

Client Profile: Boutique consulting practice – delivering results of 38% revenue growth and 4x EBITDA in first year.

Key Challenges

- No budgeting process
- No monitoring of P&L, cashflows
- Lack of attention to working capital turnover / constraints on cash

- Low engagement and high attrition
- Organizational mis-alignment and low leadership capability
- No 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 and idle applications
- '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 (24-month outlook)
- Monthly reporting and monitoring of actuals vs. budget
- Focus on improvement of working capital via measurable KPIs

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

- Re-designed reporting process to transform data into meaningful insights to drive growth and profitability
- Reduced effort on redundant, non-core reporting and data collection

- 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.)

A proven track record leading transformations that maximize value

Choosing the Right Commercial Model

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

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.




On-Demand C-Suite
Strategy, Strategic Advisory, CEO/CFO/COO/CPO as-a-service, Leadership Development, Business M&A Advisory.



Business Planning
Financial Planning & Analysis, M&A/Due Diligence, Cost Management, Risk Management, Performance Metrics & KPI's.



Process & Technology Enablement
Business Process Optimization, Systems Implementation, Project Delivery & Organizational Change Management, Technology Support Center of Excellence.



Strategic Sourcing & Procurement
Policy & Process Definition/Implementation, Complex Negotiations, Strategic Sourcing, Category Management, Supplier Relationship Management, RFI/RFP Development & Evaluation, Purchasing.



Supply Chain & Procurement Strategy
End-to-end Supply Chain Strategy & Roadmaps, Organizational Design, Post-M&A Supply Chain & Operations Integration Planning, Digital Supply Chain Strategies & Roadmaps.




Supply Chain Planning
Sales & Operations, Planning, Integrated Business Planning, Supply Planning, Demand Management, Inventory Forecasting, New Product Introduction & Launch, Product/Portfolio SKU Rationalization.




Supply Chain Operations
Operations, Logistics & Distribution, Distribution Network Optimization, Transportation Management, 3PL & Outsourcing, Lean & Continuous Improvement.




Supply Chain Analytics
Spend Analytics/Segmentation, Total Cost of Ownership/Economic Modelling, Cost-to-Serve, Operational Metrics, Key Performance Indicators, Analysis.




Sustainability
ESG (Environment, Social, Governance), Sustainable/Responsible Sourcing, Supply Chain Sustainability, Power Purchase Agreement Sourcing, Third Party Risk Management.



Legal & Privacy Advisory
Business-focused Legal Support, Privacy & Information Management, Data Security, Risk & Compliance.



Marketing & Brand Strategy
Brand Identity and Recognition, Memorable Design, Go-to-Market Strategy, Customer Value Proposition.



Technology Leadership
CIO/CTO as-a-service, Strategic Advisory, IT and Technology Roadmap Development.

We look forward to working with you!

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