COMMERCIAL VALUE CREATION FOR PRIVATE EQUITY

Portrane House

Adrian Blake · CEO

I fix the commercial problems that stall a value-creation plan — **pricing, go-to-market, and the org design that has to carry both.** The work runs four to eight weeks and ends in a decision the team will actually execute, not a report.

THE PROBLEM I SOLVE

The deal model assumes commercial growth the company was never built to deliver. The forecast starts slipping, and no one can say exactly why. That's the conversation I'm good at — and the work that follows it. It usually looks like one of these:

- **The team is misaligned.** Post-merger or reorg, leadership is pulling in different directions and no one will force the conversation.
- **Execution has stalled.** The strategy exists on paper; the team misses the thesis quarter after quarter.
- **The commercial engine underperforms.** Revenue isn't following the plan, and no one agrees whether it's pricing, mix, GTM, or the team.
- **A decision keeps getting deferred.** A leadership change, a portfolio bet, a market call — everyone senses it, everyone avoids it.

HOW I ENGAGE

The Alignment Sprint — **$40–60K**
4–6 weeks. Surface the real disagreements, force the decisions that have been avoided, and build the commitment to execute them together.

The Commercial Clarity Engagement — **$50–75K**
6–8 weeks. Find where revenue is leaking — pricing, mix, go-to-market — and design the fix the team will actually run.

The Accountability Retainer — **$6–8K** / mo
A monthly 30/60/90-day check-in series for teams that have done the strategy work and need external accountability to keep their commitments.

I work to the sponsor's outcome, not the CEO's comfort. The engagement diagnoses why the number isn't showing up — and whether the fix is the plan, the team, or the seat at the top. Having sat in the CEO chair, I can tell a good operator stuck with a bad plan from a CEO who is the problem. Getting that right is worth more than the fee.

WHO IT'S FOR

Lower-middle-market PE firms and their portfolio companies in the real economy — where a stuck quarter is a commercial problem, not a market one.

Industrials · distribution · healthcare services · consumer, food & ag · media & information.

SELECTED WORK

FEATURED · PE-BACKED ENTERPRISE SOFTWARE

A fragmented portfolio company, realigned around one plan

The operating partner brought me in to rescue a stalled engagement at a sponsor-backed software company — fragmented by a run of acquisitions and carrying a multimillion-dollar EBITDA gap. I led the strategy and go-to-market process end to end: a new solutions-led operating model, a redesigned leadership structure with named owners and corporate OKRs, and the management operating system to sustain it — closing with 76 actions each owner committed to on the record. The sponsor then commissioned the 90-day implementation.

Range of engagements: commercial due diligence across 12 acquisitions, including a mining asset for a global PE firm (34–49% EBIT improvement) · operational turnaround of a billion-dollar paper company for its PE owners · a wide-ranging steel-company transformation (+$7M PBT) · $60M+ in sourcing savings for a global energy company.

BACKGROUND

CEO / Co-Founder, Precision Syringe 2023–

CEO, Portrane House 2019–

Digital Lead, Americas, Partners in Performance 2014–19

Publisher & VP, DTN / Progressive Farmer 2003–10
$17M P&L; B2B media turnaround under PE ownership — Chapter 11 ($170M) to a $450M exit

McKinsey & Co. Global SME, Pricing (Media & Entertainment), 1996–2002

Harvard College, AB · The Wharton School, MBA