CUSTOMER CASE STUDIES

How Graham Partners Used Conductor to Scale a Repeatable Value Creation Model

How Graham Partners turned GPS — its systematized value creation model — into an operational system with Conductor, giving every acquisition consistent governance, execution visibility, and financial accountability.

Sensei Labs August 11, 2026

GRAHAM PARTNERS

THE PROGRAM AT A GLANCE

8	**5**	**3**
portfolio companies targeted by year-end.	sectors running GPS across the portfolio.	GPS pillars: Playbooks, People, Delivery.

Background

Graham Partners Operating Company developed GPS as a standardized operating model for value creation across its portfolio.

The model was designed to bring the rigor, accountability, and structured execution of a consulting engagement into every acquisition. But for that model to scale, Graham Partners needed more than a playbook. It needed an execution platform capable of making the model operational across different companies and sectors.

THE CHALLENGE

A strong model, stuck in spreadsheets

Before Conductor, GPS relied on spreadsheets and Smartsheet to manage value creation activity. As the portfolio expanded, maintaining the same level of governance and visibility across every acquisition became increasingly difficult.

BEFORE CONDUCTOR

A model stuck in spreadsheets

- Spreadsheets and Smartsheet handled tasks, not value creation — with no portfolio-level visibility.
- The GPOC team had no real-time view of what was moving; progress depended on manual updates.
- Connecting individual initiatives to EBITDA was manual and lived with individual operating partners.

WITH CONDUCTOR

GPS, made operational

- One execution layer for GPS — initiative tracking, financial KPIs, and governance in one place.
- A real-time view across every holding, without disconnected spreadsheets.
- Every initiative connected to EBITDA outcomes, portfolio-wide.

THE SOLUTION

Making GPS operational

Graham Partners implemented **Conductor** as the execution layer for GPS, bringing initiative tracking, financial KPIs, and governance into one platform.

ONE REAL-TIME VIEW ACROSS THE PORTFOLIO	Conductor gave the GPOC team a real-time view across portfolio companies, allowing leadership to monitor initiatives, milestones, and financial performance without relying on disconnected spreadsheets.
CONSISTENT GOVERNANCE	Stage gate governance and standardized workflows created consistency in how value creation programs were managed.
INITIATIVES CONNECTED TO EBITDA	Initiative-level financial tracking connected individual actions to EBITDA outcomes.
A REPEATABLE DEPLOYMENT MODEL	A standardized deployment model allowed GPS to be rolled out to new acquisitions without rebuilding the operating model from scratch.

> The goal is to run value creation across the portfolio the same way we ran transformations when I was in consulting — with the same rigor, the same accountability, the same visibility into what's moving. Conductor is how GPS becomes operational, not just conceptual.
>
> **John Knapp**
> Chief Operating Officer, Graham Partners Operating Company

THE RESULTS

What Graham Partners achieved

By making GPS operational through Conductor, Graham Partners achieved:

GPS RUNNING ON CONDUCTOR ACROSS THE PORTFOLIO	Portfolio companies use a common execution environment for initiatives, milestones, reviews, and financial reporting.
NEW ACQUISITIONS GO LIVE IN WEEKS	A standardized deployment model moves the value creation framework quickly into new portfolio companies.
ONE REAL-TIME VIEW ACROSS THE PORTFOLIO	GPOC leadership can see what is moving across holdings without disconnected spreadsheets or manual status reporting.
INITIATIVES CONNECTED TO EBITDA	Value creation activity is linked to financial outcomes, giving operating partners greater visibility into the value delivered.
A REPEATABLE MODEL FOR EVERY ACQUISITION	GPS provides a consistent framework for governance, accountability, and execution across companies and sectors.

IN SUMMARY

Conclusion

Value creation at portfolio scale requires more than a strong operating model. It requires a way to make that model repeatable.

Graham Partners used Conductor to turn GPS from a value creation framework into an operational system, giving each acquisition a consistent approach to governance, execution visibility, and financial accountability.

One operating model. Repeatable across every acquisition.

Frequently asked questions

What is a value creation operating model in private equity?

A standardized way of running value creation across every portfolio company, so each acquisition gets the same governance, accountability, and execution discipline. Graham Partners' version, GPS, has three pillars: Playbooks, People, and Delivery. The aim is to bring the rigor of a consulting engagement into every deal without rebuilding the approach each time.

Why don’t spreadsheets and Smartsheet work for portfolio-wide value creation?

They handle tasks, not value creation. Graham Partners found that spreadsheets and Smartsheet gave no portfolio-level visibility, progress depended on manual updates, and connecting initiatives to EBITDA lived with individual operating partners. As the portfolio grew, maintaining the same governance across every acquisition became increasingly difficult on those tools.

How fast can a new portfolio company be onboarded onto a value creation platform?

Weeks, when there is a standardized deployment model. Graham Partners built a repeatable deployment for GPS on Conductor so new acquisitions go live in weeks with the full framework, governance, workflows, and financial tracking, rather than rebuilding the operating model from scratch for each company.

How do operating partners see what is happening across every portfolio company at once?

Through one real-time execution layer that every portfolio company runs on. Graham Partners' GPOC team monitors initiatives, milestones, and financial performance across all holdings from a single view, replacing manual status reporting and disconnected spreadsheets with live data that each company updates as part of its normal work.

How do you connect individual value creation initiatives to EBITDA?

By tracking financial KPIs at the initiative level rather than at the company level. On Conductor, each Graham Partners initiative carries its own financial target and actuals, so value creation activity links directly to EBITDA outcomes and operating partners can see the value delivered by each action, not just the aggregate result.

READ ONLINE

Read this article on our website

getconductor.com/resources/how-graham-partners-used-conductor-to-scale-a-repeatable-value-creation-model

GET STARTED

Talk to sales

Walk through an example with our team and see Conductor on your own programs.

Talk to Sales →

Scan to book