AN EXECUTIVE WORKING SESSION · BY INVITATION

From Investment Thesis to Verified Value

For Middle East 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 Middle East venture capital, venture-backed companies are under pressure to scale rapidly, expand across markets and demonstrate that growth is sustainable.

Investors are supporting ambitious AI, data and transformation agendas. Yet measurable value frequently stalls between investor ambition, founder alignment, management capacity and operational execution.

Middle East venture-backed companies may combine rapid growth, founder- or family-led operating environments, differing levels of management maturity, fragmented systems, cross-border expansion and complex co-investor structures. Leadership teams may have dashboards, advisors 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 rapid growth or cross-border expansion obscuring performance?
- Which intervention should be prioritised?
- How should founder, management and co-investor alignment be built around the decision?
- Did the action improve contribution margin, burn, runway, retention or unit economics?
- Will the evidence withstand board, co-investor, next-round, 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 MIDDLE EAST VENTURE CAPITAL REALITIES

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

- rapid growth and operational scalability;
- governance and professionalisation;
- founder and management alignment;
- co-investor alignment;
- burn, runway and capital discipline;
- management capacity;
- cross-border expansion;
- fragmented systems;
- institutional readiness;
- and governed AI adoption.

The Middle East is one commercial region but not one uniform ownership, regulatory or operating environment. Where relevant, the session adapts its cases and examples to the Gulf Cooperation Council markets and the wider Middle East and North Africa region. These distinctions are treated as operating realities. Regulatory examples remain regime-neutral and 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 Middle East 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 growth and performance risk earlier;
- connect commercial, operational, financial and cash signals;
- distinguish isolated KPI movements from a developing trajectory;
- identify where rapid growth, cross-border expansion or governance gaps are obscuring performance;
- prioritise interventions by impact, urgency, capital requirement and execution feasibility;
- apply the Influence and Intervention Rights Map;

- build founder, management and co-investor alignment without assuming operational control;
- strengthen governance and management ownership without removing entrepreneurial speed;
- 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, co-investors, reserve allocation, next-round financing and strategic transactions.

THE PRACTICAL DISTINCTION

A completed initiative is not automatically value creation.
A KPI movement is not yet verified value.
Rapid founder-led growth is not automatically institutional or 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 the Business Signals requiring attention;
- Business Signals to Operating Intelligence;
- Operating Intelligence to Decisions Architecture;
- founder, management and co-investor alignment to executable interventions;
- board and information rights to realistic influence pathways;
- 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 Middle East venture capital and growth investors, founders and portfolio leaders.

EVENT DETAILS

Format Live online Executive Working Session
Duration 90 minutes
Scheduling By arrangement — Middle East time zones
Participation By invitation
Hosted by ValueFabric, in cooperation with Tier 1 Operating Partners

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Following the session, selected participants may nominate one portfolio company for a private discussion on growth quality, governance, founder and co-investor alignment, runway, execution risk and outcome evidence.