

OPERATIONAL DILIGENCE WORKSHOP

2-day intensive presented by Tim Van Mieghem, Author of *"Shocking Profit"*

This two-day, practitioner-led workshop gives PE deal and operating professionals a repeatable, field-tested approach to operational diligence, so you can surface hidden risk earlier, quantify upside with confidence, and translate findings into a value creation plan your team can execute.

You'll Leave With

- A clear diligence blueprint you can run deal-to-deal (what to test, what to ask, what to model)
- A practical catalog of common operational risks – and how to convert findings into deal terms, reserves, or mitigation plans
- A value lever framework for building granular, model-ready EBITDA and cash impact initiatives (beyond generic "synergies")
- Templates and guidance for communicating findings to the deal team, IC, and lenders
- Best practices for using diligence to build credibility with sellers and portfolio leadership
- The ability to leverage AI tools in the Operational Diligence

Who Should Attend

Private equity professionals involved in diligence and value creation, including deal team members, portfolio operations, finance, and operating partners who want a stronger, more actionable view of operational risk and upside before close – and a faster path to execution after close.

Day 1 8:30am-5pm Central Time (with breaks)*

DAY 1

Session	What we'll cover	What you'll be able to do after
Welcome & Workshop Objectives	Welcome participants, set expectations, and align on how operational diligence connects to risk reduction, deal certainty, and value creation.	Participants feel oriented, understand the flow of the 2 days, and see the potential impact of applying Operational Diligence, understanding risk and hidden value in their own deals and companies. You'll be prepared to: <ul style="list-style-type: none"> Identify operational risks early – and decide whether to fix, renegotiate, or walk
Overview: Quality of Operations Diligence (QoO)	Cover the topics and goals for conducting a Quality of Operations diligence and clearly define what it is.	<ul style="list-style-type: none"> Convert diligence findings into negotiation levers and downside protection Translate operational insights into a practical value creation plan Quantify actionable, model-ready EBITDA and cash initiatives Use operational diligence to differentiate your team and strengthen seller confidence
Break		Time to recharge, network, and get ready for the next module.
Risk Review: The 60 Risks	Cover the 60 risks the diligence tests for, how to model the risks and issues, and the questions, observations, and analyses used to reveal them.	Participants will: <ul style="list-style-type: none"> Become aware of the risks that can be identified and modeled before moving forward. Be able to seek relief related to identified risks in the deal, or budget, model, and plan to address the issues. Be reluctant to complete a purchase without exploring undisclosed risks and issues. Have a clear view of the difference between addressing the risks in earlier stages vs. later.
Lunch Break		Rest, informal networking, and reflection on morning insights.
Value Lever Review (Top 10 Levers)	Review the top 10 Value Levers, how to model the impact of each Value Lever, common interactions among levers, and typical timelines and CapEx budgets to address each.	Participants will be able to: <ul style="list-style-type: none"> Identify the operational value levers that drive scalability, EBITDA growth, and add-on readiness Build granular, actionable EBITDA improvement cases (with realistic timing and CapEx assumptions) Pressure-test “synergy” claims and replace them with initiatives you can own and execute Prioritize levers to support an investment thesis and post-close plan
Break	Snacks and drinks	
Value Lever Review (Top 10 Levers) continued	Review the rest of the top 10 Value Levers	
Segmentation: The 9-Box Tool	Learn the 9-Box segmentation framework and how to interpret it to pinpoint profit pools, loss makers, risk concentrations, and the most likely operational value levers.	Participants will: <ul style="list-style-type: none"> Understand the power and relative ease of discovering how and where the company makes money and where they give it back. Never want to buy a company without completing a 9-Box and will realize they should do one for all portfolio companies. Understand that they can leverage the 9-Box for customer and SKU profitability analysis, pricing opportunities, identifying parts of the business that should be run differently, recasting inventory (including Excess & Obsolete), and using the 9-Box as the canary in the coal mine. And to use the 9-Box to feed a SKU/Customer Rationalization Workshop

