Bluebird
Partners

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

Know what is actually happening inside the company **without** drowning in dashboards, chasing spreadsheets, or waiting for month-end surprises.

INSTRUCTIONS

Use this guide to simplify the reporting package after acquisition.
The goal is not to create more reports.
The goal is to identify the few reports leadership needs to make better decisions faster.
Use this to review your current reporting package and determine what is missing, delayed, unclear, or not trusted.

Report 1: Weekly Cash Position Report

This report shows where cash stands now and what needs attention immediately.
It should include:

- Current cash balance
- Expected collections
- Upcoming payroll
- Vendor payments
- Debt or lender payments
- Large upcoming expenses
- Cash risks
- Short-term watchouts

Operator Question:
Can leadership explain cash clearly without opening five spreadsheets?

Red Flag:
The company tracks bank balance but not forward cash movement.

Report 2: Monthly Performance Dashboard

This report shows how the company is performing against the operating plan.
It should include:

- Revenue
- Gross margin
- EBITDA / profitability
- Customer growth
- Churn or retention
- Pipeline
- Headcount
- Key operating KPIs
- Month-over-month movement

Operator Question:
Can leadership quickly see what improved, what declined, and what needs attention?

Red Flag:
The dashboard exists, but nobody uses it to make decisions.

Report 3: Forecast vs. Actual Report

This report compares what the company expected to happen against what actually happened.

- Budgeted revenue vs. actual revenue
- Budgeted expenses vs. actual expenses
- Forecasted margin vs. actual margin
- Forecasted cash vs. actual cash
- Variance explanations
- Updated assumptions

Operator Question:
Are misses being explained clearly, or just reported after the fact?

Red Flag:
The company reports actuals but does not explain why the forecast was wrong.

Report 4: 13-Week Cash Forecast

This report shows where cash is likely headed over the next 13 weeks.
It should include:

- Beginning cash balance
- Expected inflows
- Expected outflows
- Payroll
- Vendor payments
- Debt payments
- Ending cash balance
- Cash risks
- Decision triggers

Operator Question:
Can leadership see cash pressure before it becomes urgent?

Red Flag:
The team knows today's cash balance but cannot explain the next 13 weeks.

Report 5: Board / Investor Summary

This report gives investors and board members a clean view of performance, risk, and next decisions. It should include:

- Executive summary
- Key wins
- Key misses
- KPI movement
- Cash position
- Forecast updates
- Risks
- Decisions needed
- Next priorities

Operator Question:
Does the board deck create confidence, or does it create more questions?

Red Flag:
The deck looks polished, but leadership struggles to explain the numbers behind it.

Quick Reporting Scorecard

Score each report from 1–5.

Report	Exists?	Trusted?	Updated On Time	Used For Decisions?
Weekly Cash Position	Yes/No	1–5	1–5	1–5
Monthly Performance Dashboard	Yes/No	1–5	1–5	1–5
Forecast vs. Actual	Yes/No	1–5	1–5	1–5
13-Week Cash Forecast	Yes/No	1–5	1–5	1–5
Board / Investor Summary	Yes/No	1–5	1–5	1–5

If a report exists but is not trusted, it is not creating control.

Why This Is Important

Most portfolio companies do not need more reporting.
They need cleaner reporting.
If leadership has too many reports, delayed reports, inconsistent reports, or reports nobody trusts, meetings turn into debates instead of decisions.
These five reports create a simple operating foundation.
They help leadership see cash, performance, forecast accuracy, risk, and investor readiness without drowning in noise.

Book a 15-Minute Strategy Conversation

We'll help you identify which reports are missing, which ones are not trusted, and where your portfolio company needs better financial visibility.

https://bluebird-partners.com