PAALAM ADVISORY

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Strategic Advisory Services (Private Equity)

Where Strategy Meets Execution.

.ABOUT PAALAM LABS

Our Story

How Paalam Labs Was Born

Paalam Labs was founded on a simple but powerful belief: that the gap between strategy and real-world execution is costing enterprises billions in failed transformations, eroded deal value, and invisible technology spend. The definitive way to close that gap is to build connections across people, process, technology and data.

Paalam means bridge in Tamil. It is more than a name. It is our mission. To build bridges that connect digital strategy to market outcomes, and technology complexity to business results.

Paalam Labs

Paalam Labs is the parent company, an endeavor built at the intersection of thought leadership and real-world execution. It operates across three business lines: Paalam Labs Podcast, Paalam Advisory, and an emerging enterprise software.

Paalam Advisory

Paalam Advisory is the strategic advisory arm of Paalam Labs — bringing structured, practitioner-led engagements to C-suite and executive leaders navigating digital transformation, M&A complexity, and the organizational demands of the AI era. We don't just advise. We follow through to the blueprint that makes transformation executable.

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THE FOUNDER

Tipu Swaran

Founder & Managing Director, Paalam Labs

LinkedIn

Meet the Founder

Tipu Swaran is a published Forbes thought leader, IEEE Senior Member, 2025 Future CIO (HotTopics) and 2026 Next CIO (Foundry/CIO100) honoree with over two decades of experience at the intersection of strategy consulting and enterprise leadership across firms like EY, Capital One, Discover, and Infosys. He has led digital transformations spanning $500B+ in M&A transactions, $10B+ technology portfolios and digital product management across financial services, healthcare, and beyond, delivering 10%+ in growth and 15%+ in operational efficiencies.

Throughout his career, Tipu saw the same gap repeat itself — consultants who built brilliant strategies that never got executed, and operators so deep in delivery and fueled by hype that long-term vision became an afterthought. And at the center of it all, a relationship that defines every enterprise yet struggles to work — business and technology, capable of everything together, but too often operating in silos. He built Paalam Labs to close that gap.

Tipu believes the best advisory work goes beyond a strategy deck. It enables organizations with clarity, structure, and blueprint to execute and measure the results to prove it.

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PRIVATE EQUITY

Enterprise Grade Methodology. Private Equity Velocity.

Enterprise complexity doesn't disappear at a portfolio company. It just has a deadline.

Portfolio Companies Face Similar Challenges to Enterprises

- Technical debt, vendor dependencies, technology risk and AI readiness to protect M&A deal valuation
- Operating models are designed to sustain legacy structures than drive growth or scale
- Broken customer journeys, siloed data, and application sprawl slowing speed-to-market
- Technology spend with no cost or ROI visibility, invisible to the PE firm and board alike

Enterprise Rigor. PE Tuned.

Rigor: Structured delivery methodology

→ **Tuned:** Velocity-driven execution

Rigor: Operating structures built to withstand disruption

→ **Tuned:** Lean and scalable, engineered to enhance portfolio valuation

Rigor: Architecture and digitization of assets to enhance customer experience

→ **Tuned:** Simplified and exit-ready, optimized for financial and operational value