*agenda subject to change

Day 2 8:00am-3pm Central Time (with breaks)*

DAY 2

Session	What we'll cover	What you'll be able to do after
Full Financial Modeling	Model velocity and its impact on EBITDA, Balance Sheet, and market positioning, including the cost and effort to address risks.	Participants will: <ul style="list-style-type: none"> • Be able to model the value levers and the impact of addressing risks on EBITDA and the Balance Sheet. • Be able to call out improvements that impact market positioning (safety, lead times, on-time delivery, time-to-market, quality, retention, employee engagement, etc.). • Be able to model risks, issues, and value creation over multiple years to identify trends that justify deeper investigation (COGS % variation, labor % of sales, variation in general, demonstrated vs. current performance, actual vs. budget/forecast ability).
Break		Time to recharge and reset before the next module.
Full Financial Modeling (cont.)	Model velocity and its impact on EBITDA, Balance Sheet, and market positioning, including the cost and effort to address risks.	Participants will: <ul style="list-style-type: none"> • Be able to model the value levers and the impact of addressing risks on EBITDA and the Balance Sheet. • Be able to call out improvements that impact market positioning (safety, lead times, on-time delivery, time-to-market, quality, retention, employee engagement, etc.). • Be able to model risks, issues, and value creation over multiple years to identify trends that justify deeper investigation (COGS % variation, labor % of sales, variation in general, demonstrated vs. current performance, actual vs. budget/forecast ability).
Capacity Calculation	Review ways to model capacity and specify initiatives for improvement.	Participants will: <ul style="list-style-type: none"> • Be able to go beyond the sellers' view of capacity and model it as-is and with improvements. • Understand the impact of velocity, not just efficiency. • Understand that this goes beyond simple financial analysis and that SMEs add a vital component. • Understand the outsized impact that understanding true capacity can have on CapEx investments, preparedness to scale, and EBITDA increases, and see that this can be an investment thesis on its own. • Impact of designed speed, improving change overs, scheduling, standards, MDI, automation etc on capacity
Lunch Break		Rest, informal networking, and reflection on morning modeling work.
Building the Relationship & Protecting the Deal	Review how to conduct diligence in a way that builds relationships and manages deal risk, including what to share (honest compliments and awareness of complications) and what not to share until after close (value creation opportunities, personnel concerns).	Participants will be able to: <ul style="list-style-type: none"> • Use operational diligence to differentiate your firm with sellers and management teams • Demonstrate that you see past the numbers and understand how the business really runs • Reduce downside by separating "nice-to-know" from decision-critical diligence work • Understand why specialist, real-world operating experience strengthens diligence quality and credibility
Break		Time to recharge before the next working session.

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Day 2 continued

Day 2 8:00am-3pm Central Time (with breaks)*

DAY 2

Session	What we'll cover	What you'll be able to do after
Writing the Report	Clarify Observations vs. Recommendations; Initiatives vs. Recommendations; and walk through Table of Contents and Executive Summary structure.	Participants will understand how to write a report that informs the deal team, builds confidence and clarity for the investment committee and lenders, and use the report to build awareness and acceptance that there are problems worth solving and value worth pursuing.
Break		Time to reset and prepare for the final modules.
Onboarding the Portfolio Company	Discuss onboarding for stability, getting ahead of plan, and value creation by addressing risks, activating value levers, developing leaders, and developing a problem-solving culture.	Participants will: <ul style="list-style-type: none"> • Understand their ability to and the value of onboarding a new portfolio company well (including doing a VSM). • Understand their ability to get ahead of plan, address risks early, and leverage resources outside of the core deal team and leadership team to build momentum.
Growing Leaders	Use diligence and value-creation work as an opportunity to develop a problem-solving culture and have the process pay for leadership and capability development.	Participants will understand the importance of keeping and upgrading people as part of profit-improving initiatives and that without this step the changes will not stick.
Call to Action + Closing	Invitation to meet and review a pending deal, recap key ideas, and close with the Add Back boat story.	Participants will want to engage us to conduct diligence on all of their portfolio companies, will be inclined to refer colleagues and other PE firms to take the class, and will remember the \$6M to \$9M EBITDA "Add Back" story as a vivid example of value creation.

*agenda subject to change

Next Steps

Interested in attending? Scan the QR code below for details and complete the registration form.



Learn More

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