

Private Equity Operator: The First 5 Reports Every Portfolio Company Should Deliver

Get immediate financial visibility without hiring a full-time CFO or waiting until the next board meeting.

INSTRUCTIONS

Review the five reports below. For each report, ask yourself:

- Do we have this?
- Is it accurate?
- Is it delivered consistently?
- Would I confidently share it with investors today?

If the answer is "No" to any of those questions, you've found a visibility gap. The goal isn't more reporting. The goal is better decisions.

Report #1: Weekly Cash Position Report

Purpose:

Know exactly how much cash the company has and where it's going. Must Include:

- Current cash balance
- Major inflows expected
- Major outflows expected
- Upcoming cash risks
- Current runway estimate

Red Flag:

Leadership cannot answer: "How much cash do we have and how long will it last?"

Report #2: Monthly Performance Dashboard

Purpose:

Provide a simple view of operational performance. Must Include:

- Revenue
- Gross margin
- EBITDA (or equivalent profitability metric)
- Customer growth
- Key operational KPIs

Red Flag:

Every department has a different version of performance.

Report #3: Forecast vs. Actual Report

Purpose:

Measure whether the company is performing according to plan. Must Include:

- Revenue forecast
- Actual revenue
- Expense forecast
- Actual expenses
- Variance explanations

Red Flag:

Leadership cannot explain why numbers changed month-over-month.

Report #4: 13-Week Cash Forecast

Purpose:

Give leadership visibility before problems appear. Must Include:

- Expected collections
- Expected expenses
- Payroll obligations
- Debt obligations
- Projected cash position

Red Flag:

Cash surprises are common.

Report #5: Board & Investor Summary Report

Purpose:

Create investor confidence. Must Include:

- Key financial highlights
- KPI performance
- Forecast updates
- Risks and opportunities
- Management commentary

Red Flag:

Board meetings become reporting exercises instead of decision-making sessions.

Why This Is Important

Most portfolio companies don't suffer from a lack of data. They suffer from a lack of useful data. Leadership teams often receive dozens of reports every month. Yet they still struggle to answer basic questions:

- Are we on track?
- Can we afford this hire?
- What happens if revenue slows?
- Where is the biggest risk?

The strongest operators aren't the ones with the most reports. They're the ones with the right reports.

These five reports create visibility, improve decision-making, and help leadership identify problems before they become expensive.

Book a 15-Minute Strategy Conversation

We'll help you identify which reports are missing, where visibility is breaking down, and how to create investor-grade financial reporting without adding unnecessary complexity.

<https://bluebird-partners.com>

Because better reporting doesn't create value.
Better decisions do.