Rigor: Long-term ROI with on-prem, cloud, and AI cost transparency

→ **Tuned:** EBITDA impact tracked, governed, and investor-ready

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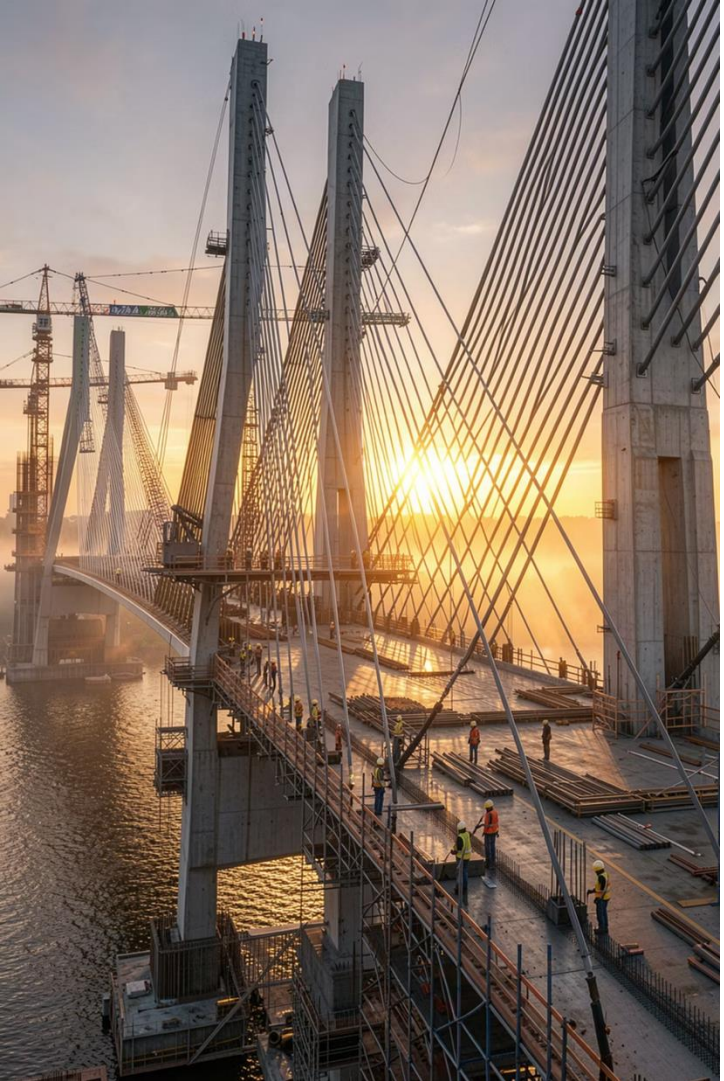

Our Practice Areas

Three advisory practices built around the outcomes that matter to C-suite leaders and operating partners: protecting deal value, transforming portfolio companies, and controlling technology spend for EBITDA and exit readiness.

Digital M&A

Protect deal value before and after the ink dries — from due diligence to synergy realization.

Operating Model Transformation

Translate digital strategy to executable blueprints — market assessment, operating model, and enterprise architecture.

Technology Business Management

Turn technology from a cost center into a transparent business partner — across on-prem, Cloud and AI.

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Digital M&A — Private Equity

Built for the Portfolio: De-risk the acquisition. Accelerate the return.

Digital capability is the make-or-break factor in PE acquisitions — yet it's consistently underestimated. We bring a structured, four-phase approach compressed to the hold period, moving from uncovering risk before the deal closes to realizing returns before exit begins.

Phase 1 — Due Diligence

1

PRE-CLOSE | 2–4 WEEKS

Assess technical debt, vendor dependencies, and AI readiness to define risk, deal valuation and capital appreciation targets

Phase 2 — Integration Planning

2

DAY 0 | MONTHS 0–6

Define target operating model, architecture and integration roadmaps. Establish scalable platforms to absorb add-on acquisitions from buy-and-build strategies, with governance and compliance.

Phase 3 — Post-Merger Execution

3

MONTHS 2–12

Manage integration across capabilities, systems, data, and teams. Drive synergy realization: back-office consolidation, overhead reduction, and cross-selling enablement with precision and business continuity.

Phase 4 — Value Realization

4

MONTHS 6–24

Track EBITDA expansion commitments. Measure cost savings, automation gains, and operational efficiency. Position the business for a profitable PortCo exit — trade sale, sponsor-to-sponsor, or IPO.

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WHAT THIS MEANS FOR YOU

M&A Outcomes That Stick

Fewer Surprises After Close

Digital and technology risk is surfaced and priced before you commit — prevent costly discoveries post-close.

Faster Time-to-Integration

A clear roadmap from day one — anticipate roadblocks, risks and dependencies.

Synergies That Actually Land

Tracked, managed, and delivered against the business case that justified the deal.

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Operating Model Transformation — Private Equity

Redesign how the portfolio company is structured, managed, and run to create value before exit.

Digital operating model transformation for PE isn't about enterprise best practices. It's about building lean, scalable, and resilient structures that accelerate revenue growth, expand margins, and withstand the scrutiny of exit due diligence. Each phase can stand alone, but together they deliver a portfolio company built to perform — and positioned to sell.

Phase 1 — Digital Strategy & Roadmap

DAYS 0–60

Where do we create value?

Growth-focused alignment, digital maturity assessment, and investment prioritization. Every dollar directed toward capabilities that move EBITDA — nothing else.

Phase 2 — Organization Design

MONTHS 2–9

How do we run it?

People, roles, and decision rights clarified. Processes standardized to reduce waste and speed delivery. Governance and balanced scorecards (OKRs/KPIs) built for PE reporting cadence and board transparency.

