VALUEFABRIC

OPERATING INTELLIGENCE INFRASTRUCTURE

Founding Commercial Partner & Business Developer

Logistics · Transportation · Distribution · Warehousing

LOGISTICS & SUPPLY CHAIN · PERFORMANCE-BASED · EQUITY

USA · Europe · Middle East · Asia-Pacific

VALUEFABRIC AG · REMOTE / INTERNATIONAL

THE OPERATING CHAIN

Business Signals → **Operating Intelligence** → Decisions Architecture → Execution Support → Performance Outcomes

FOUNDING COMMERCIAL PARTNER / BUSINESS DEVELOPER

Build our logistics vertical internationally

INDUSTRY FOCUS Logistics · Transportation · Distribution	ALSO Warehousing · Supply Chain	ENGAGEMENT Performance-based · Equity
LOCATION Remote / International	FOCUS REGIONS USA · Europe · Middle East · Asia-Pacific	COMPANY ValueFabric AG

THIS IS NOT AN EMPLOYEE VACANCY

ValueFabric is looking for a Founding Commercial Partner / Business Developer — Logistics & Supply Chain to help build our logistics vertical internationally.

Not a traditional salaried sales role.
Not consulting.
Not a fractional business-development assignment.

It is an **entrepreneurial opportunity for someone who understands the logistics industry, has relevant senior relationships and wants to build a vertical business together with ValueFabric**.

Commercial participation is based on performance, revenue contribution and long-term value creation, with the potential for equity participation.

ABOUT VALUEFABRIC

Connect the signals earlier

ValueFabric is building an Operating Intelligence Infrastructure for mid-market companies, Private Equity, Venture Capital, Family Offices and portfolio companies.

Our operating architecture connects:

BUSINESS SIGNALS → OPERATING INTELLIGENCE → DECISIONS ARCHITECTURE → EXECUTION SUPPORT → PERFORMANCE OUTCOMES

For logistics companies, operational changes frequently become financially important before they are fully visible through conventional monthly reporting.

> **ValueFabric is designed to connect those signals earlier.**

WHY LOGISTICS?

Connected signals reveal a developing trajectory

Logistics businesses operate across complex combinations of:

- ERP;
- transportation-management systems;
- warehouse-management systems;
- fleet systems;
- finance;
- customer platforms;
- planning;
- workforce systems;
- procurement;
- and operational reporting.

Relevant signals may include:

- fleet utilisation;
- warehouse utilisation;
- OTIF and service performance;
- subcontractor costs;
- route profitability;
- labour productivity;
- customer concentration;
- receivables;
- cost-to-serve;
- forecast accuracy;
- working capital;
- margin;
- and cash conversion.

Viewed separately, management may explain each movement.

Connected together, they may reveal a developing performance trajectory.

For example:

UTILISATION FALLS → SUBCONTRACTOR COSTS RISE → SERVICE RELIABILITY WEAKENS → CUSTOMER RISK INCREASES → MARGIN PRESSURE → RECEIVABLES SLOW → WORKING CAPITAL RISES → CASH CONVERSION WEAKENS

> **That is the type of connected intelligence ValueFabric is designed to create.**

YOUR MANDATE

Build ValueFabric's position within logistics and supply chain

You will:

- identify priority logistics companies;
- develop senior relationships with CEOs, CFOs, COOs and operational leaders;
- identify logistics-focused Private Equity and investment firms;
- open qualified executive conversations;
- understand the client's operational and financial challenges;
- develop opportunities together with the ValueFabric team;
- identify strategic industry partnerships;
- identify potential design partners;
- support commercial proposals and negotiations;
- remain involved through conversion;
- and create recurring business.

TARGET ENVIRONMENTS

Where the logistics opportunity sits

Potential target companies include:

- transportation companies;
- freight operators;
- distribution businesses;
- warehouse operators;
- third-party logistics providers;
- contract logistics;
- supply-chain businesses;
- last-mile operators;
- specialist logistics companies;
- and PE-backed logistics platforms.

