Growth Index 2026

edisonpartners

The Urgency Paradox: Why moving fast isn't enough

Are your leaders aligned, efficient, and sustainable – or just busy?

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INTRODUCTION

The Edison Partners Growth Index pairs portfolio-specific data with industry benchmarks to surface actionable – and at times contrarian – insights for growth-stage companies. Last year, we made the case for the "durable growth imperative," a contrast to the prevailing "growth at all costs" mindset, and a reminder that companies balancing sustained revenue growth with profitability outperform their peers over time.

This year, we're turning another cliché on its head. In an AI-forward world, "move fast and break things" is a luxury growth-stage companies can no longer afford (unless you're a hyperscaler with access to billions of dollars of capital, and even then, the market is pushing back against these companies' capital expenditure, seeking sustainability). The better posture – and the one our data ties to stronger financial outcomes – is to "move fast and sustain things" by operating with Healthy Urgency.

We define Healthy Urgency as the organizational condition where leaders execute against shared priorities with enough intensity to drive results, and enough discipline to sustain the pace. It is what separates teams that consistently and predictably hit their numbers because the plan is clear and the resources are aligned from teams that hit their numbers through heroics and eventual burnout.

The forces reshaping execution in 2026 compound. Capital is more expensive and more selective than it has been in a decade, raising the bar for what constitutes a fundable growth story and leaving little margin for misdirected effort. AI is collapsing the time it takes for a competitive advantage to compound – or erode at the hands of a faster-moving competitor. Growth-stage companies are being asked to do more with less, faster, while the cost of misallocating that effort is higher than it has been in years. There was once a saying that everyone wants better, faster, and cheaper, but you could only pick two. AI has changed this paradox. Now, all three are possible and increasingly expected. Healthy Urgency is the operating discipline that lets companies meet these demands without breaking under them.

This year's analysis validated our central hypothesis: Healthy Urgency is a leading indicator of financial performance. The companies in our portfolio that score highest on alignment, execution efficiency, and execution sustainability are the same companies posting the strongest retention economics, the highest revenue per employee, and the most durable growth profiles.

The analysis also surfaced a finding we did not initially set out to study, but one that has become impossible to ignore: Healthy Urgency is the precondition for productive AI adoption. Companies with coordinated, ELT-owned AI strategies cluster in the same cohort that scores highest on Healthy Urgency. AI is not creating these conditions – it is amplifying conditions already in place. Aligned, urgent organizations are using AI to compound their execution advantage. Misaligned organizations are using AI to compound their execution debt.

The 2026 Growth Index explores how the best growth-stage companies convert urgency into execution quality, and how AI is reshaping what "execution quality" looks like. We set out to answer one question:

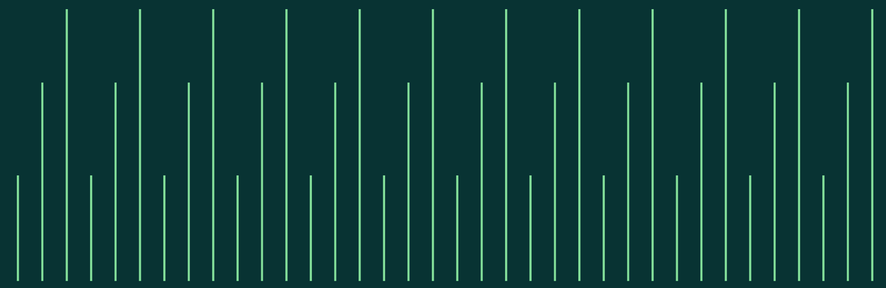
How do the best growth-stage companies move fast without breaking their teams, systems, or outcomes?

The pages that follow offer our answer – and, we hope, the tools you need to build Healthy Urgency in your own business. Let's jump in.

Ben Laufer, Principal

THE URGENCY PARADOX

Urgency without alignment dissipates. Urgency without sustainability burns out. Healthy Urgency is the condition where all three – efficiency, sustainability, and alignment – are present simultaneously. This report shows what that looks like, what it predicts, and how to build it.



The companies that perform best in the lower middle market are not the ones moving fastest. They are the ones that have figured out how to move with conviction and sustain it – where urgency and organizational health reinforce rather than undermine. We call this confluence of factors Healthy Urgency, the focus of this year's Growth Index.