Phase 3 — Enterprise Architecture

MONTHS 4–12

What do we need to get there?

Upgrade software platforms, unify data systems, and integrate AI and automation tools. Simplified, modernized, and exit-ready assets built for financial and operational value.

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WHAT THIS MEANS FOR YOU

Transformations That Deliver

No More Strategies That Stall

Every recommendation connects to an executable path. More than slide decks, with real outcomes.

Business and Technology Alignment

Increased collaboration between business and technology teams, now speaking the same language.

Blueprints For Modernization

Your teams get a blueprint that connects organizational, operational and system realities that is built to execute.

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Technology Business Management – Private Equity

If you can't see where the technology dollars are going, you can't manage the return.

For PE portfolio companies, technology spend is often the largest unmanaged cost on the balance sheet. Without visibility into what IT costs, what it delivers, and where it can be cut, EBITDA targets become guesswork. We build the financial architecture that turns technology from a cost center into a governed, investor-ready business partner.

Phase 1 — Financial Transparency

DAYS 0–60

Develop IT cost pools and TCO models for services, products, and portfolios. Full spend visibility established before the first board reporting cycle.

Phase 2 — Benchmarking & Rationalization

MONTHS 2–6

Qualitative and quantitative analysis to optimize high-cost, or low-value digital operations. 10–20% cost reduction identified and sequenced for EBITDA impact within year one of the hold.

Phase 3 — Sustainable Cost Management

MONTHS 4–12

Automate cost models, build a Bill of IT reporting framework, and enable cost and ROI discipline embedded into the operating model. Not a one-time exercise.

Phase 4 — FinOps & Emerging Tech Governance

MONTHS 6–24

Every PortCo needs to leverage Cloud and AI with a 'do more with less' approach. Extend the financial architecture into cloud and AI. consumption-based governance, unit economics, and investor-grade spend reporting. Ensure every emerging technology dollar is tied to measurable portfolio value.

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WHAT THIS MEANS FOR YOU

Cost Clarity at Every Level

No More "Black Box" IT

Full technology spend visibility for product and business functions on what it costs, where it delivers, and how to optimize without guesswork in the budget cycle.

Sustainable Cost Discipline

Recurring cost savings and not just one-time cuts. Cost management built into the digital operating model driving accountability and long-term value creation.

Foresight on AI & Cloud Economics

As AI investments scale, our FinOps foundation ensures every dollar is governed, allocated, and tied to measurable business outcomes before it becomes a problem.

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Paalam Labs Partner Network

We don't just bring solutions. We bring the ecosystem.

Knowledge Network

(Insights)

- Industry Thought Leaders
- Market Research & Analysis
- Subject Matter Expertise (Corporate Functions & Technical Domains)

Paalam Advisory

(The strategic spine)

- Digital M&A
- Operating Model Transformation
- Technology Business Management

Enablement Network

(Solutions)

- Product Vendors
- Fractional Operators
- System Integrators

The success of a technology is only as good as the ecosystem it operates within. Paalam Advisory anchors the strategic spine, with a curated network defined by organization needs, aligned to one strategy, by design.

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Why Paalam Advisory

> We've lived these transformations.

Every framework we bring to a client engagement is grounded in real delivery experience across small, mid and large enterprises. We don't stop at the strategy. We follow through to the blueprint that makes it executable.

$10B+

Technology Portfolio Managed

Across enterprise and portfolio engagements.

25+

Enterprises & PortCos Served

Delivery experience at the highest levels of digital complexity.

3

Core Practice Areas

Digital M&A, Operating Model Transformation, and Technology Business Management.

Paalam means bridge in Tamil. That's exactly what we do — bridge the gap between enterprise strategy and digital enablement.

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Ready to Bridge the Gap?

Whether you're navigating a complex PortCo acquisition, designing a transformation to drive growth, or bringing digital financial discipline to optimize for an exit, Paalam Advisory is built for exactly that moment.

Digital M&A

Protect deal value from due diligence to synergy realization.

Operating Model Transformation

From digital strategy to executable blueprint that is aligned, actionable, and built to last.

Technology Business Management

Full financial visibility across on-prem, cloud, and AI driving sustainable cost discipline at scale.

"Our three practice areas are interconnected by design. When your PortCo objectives span boundaries, so does our engagement."

One mission. Three practices. Outcomes that stick.

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