

# Portfolio Company Performance

## Gaining Clarity Through Voice of Customer Work



Private equity in 2025 has been all about managing uncertainty, whether due to trade policy and tariffs, the opportunities and threats posed by AI, or political gridlock and federal budget cuts, among other factors.

This uncertainty has created a challenging environment for many portfolio companies, with customer spending and projects often deferred or reduced until decision-makers can gain more clarity or adjust to the new environment.

When company growth dislocates from expectations, churn increases, or pipeline win rates worsen, it is common for management and boards to struggle to understand whether it reflects a softening market, worsening company performance, or both.

All too often this assessment is based on anecdotes or conversations with a select few customers or "experts" that may not be representative of the customer base and current market conditions. Worse, this approach can inform a call to action that does not address the real root causes.

## INVESTOR GROUP SERVICES

Detailed understanding of the root causes for changing company performance and what can be done to improve it comes from speaking directly with a range of current customers and churned customers, prospects, channel partners, and competitors. This direct “voice of the customer” primary research yields actionable findings such as:

- Shifting company performance / customer satisfaction, with recommendations to address issues
- Market share fluctuations – is the company trending with the market, or is it losing share (and to whom and why)?
- Drivers of and barriers to switching, including what can be done to mitigate attrition
- Market factors impacting demand and whether they are temporary or secular
- Changes in decision processes and criteria, with corresponding go-to-market implications
- The level of price sensitivity and whether discounting in the current environment is prudent
- Competitive intensity and any changes due to entrants, exits, or consolidation
- Receptivity to new offerings, whether from the company or competitors

Management and boards are under pressure to make decisions that drive results when companies are facing this uncertainty. It is critical that the fact base and the interpretation of market feedback are correct when bets are placed.

If you are faced with this dynamic, reach out to us and have a conversation with one of our Partners. We can share our experience, our ideas, and ways we can help.

## Connect with Us



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