The 2026 Growth Index analyzes over 2,000+ quantitative data points across 12 KPI dimensions, as well as qualitative survey responses from C-Suite executives and board members across Edison's active portfolio. We find that the three organizational behaviors each correlate modestly with financial outcomes in isolation; however, layered together, they define a composite that correlates positively with financial performance across the portfolio.

We also introduce the AI Paradox: AI adoption on a standalone basis does not predict financial performance in this dataset. What predicts performance is the organizational condition that determines whether AI compounds value or fragments it. The companies benefiting most from AI are the ones who established Healthy Urgency first.

A NOTE ON METHODOLOGY

Considering the sample size in the analysis set, every correlation in this report should be treated as directional evidence, not causal proof. The framework does not exist because the data invented it – the framework was designed on theoretical grounds and the data validates it directionally. We will recalibrate annually as the sample grows. Please see the Methodology section for more information.

01

By The Numbers

The 2026 Growth Index draws on participating portfolio companies across 3 funds, 66 total executive and board member survey responses, and over 2,000 financial data points.

Participant Characteristics

The 2026 Growth Index draws on participating portfolio companies across 3 funds, 66 total survey respondents, and trailing twelve-month financial data. Survey respondents include CEOs, COOs, CFOs, CROs, CMOs, CTOs, CPOs, CCOs, and board members. All data confidence limitations are noted where relevant. Considering the number of data points, the outputs of this report are intended to be directionally informative, not deterministic.

SURVEY RESPONDENTS

66

C-suite + board

DATA POINTS ANALYZED

2,000+

Across 12 KPI dimensions

ENTERPRISE SOLUTIONS

45%

HEALTHCARE IT

33%

FINTECH

22%

BREAK-EVEN OR BETTER

53%

of Participants

CASH-BURNING

47%

of Participants

Healthy Urgency quadrant distribution

Before any financial data appears, the participating companies are distributed across four Healthy Urgency archetypes based on their qualitative survey responses. This distribution sets the context for the financial findings that follow.

AI adoption maturity

For the first time in the Growth Index, participants are segmented by AI adoption maturity derived from C-suite responses. Its relationship to Healthy Urgency and financial performance is examined in Section 4.

TIER	DEFINITION
Systemic	ELT-owned AI workstreams with defined measurement frameworks. AI is an operating model change, not a tool rollout.
Functional	Meaningful AI adoption in specific functions. Cross-functional strategy still in development or measurement still shared.
Incipient	Early or reactive AI usage. No formal strategy in evidence from survey responses.

Firing on All Cylinders

Highest alignment + highest efficiency + highest sustainability

36%

OF COMPANIES

Aligned, Building Velocity

High alignment + high efficiency + high sustainability

43%

OF COMPANIES

Energized, Building Alignment

High efficiency + lower alignment + lower sustainability

14%

OF COMPANIES

Improvement Needed — Active Management

Low alignment + low efficiency + low sustainability

7%

OF COMPANIES

02

Defining Healthy Urgency

Healthy Urgency is the organizational condition where leaders execute against shared priorities with enough intensity to drive results, and enough discipline to sustain that pace.

DEFINING HEALTHY URGENCY

Healthy Urgency is the organizational condition where leaders execute against shared priorities with enough intensity to drive results, and enough discipline to sustain that pace.

HOW WE MEASURE IT – THREE DIMENSIONS

The companies in this analysis are evaluated across three dimensions of Healthy Urgency: Alignment, Efficiency, and Sustainability. These measures provide a framework for understanding how leading growth-stage companies execute quickly, stay coordinated, and sustain momentum without burnout.

Efficiency

Does your organization convert inputs to outputs? Specifically: are high-priority initiatives completed on their original timeline? Does increased spend produce measurable performance lift within two quarters?

Why it matters: Efficiency is the dimension most correlated with gross and net revenue retention in this dataset. Companies that say they convert spend into results retain and expand revenue at higher rates. This is a corollary of sales effectiveness – attracting and winning high value customers that stay and grow with you.

Sustainability

Can your team maintain its pace? Does your current execution rhythm allow for proactive customer management rather than reactive firefighting, and is that pace sustainable over the next 12–18 months without burnout?

