

AN EXECUTIVE WORKING SESSION · BY INVITATION

From Investment Thesis to Verified Value

For European Venture Capital and Growth Investors, Portfolio Leaders and Founders

An operator-led approach connecting the investment thesis to aligned execution and measurable growth, contribution-margin, runway and capital-efficiency outcomes.

Across European venture capital, creating strong companies is only the first challenge. Venture-backed companies must also scale across fragmented markets, operating environments and regulatory regimes without allowing complexity, burn or governance requirements to outpace growth.

Investors are supporting AI, data, automation and international expansion across their portfolios. Yet measurable value frequently stalls between investor insight, founder alignment and operational execution.

European venture-backed companies may operate across several markets, legal entities, languages, commercial environments and technology systems while relying on lean management teams. Leadership teams may have dashboards, board reporting and AI initiatives while still struggling to answer the questions that matter:

- Where are growth quality and capital efficiency beginning to weaken?
- Which commercial, operational, financial and cash signals are connected?
- Where are cross-border operations or fragmented systems obscuring performance?
- Which intervention should be prioritised?
- How can the investor use board and information rights while maintaining founder alignment?
- Did the action improve contribution margin, burn, runway, retention or unit economics?
- Will the evidence withstand board, next-round, secondary, strategic-buyer and investor-diligence scrutiny?

THE EVIDENCE IS INDEPENDENT AND CONSISTENT

The value gap is real — and it is not a technology problem.

McKinsey's State of AI 2025 finds that 88% of organisations use AI in at least one function, yet only 39% report enterprise-level EBIT impact and roughly 6% qualify as AI high performers.

BCG's Widening AI Value Gap 2025 reaches the same conclusion from a separate sample: only 5% of companies are classified as "future-built" and consistently generate substantial value, while 60% report minimal gains despite meaningful investment.

The defensible conclusion across both studies is that only around one in twenty organisations currently converts AI into material and consistent enterprise-level financial value.

This does not mean that 95% of individual AI projects fail. The research measures organisational maturity and enterprise-level value.

The difference is organisational. Value appears where AI and data are connected to decision rights, workflow redesign, KPI ownership, management adoption, execution responsibility and rigorous expected-versus-actual measurement.

That is precisely the chain this working session demonstrates.

THE MARKET DOES NOT NEED ANOTHER FRAMEWORK

The challenge is not access to more AI, tools or reporting. It is connecting the complete value-creation chain:

Investment Thesis → Business Signals → Operating Intelligence → Decisions Architecture → Execution Support → Performance Outcomes

ValueFabric, in cooperation with Tier 1 Operating Partners, connects two capabilities that usually sit apart:

The organisational conditions required for execution without control — thesis translation, board and information rights, founder alignment, influence pathways, accountability and operating cadence.

And the intelligence, decision and evidence architecture connecting company context and Business Signals to Operating Intelligence, Decisions Architecture, Execution Support and measurable Performance Outcomes.

Together, these capabilities move investors, founders and portfolio leaders from growth intent to aligned execution and defensible results.

BUILT FOR EUROPEAN VENTURE CAPITAL REALITIES

The methodology is identical across regions. The European edition applies it with additional emphasis on:

- contribution-margin and revenue-quality resilience;
- burn and runway discipline;
- capital-efficient cross-border growth;
- fragmented systems and data environments;
- lean management capacity;
- founder alignment;
- governed AI adoption;
- and evidence for the next round, secondary or strategic transaction.

Europe is one commercial region but not one uniform regulatory or operating environment. Where relevant, the session distinguishes between the EU/EEA, the UK and Ireland, and Switzerland. These distinctions reflect different data-protection environments and approaches to AI governance. They are treated as part of the operating reality that value creation must account for and are illustrative rather than legal advice.

WHAT STANDS BEHIND THE METHOD

ValueFabric does not ask investors to take value creation on faith. The approach is built with real-world experts and designed to be verified, not asserted:

- **A network of more than 40 Tier 1 executives and operators** drawn from investment firms and portfolio companies — experienced practitioners, not a black-box model.
- More than ten years of real-world company research across multiple sectors, business models and operating conditions.
- A method built on verification — tracing outcomes from baseline through Business Signal, decision, intervention and execution to measurable Performance Outcomes.
- Academic validation supporting the underlying intelligence design.

The ValueFabric methodology, diagnostic products, analytical logic, Decisions Architecture, programme artefacts and operator-led process are available today.

The governed, layered intelligence engine designed to perform these activities continuously and at scale is in active development. The verified history it creates — connecting context, Business Signals, decisions, interventions, execution conditions and outcomes — cannot simply be licensed or purchased. It can only be built through real companies, decisions and measured outcomes.

WHAT WE WILL WORK THROUGH

Using a realistic European venture-backed company case, participants will examine how apparently manageable movements in pipeline quality, retention, customer-acquisition economics, contribution margin, forecast accuracy and cash burn can combine into a more serious growth-quality, runway, financing and valuation risk.

The session will demonstrate how to:

- detect emerging performance risk earlier;
- connect commercial, operational, financial and cash signals;
- distinguish isolated KPI movements from a developing trajectory;
- identify where cross-border, regulatory or system complexity is obscuring performance or slowing execution;
- prioritise interventions by impact, urgency, capital requirement and execution feasibility;
- apply the Influence and Intervention Rights Map;
- use board and information rights without assuming operational control;

- build founder alignment around the selected intervention;
- connect actions to expected contribution-margin, burn, runway, retention and capital-efficiency outcomes;
- compare expected and actual Performance Outcomes;
- and build stronger evidence for boards, next-round financing, secondary and strategic transactions.

THE PRACTICAL DISTINCTION

**A completed initiative is not automatically value creation.
A KPI movement is not yet verified value.
Rapid international growth is not automatically sustainable value.**

Value requires a clear baseline, an agreed decision, an executed intervention and measurable Performance Outcomes — with sufficient evidence to understand what changed, why it changed and whether the improvement is repeatable.

WHO SHOULD ATTEND

- Venture Capital and Growth Investors
- Platform, Portfolio Support and Value Creation Leaders
- Portfolio Founders, CEOs, CFOs and COOs
- Investment Professionals and Board Directors
- Operating Advisors and Functional Experts
- Interim and Fractional Executives

WHAT PARTICIPANTS WILL LEAVE WITH

A practical understanding of how to connect:

- the investment thesis to priority Business Signals;
- Business Signals to Operating Intelligence;
- Operating Intelligence to Decisions Architecture;
- board and information rights to realistic influence pathways;
- founder alignment to executable interventions;
- execution to measurable Performance Outcomes;
- and verified outcomes to stronger contribution-margin, burn, runway, capital-efficiency and financing evidence.

This is not another general AI webinar. It is a practical Executive Working Session for European venture capital and growth investors, founders and portfolio leaders.

EVENT DETAILS

Format Live online Executive Working Session

Duration 90 minutes

Scheduling By arrangement — European time zones

Participation By invitation

Hosted by ValueFabric, in cooperation with Tier 1 Operating Partners

REQUEST AN INVITATION

Subscribe to receive upcoming dates and a custom planning for your firm or portfolio.

Contact: contact@value-fabric.com

Following the session, selected participants may nominate one portfolio company for a private discussion on cross-border growth, burn and runway, founder alignment, execution risk and financing evidence.