

# PENDRA

## **AIP CEO Conference**

Creating Value Through Talent & Organization

March 2026 | NYC

# Market Metrics

**92%**

% of PE investors indicated that talent issues had a result in portfolio company underperformance

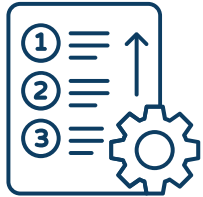
*based on a survey by Bain & Company*

**2 out of 3**

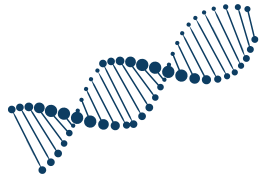
Deal makers said that cultural issues ended up hampering value creation post closing

*based on a survey by PwC*

# Your Organization



What are your current priorities?



What evolution needs to occur?

NONE OF THIS  
MATTERS IF...



Talent



Organizational Systems

# Your Organization



Financial Plan



Operational Plan

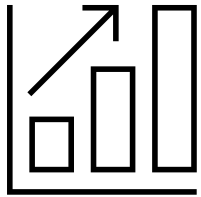


Talent Plan

*Current Table Stakes*

# Your Organization – Value at Stake

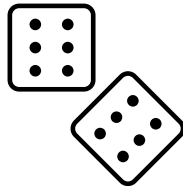
## Value Drivers



- Operational excellence
- M&A
- New product launch
- Commercial negotiations



## Value at stake



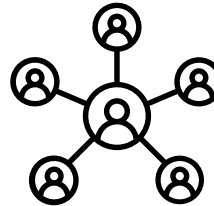
EBITA at stake per value driver

X

Likely multiple at exit



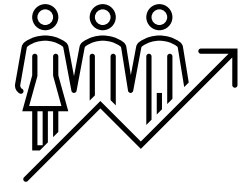
## Key roles



- 3-4 most critical roles per value driver

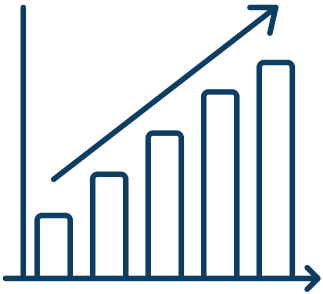


## Prioritized roles



- Prioritization of roles
- Level of “value at risk” per role if you have the wrong person in a role
- Talent plan to optimize value creation

# Your Organization



Key Value Drivers:

- Improved margins
- Organic Growth
- M&A
- Customer acquisition



- What are the key roles responsible for leading the value driver?
- For these key people:
  - What are their superpowers?
  - What are their gaps?
  - If they fail to deliver, what is the most likely reason?

# Talent Refined: Role Level



# Improving the Odds



DEVELOP

AUGMENT

OUTSOURCE

ADJUST  
SCORECARD

UPGRADE /  
RE-ASSIGN

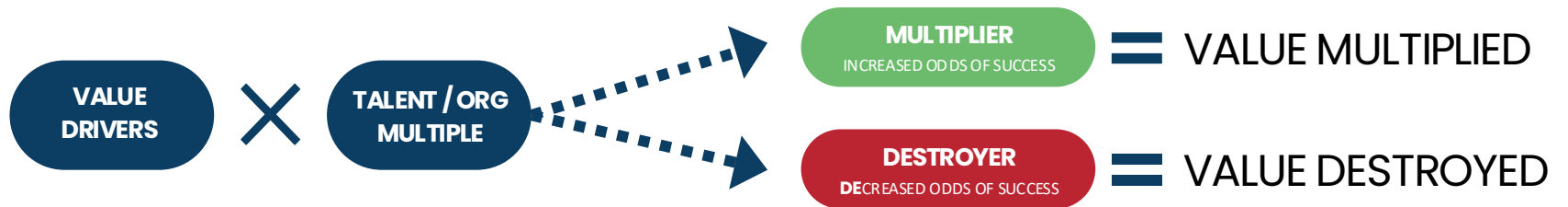
# QSRco: Talent Plan Example

| Value drivers - Outcomes  | Work to Achieve   | Key roles  |
|---|---|--|
| <ul style="list-style-type: none"> <li>Expand existing model into new geographies</li> </ul>    | <ul style="list-style-type: none"> <li>Build pipeline of store managers</li> <li>Develop marketing to expand into geographies</li> <li>Seek out and develop real estate locations</li> <li>Develop new store opening process</li> </ul>                     | <ul style="list-style-type: none"> <li>Head of recruiting</li> <li>Head of training &amp; development</li> <li>Head of real estate</li> <li>Chief Operating Officer</li> </ul> |
| <ul style="list-style-type: none"> <li>Open xx new stores per year with EBITDA of xx</li> </ul> | <ul style="list-style-type: none"> <li>Remove xx% costs</li> <li>Drive continual improvement of xx% per store</li> <li>Rationalize product offering</li> <li>Develop and implement store operational effectiveness audit and improvement process</li> </ul> | <ul style="list-style-type: none"> <li>Chief Operating Officer</li> <li>2-4 Regional Managers</li> <li>Operations COE</li> </ul>   |
| <ul style="list-style-type: none"> <li>Expand existing store sales by 6% YoY</li> </ul>         | <ul style="list-style-type: none"> <li>Improve throughput by xx%</li> <li>Improve NPS by xx%</li> </ul>   | <ul style="list-style-type: none"> <li>Chief Operating Officer</li> <li>Chief Marketing Officer</li> <li>CIO</li> </ul>  |
| <ul style="list-style-type: none"> <li>Launch 3 new products to drive xx% sales</li> </ul>      | <ul style="list-style-type: none"> <li>Expand funnel to be 5+ potential products</li> <li>Develop &amp; implement new stage gate innovation process</li> </ul>  | <ul style="list-style-type: none"> <li>Head of Innovation</li> <li>CMO</li> </ul>  |



| Summary of Talent Plan  |
|---|
| <p><b>Launch search to hire</b></p> <ul style="list-style-type: none"> <li>COO</li> <li>New Head of Training &amp; Dev</li> <li>1 Regional Manager</li> </ul>   |
| <p><b>Adjust scorecard</b></p> <ul style="list-style-type: none"> <li>Head of recruiting (remove training to focus on recruiting)</li> <li>Operations COE (increased focus on store continuous improvement)</li> <li>CIO – prioritize data infrastructure and ERP</li> <li>Regional Managers - narrow focus on key KPIs</li> </ul>  |
| <p><b>Invest in development</b></p> <ul style="list-style-type: none"> <li>Head of Real estate</li> <li>Chief Marketing Officer</li> <li>Regional managers                             <ul style="list-style-type: none"> <li>Increased focus on performance management</li> <li>New training on leadership, accountability &amp; continuous improvement</li> </ul> </li> </ul> |
| <p><b>Provide feedback and monitor performance</b></p> <ul style="list-style-type: none"> <li>Head of Innovation</li> </ul>   |
| <p><b>Outsource</b></p> <ul style="list-style-type: none"> <li>Data infrastructure / ERP project</li> <li>Consultant to develop new store opening process (step up in complexity for what current team can likely accomplish without new COO)</li> <li>Operational consultant to do diagnostic &amp; develop operational improvement process</li> </ul>                         |

# Talent: Multiplier or Destroyer



# You're in Control



Talent



Organizational  
Systems



Culture

- Like a coach or a GM, you can – and need to – control these levers:
  - Talent Plan
  - Organizational Systems
  - Culture

- On going & dynamic
- Value multiplier or destroyer
- No decision is a decision

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