Why it matters: Sustainability distinguishes organizations that are drawing down assets from those building them. It is also the dimension most directly affected by AI deployment quality.

Alignment

Are your leaders pointing in the same direction? Does the CEO's top priority independently match the priorities named by the ELT and board – without coordination?

Measured via priority overlap methodology across all respondents. Scored 0–1 based on a weighted composite: 40% priority overlap, 30% exact #1 match rate, 30% position-exact matches.

Why it matters: Alignment has the weakest standalone correlation with financial outcomes in this dataset ($r^2 = 0.00$). This does not mean alignment is unimportant – it means alignment is a prerequisite condition, not a driver. Without alignment, efficiency and sustainability cannot compound. The data shows this: the compounding effect only appears when all three dimensions are present.

The financial dimensions – and what drives them

Five financial metrics are combined into a financial performance score. The weighting has been structured for 2026 to reflect the actual correlation of each metric with the financial composite score, while preserving the editorial signal that EBITDA discipline matters even where its statistical correlation is modest.

The most important observation from this table: NRR and GRR together explain the vast majority of what the financial score measures. Revenue growth adds incremental signal. EBITDA, despite its prominence in most growth equity frameworks and its continued importance in the context of our capital efficient, less dilution strategy, explains less of the variation in this portfolio's composite financial health. Logo retention tracks closely with GRR, as expected.

This does not mean EBITDA is irrelevant. It means that in this dataset, at this stage of company development, retention economics are the clearest signal of financial durability.

METRIC	CORRELATION WITH FINANCIAL COMPOSITE SCORE (R)	UPDATED WEIGHT	RATIONALE
NRR	0.86	30%	Strongest single predictor. Reflects product-market fit and customer success quality.
GRR	0.80	25%	Closely tracks NRR. Captures gross churn independently and a company's ability to win and keep valuable customers.
Revenue Growth	0.69	25%	Strong predictor of financial performance that benefits directly from retention dynamics.
EBITDA %	0.27	15%	Less statistically correlated than revenue growth by itself but still an important input as part of Edison's underwriting and value creation plan focused on capital efficiency.
Logo Retention	0.85	5%	High correlation but partial data coverage (79% of companies) – weighting higher would compound impact of GRR with less data coverage.

03

Data-Driven Insights

Three findings emerge from the 2026 survey and financial data. Each is stated as directly as the evidence supports. Where the data is directional rather than conclusive, we say so. Given limited sample size, these findings should be treated as a calibrated diagnostic, not a predictive model.

FINDING 1:

No single dimension predicts financial performance on its own – and that's the point

The standalone correlations between each survey dimension and financial performance are modest: Alignment $r^2 = 0.00$, Sustainability $r^2 = 0.25$, Efficiency $r^2 = 0.34$. None of these alone is a strong predictor of financial success. This is not a weakness of the framework – it is proof of its premise.[1]

If any single dimension were sufficient, Healthy Urgency as a concept would be unnecessary. **The fact is that efficiency without sustainability burns teams out, that alignment without efficiency produces strategic clarity with no execution, and that sustainability without alignment exerts energy in the wrong direction – and this is exactly what the data reflects.**

The three-panel chart shows each dimension plotted against the financial performance score. The trend lines are honest: Alignment is essentially flat, Sustainability shows a moderate positive slope, Efficiency shows the strongest individual signal. None alone tells the full story.

[1] r^2 or the coefficient of determination, measures how well a statistical model predicts actual data. Ranging from 0 to 1, a higher value indicates a better fit, meaning the model explains more of the data's variability.

