THE LININGER GROUP

Operational Alpha

EBITDA from execution, beyond financial engineering.

Post-close integration, AI, and operational transformation that grow revenue and margin.

WHO WE ARE

We lead post-close integrations, AI, and operational transformations that grow revenue and margin.

Post-close integration

New or stalled. One go-to-market, one set of numbers, one customer master.

AI value creation

AI where it creates unique competitive advantage, measured against the P&L.

Operational transformation

Automation where it outperforms, and processes fixed before anything is automated.

Grounded in Lean Six Sigma, operations, analytics, and data science.

Only

14%

of CEOs at PE-backed companies say AI has raised revenue *and* lowered costs.

Source: PwC, 29th Global CEO Survey (564 CEOs of PE-backed companies)

AI-native competitors are weakening the moats traditional businesses count on.

- **Products and services:** easier to copy
- **Search and channels:** SEO is giving way to AIO/LLMO (AI search)
- **Bids and switching:** AI does the hard part
- **Size and pricing power:** leaner rivals undercut you
- **Speed and customization:** buyers expect instant answers

THE GAP

Why AI spend isn’t showing up in the P&L.

Bolted onto a broken process

AI makes the mess faster and more expensive.

Pilots that never reach production

Activity and adoption aren’t value unless they grow revenue or cut cost.

Costs that grow with use

A one-time investment becomes a bill that rises with adoption. Don’t trade CapEx for OpEx.

Swap a cheap, simple rule for an AI agent and operating cost goes up, not down.

POST-CLOSE INTEGRATION

Modern integrations need an AI operating partner who turns AI into EBITDA.

Most **integration leaders** have never put AI into production across commercial processes and connected products.

Most **AI leaders** have never merged two companies, launched physical products, built billion-dollar growth engines, or run a P&L.

We've done both, at enterprise scale and small-business speed: four integrations, end-to-end operations, and 20+ AI and IoT products in production.

FOUR INTEGRATIONS ACROSS CLEAN ENERGY, OIL & GAS, AND FINANCIAL SERVICES

Integrated at every layer of the business.

Product

Quantum: Starcraft acquisition, product, IT, and quality systems

World's first 10,000 PSI Type IV hydrogen storage system

Operations

GE Capital: CareCredit's strategic planning and integration

6X growth: $940M to $6B in receivables

Data & customer

Synchrony: three businesses on one customer master and sales process

30+ sales teams · 410K+ partner locations

Whole company

GE Oil & Gas: stepped into Year 2 of the Dresser integration

$1.1B business · beat the pro forma

"More improvement in six weeks than we've seen in the past six years."

CEO of Dresser's #1 valve channel partner, on the Year 2 integration

OUR APPROACH · CHOREOGRAPHED INTELLIGENCE™

How we make AI pay.

1 **Start with the customer.** What they value, and what moves revenue and margin.

2 **Fix the process.** So every AI dollar lands on something that works.

3 **Pick the right tool, and keep control.** Automation, AI models, or agents, with no lock-in to a black box.

4 **Keep it simple, and measure it.** If a tool needs training just to use it, it's too hard.

Knowing when simple automation beats AI is the difference between a cost and a return.

TRANSFORMATION & AI VALUE CREATION

Start with the customer.

Commercial and delivery processes run the revenue engine. That’s where value is created.

Prospect → Quote → Order → Deliver → Invoice → Remit → Retain

We don’t bolt AI onto broken systems.

We fix the process first, then put AI where it pays, with every deployment governed and measured against the P&L.

ON AN INTEGRATION

What an AI operating partner does on one deal.

Before close

How exposed the target is to AI, and where AI can add EBITDA.

First 100 days

AI in the integration plan, ranked by EBITDA, with baselines.

During

Systems and data merged once, with AI where it pays.

At exit

Results documented, so the next buyer sees a business ready for AI.

Your firm keeps the playbook to repeat on the next deal.

HOW WE ENGAGE

What are you facing?

- **An integration that’s new or stalled**
- **Uncertainty about what AI means for your business**
- **An operational or AI transformation**

Fractional · Monthly retainer

We lead the integration or transformation alongside your team. The first 30 days set the plan and the baselines.

In the seat · Interim or permanent

Rebecca or Ken steps into the executive role.

TRACK RECORD · RESULTS FROM REBECCA'S CORPORATE LEADERSHIP ROLES

Proof, in the P&L.

INTEGRATION · GE OIL & GAS

Year 2 of GE's Dresser integration

$1.1B business integrated · $18M cost out · 24% shorter lead times

REVENUE ENGINE · SYNCHRONY

Commercial analytics, built from zero

$99M a year in incremental purchase volume, pre-IPO

COMMERCIAL AI · ECOLAB

Commercial AI across four business units

20+ AI and IoT products · $100M pipeline identified · 95% of customers kept through a price increase

LEADERSHIP

The principals do the work.



Rebecca S. Lininger

Co-Founder & Principal · Integration and AI

Industrial engineer and Six Sigma Master Black Belt. Led integration, commercial analytics, and AI at GE, Synchrony, and Ecolab.

Head of integration · Chief transformation officer · Chief AI officer · AI operating partner



Ken Lininger

Co-Founder & Principal · Plants and operations

Former COO and GM in precision manufacturing. B.S. in Mechanical Engineering, University of Louisville; named inventor on a patent.

COO · General manager, for plant and manufacturing businesses

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