9990 PARTNERS

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WHAT I DO

I turn the technology stack into an EBITDA lever.

Most spend-optimization stops at the cost line. **I work both sides — cost and value**.

TWO WAYS TO MOVE EBITDA

COST LEVERS

The cost line, moved hard.

- **Waste recovery**
  Pay only for what you actually use.
- **Negotiation**
  Benchmarked against market, structured for leverage.
- **Consolidation**
  Stop paying twice for the same thing.

VALUE LEVERS

Where EBITDA strategy starts.

- **Switch**
  Replace tools that don't perform. The right vendor at higher cost often beats the wrong vendor at lower cost.
- **AI-native replacement**
  Where AI builds beat what you buy. Cost savings plus top-line upside.

HOW IT WORKS

THE BLUEPRINT ENGAGEMENT

12 WEEKS · FIXED FEE

1 Discover
Full stack inventory, contracts, spend, utilization, capability gaps

2 Prioritize
80/20 checkpoint – the highest-impact items targeted for maximum benefit, shortest time

3 Synthesize the Blueprint
Buy / Switch / Build decision per item, multi-year roadmap, build candidates

THE ADVISORY WORK

ONGOING · RETAINER + GAIN-SHARE

1 Negotiate
I can lead the negotiation of your deals – renewals, new buys, or mid-contract restructures.

2 Sprint
I run bounded execution projects with you – waste recovery, consolidation, switch projects, AI-native builds.

3 Realize
Documented EBITDA, quarterly readouts against the roadmap. **Until benefits land, we're not done.**

TYPICAL SAVINGS

Cost and value. Both lines, moved.

Waste recovery	15-20%
Negotiation	10-25%
Consolidation	5-10%
Switch	ROI-DRIVEN, CASE-SPECIFIC
AI-native replacement	VARIABLE + TOP-LINE UPSIDE

YEAR 1 BLENDED

15-35%

Engagement window + Advisory activation

MULTI-YEAR BLENDED

25-40%

Plus value-lever upside from Switch and AI-native, case-specific

Calibrated to peer and industry benchmarks at engagement scoping. Actual ranges depend on company size, current stack maturity, and category mix.

TWO WAYS TO ENGAGE

VARIANT A · SINGLE COMPANY

Technology Optimization

12-week fixed-fee engagement. Produces the Blueprint and sets up the Advisory work that follows. **The default entry into the practice.**

12 WEEKS · FIXED FEE

VARIANT B · PORTFOLIO-WIDE

Cross-Portfolio Technology Optimization

Portfolio-wide triage with the operating partners, grounded in real footholds across the portcos you'll touch – so the plan is **executable, not theoretical**. A prioritized sequence of single-company engagements that scales with book size, compounding into many.

~6-12 WEEKS · FIXED FEE