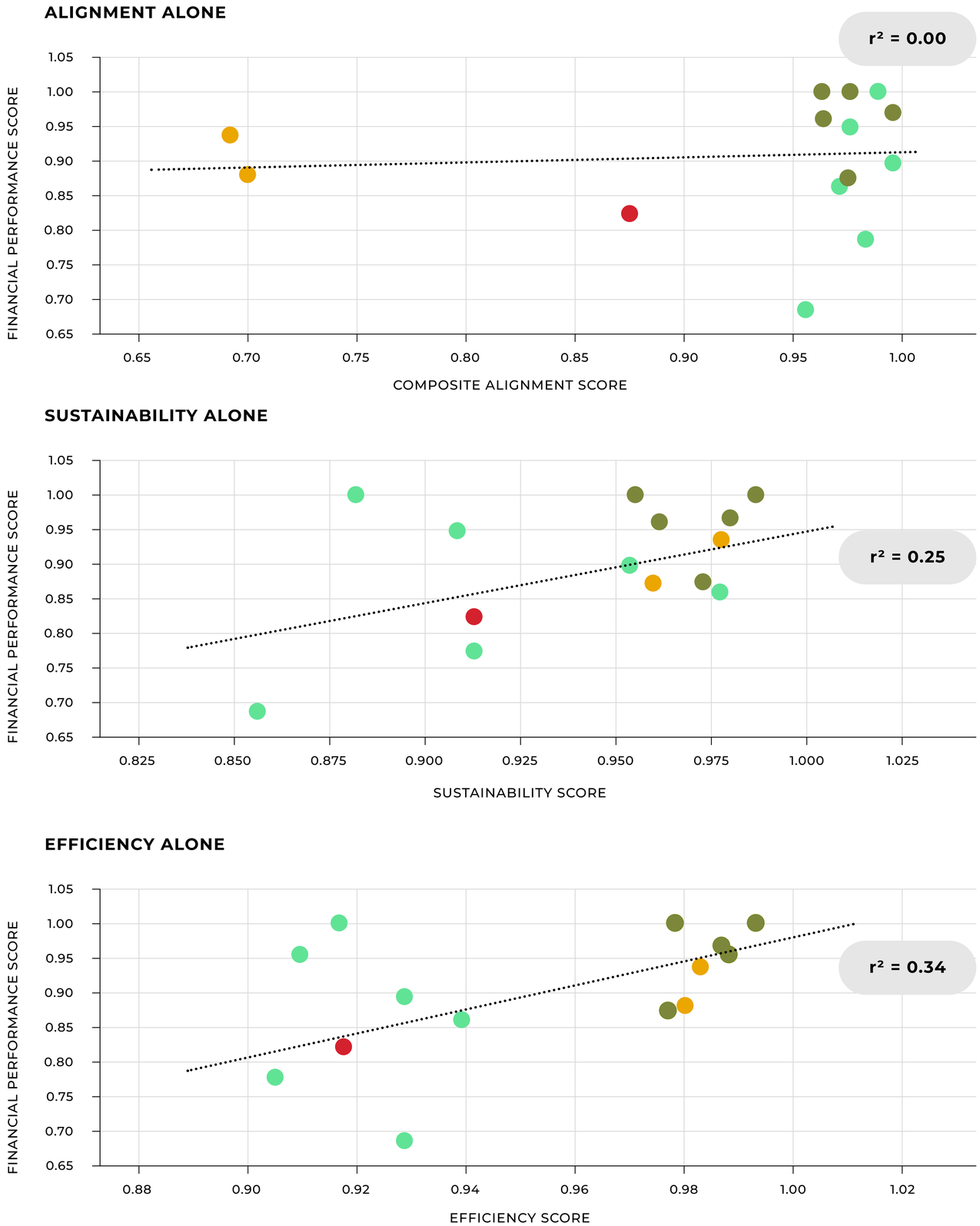


Fig. 1 (anonymized) — Each survey dimension vs financial performance score. Alignment $r^2 = 0.00$, Sustainability $r^2 = 0.25$, Efficiency $r^2 = 0.33$.

- Firing on All Cylinders
- Energized, Building Alignment
- Aligned, Building Velocity
- Improvement Needed — Active Management

FINDING 2:

Layering the three dimensions compounds the signal toward Healthy Urgency

The step-up from single dimension to composite is consistent and meaningful. Starting from Alignment alone ($r^2 = 0.00$), adding Sustainability moves to $r^2 = 0.07$. Adding Efficiency and applying weights to amplify the correlation results yields $r^2 = 0.38$.

$r^2 = 0.38$ means the Healthy Urgency composite explains approximately 38% of the variance in financial performance in this sample. **The remaining 62% reflects factors outside the survey's scope – market conditions, product timing, etc. While not statistically significant in the definitional sense, 38% explained by a leadership survey of 66 people is an actionable signal.**

The weighting of 65/25/10 Efficiency/Sustainability/Alignment in the Composite reflects what the data shows about which dimensions carry the most predictive weight. It is presented transparently, not as a black box. As the sample grows with continued tracking over time, these weightings will be recalibrated.

