RED BEAR: ALPHA ENGINE · DATA SHEET · OWN · PORTFOLIO INTELLIGENCE

The thesis has to survive the deal

Five per cent of a fund's life happens before completion. This is the other ninety-five, where the return is actually made or lost.

KEY POINTS

- The value creation plan as a structured object, not a slide deck: initiatives linked to levers, with owners, milestones, planned investment and the uplift inherited unaltered from the investment case
- Three facts per initiative that nobody records today: what was actually done, what it actually cost, and what followed
- Performance captured against the plan quarterly through the hold, not reconstructed from board packs at year end
- Bolt-on screening run inside each portfolio company, and an exit pack that finds your own contradictions before the buyer's advisers do
- Realised outcomes feed back to the PREDICT and DECIDE pillars automatically, so the loop closes; the operating partner runs the plan, the platform never marks it

What it is

Ownership begins with the hundred-day plan, which sets direction while the organisation is still paying attention. The value creation plan follows, inheriting the thesis and the evidence that justified the deal rather than starting from a blank deck. Through the hold, performance is captured against that plan as it happens. And because the evidence has been accumulating the whole time, exit preparation becomes a matter of assembling what already exists, and finding your own contradictions before a buyer's advisers find them for you.

The pillar records the three facts the learning loop needs and most firms never write down: which intervention was actually implemented, when and at what cost, and what followed. Without them the predictions never improve and the committee can never distinguish skill from luck.

The pain point

Today, the thesis stops mattering at completion. The value creation plan becomes a fresh deck, drafted by whoever is available and disconnected from the analysis that justified the deal. The diligence findings sit in a folder. Owner and management work to different plans. Nobody systematically records what the interventions achieved, so at exit the firm cannot say whether its own thesis proved correct. And three years later, the evidence behind a claim in the sale process takes a week to reassemble.

The investment case predicted +4.1% revenue from pricing at a cost of $2.5m over nine months. Was it implemented? When? At what cost? What happened to revenue? All four answers are needed, and today none of them is kept where the prediction was.

How it works

A plan that inherits. The value creation plan is a structured, versioned set of initiatives, each linked to a lever in the taxonomy, with an owner, the predicted uplift inherited from the investment case, planned investment, milestones and target dates; the inherited prediction is retained unaltered for later comparison, and revisions keep every prior version (FR-OWN-001). The hundred-day plan is a separate, short-horizon plan with its own initiatives and completion tracking; closing it does not close the value creation plan (FR-OWN-007). Conditions attached at committee are carried into the portfolio record with owner and due date, tracked to closure, and escalated when overdue (FR-OWN-009).

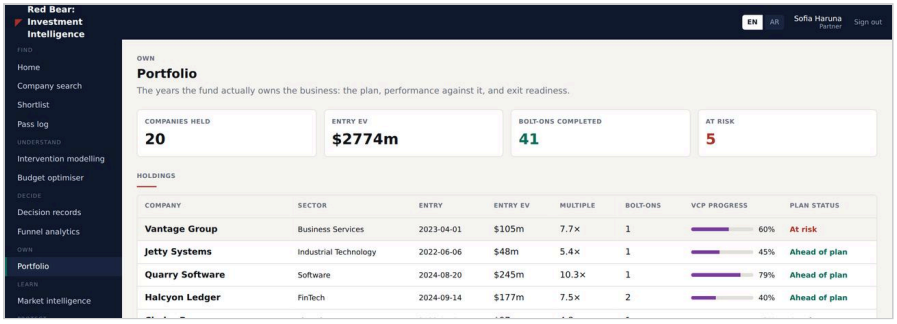
What was actually done. For each initiative the platform records the actual implementation date, the actual investment, its intensity and an assessment of implementation quality; partial or abandoned implementation is recordable, and actual investment sits separately from planned (FR-OWN-002). Revenue, margin, income, outgoings, cash conversion and plan adherence are captured periodically, quarterly by default, each measurement carrying its period and source; interim measurement is mandatory, because waiting for exit means the loop never closes (FR-OWN-003). Predicted uplift is then compared against the measured outcome over the same period, using the prediction as it stood at investment and never a later revision, with the variance and the share attributable to the intervention as the LEARN pillar estimates it, labelled an estimate (FR-OWN-004).

One view of the book. A cross-portfolio dashboard reports entry metrics, plan progress and status, bolt-ons completed and companies flagged at risk; status is derived from plan adherence and outcome variance, and every flag is explainable (FR-OWN-005). DealLens screening runs inside each portfolio company, scoped to its buy-and-build thesis, in a pipeline distinct from the fund's (FR-OWN-006). For exit, the platform assembles the evidence base into an exit pack and flags the contradictions, gaps and stale evidence a buyer's advisers would be expected to find, using the same logic as the acquisition-side check and prioritised by likely buyer materiality (FR-OWN-008). Measured outcomes and implementation records flow to the PREDICT and LEARN pillars without re-entry, the originating record remaining the single source of truth (FR-OWN-010). The platform reports adherence and proposes the at-risk flag; the operating partner and the board decide what to do about it.

What you get

Capability	What it does	Requirements
Value creation plan and hundred-day plan	Structured, versioned initiatives linked to levers; a separate short-horizon plan	FR-OWN-001, FR-OWN-007
Implementation record and outcome measurement	Actual date, cost, intensity and quality per initiative; quarterly outcomes with period and source	FR-OWN-002, FR-OWN-003
Predicted versus actual	Variance against the prediction as it stood at investment, with attribution labelled an estimate	FR-OWN-004
Portfolio dashboard and condition tracking	Cross-portfolio status, explainable at-risk flags, committee conditions tracked to closure	FR-OWN-005, FR-OWN-009
Bolt-on screening	DealLens run per portfolio company against its buy-and-build thesis	FR-OWN-006
Exit readiness	An exit pack with the contradictions, gaps and stale evidence a buyer would find	FR-OWN-008
Outcome propagation	Outcomes and implementation records to PREDICT and LEARN, automatically	FR-OWN-010

Screens



S-10 Portfolio: The portfolio view: plan progress and status per company, bolt-ons completed, and companies flagged at risk with the reason. Prototype render on synthetic data for fictional entities.

RETURN ON INVESTMENT

A plan that holds. The plan the CEO is held to inherits the analysis that justified the investment, and owner and management work from one version. **Exit without surprises.** Evidence accumulates continuously, so preparing for a sale means assembling what exists rather than reconstructing three years of history, and the contradictions are found before the buyer finds them. **The feedback loop closes.** Realised outcomes reach the other pillars, so the firm can finally answer whether the uplift it underwrote arrived and by how much it missed. The measures this pillar carries are **predicted uplift against measured outcome per initiative** (FR-OWN-004) and **the share of initiatives with an implementation record and interim measurement**; both are recorded by the product from the first quarter of ownership and no target is stated here.

What it depends on

Reporting data from the portfolio companies themselves; a value creation plan that exists in structured form; owner and CEO working from one version of it; interim marks long before exit; diligence evidence from DealLens surviving completion; and the discipline of assembling exit evidence continuously rather than retrospectively. Outcome reviews and the lessons drawn from them run on the platform's Decision Learning engine, which attributes a lesson to a pattern and never to a person (RBP FR-DL-01, RBP FR-DL-04).