TYPICAL CLIENT PROBLEMS

Beyond another dashboard

Relevant commercial conversations may begin around:

- utilisation;
- margin erosion;
- subcontractor dependency;
- service-level deterioration;
- OTIF;
- route economics;
- customer concentration;
- cost-to-serve;
- labour costs;
- receivables;
- working capital;
- liquidity;
- forecast accuracy;
- and fragmented operational information.

The objective is not simply to show management another dashboard.

The objective is to understand:

- What is changing?
- Why does it matter?
- What happens next?
- Where should management intervene?
- Did the intervention actually work?

WHAT WE BRING TO MARKET

Entry points into one Operating Intelligence layer

Potential ValueFabric entry points include:

- **Logistics Performance Intelligence**
  Connecting operational, financial and commercial signals to management decisions and Performance Outcomes.
- **Diagnostics & Assessments**
  Identifying margin, cash, working-capital, commercial and operational pressure.
- **13-Week Liquidity & Working Capital Control**
  Relevant where receivables, supplier payments, working capital or liquidity require tighter control.
- **Value Creation Programs**
  Connecting:

DETECT → INTERPRET → DECIDE → EXECUTE → MEASURE → LEARN → PROVE

- **Execution Support**
  Turning identified problems into accountable interventions.
- **Performance Signal Engine**
  Continuous monitoring of the Business Signals that require management attention.

PRIVATE EQUITY & PORTFOLIO OPPORTUNITY

Company and portfolio level

Logistics businesses are frequently part of Private Equity portfolios and buy-and-build strategies. ValueFabric can therefore work at both company and portfolio level.

The commercial pathway can become:

INVESTMENT FIRM → PORTFOLIO PRIORITISATION → LOGISTICS COMPANY → INTERVENTION → VERIFIED OUTCOME → PORTFOLIO INTELLIGENCE

> **We are especially interested in candidates who combine logistics industry access with relationships across Private Equity, Family Offices or portfolio operations.**

WHO WE ARE LOOKING FOR

Logistics access with commercial ownership

Relevant backgrounds may include:

- logistics;
- transportation;
- freight;
- warehousing;
- supply chain;
- distribution;
- logistics technology;
- TMS or WMS software;
- ERP;
- operational consulting;
- finance transformation;
- enterprise technology;
- or Private Equity portfolio operations.

Ideally, you bring:

- a strong logistics network;
- relationships with senior executives;
- proven new-business experience;
- understanding of operational and financial logistics drivers;
- experience selling complex B2B propositions;
- and an entrepreneurial mindset.

WHAT SUCCESS LOOKS LIKE

Measured through commercial outcomes

Success means creating:

- qualified target accounts;
- executive conversations;
- logistics partnerships;
- portfolio-company introductions;
- design partners;
- paid engagements;
- commercial revenue;
- and recurring Operating Intelligence opportunities.

The progression is:

RELATIONSHIPS → OPPORTUNITIES → CLIENTS → REVENUE → RECURRING REVENUE

THE COMMERCIAL & EQUITY MODEL

Based on performance and value creation

The structure is based on performance and value creation and may combine:

- performance-based compensation;
- revenue participation;
- milestone-based economics;
- and equity participation.

> *Equity participation reflects contribution, commitment, commercial outcomes and long-term company-building value, and remains subject to applicable ValueFabric corporate and governance arrangements.*

The principle is straightforward:

CREATE VALUE → PARTICIPATE IN THE VALUE CREATED

WHAT THIS IS NOT

Who this role is not for

This is not designed for:

- candidates primarily seeking a fixed salary;
- traditional salespeople waiting for leads;
- consultants looking for another assignment;
- fractional business developers;
- networkers who only make introductions;
- or executives who want a title without commercial accountability.

> **We are looking for an entrepreneur — not an employee.**

INTERESTED IN BUILDING VALUEFABRIC WITH US?

Tell us what you could build in your first 90 days

Send us a short introduction covering:

- your logistics or supply-chain experience;
- the markets where your network is strongest;
- your relevant executive relationships;
- Private Equity or portfolio experience where applicable;
- examples of opportunities you have personally created and closed;
- and what you believe you could build with ValueFabric during your first 90 days.

contact@value-fabric.com

ValueFabric AG · Operating Intelligence Infrastructure

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