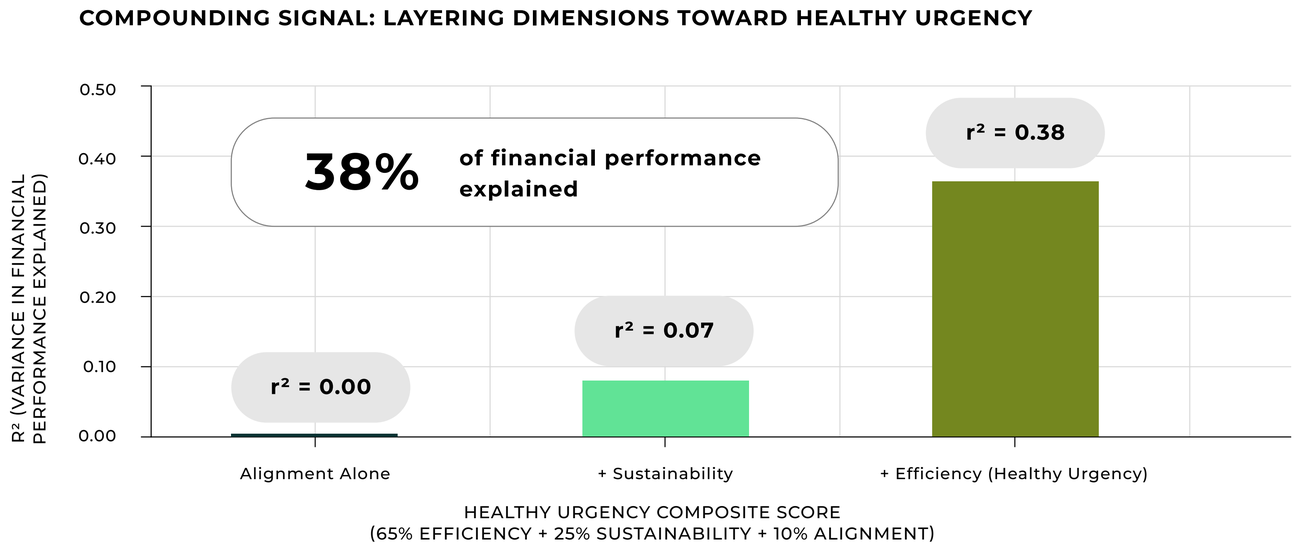


Fig. 3 — Compounding signal: r^2 at each layer of the Healthy Urgency composite. The label "Healthy Urgency" appears only when all three dimensions are combined.

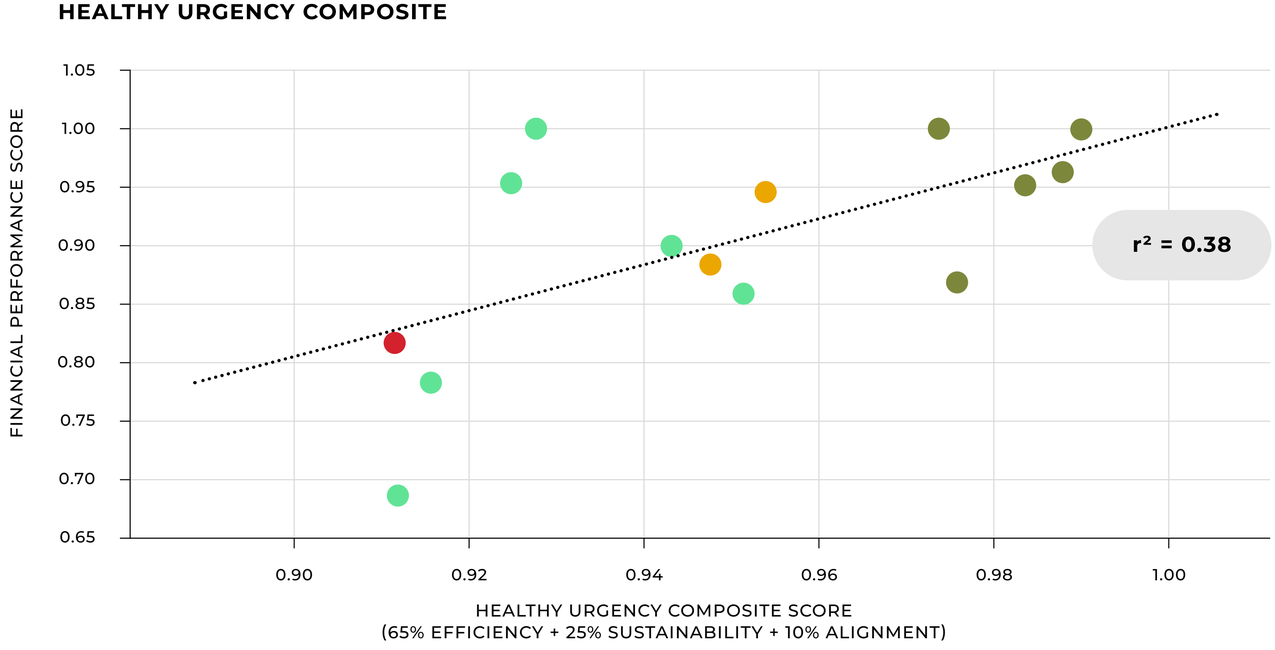


Fig. 3 (anonymized) — Healthy Urgency composite vs financial performance score. When all three dimensions are layered with their derived weightings (65% Efficiency + 25% Sustainability +10% Alignment), r^2 rises to 0.38 — a meaningful step-up from any single dimension and the level at which the composite becomes diagnostically useful.

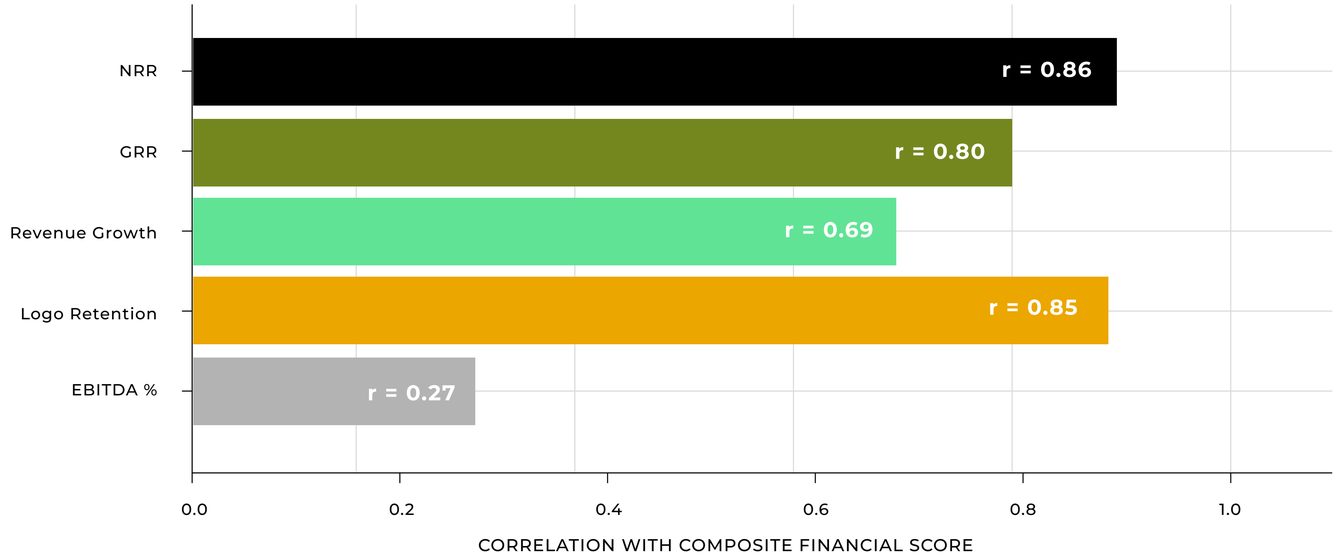
FINDING 3:

Retention is the financial signal that matters most – and two survey questions predict it

NRR (r = 0.86) and GRR (r = 0.80) are the dominant drivers of the composite financial score. Logo retention tracks closely with GRR. Revenue growth adds meaningful incremental signal. EBITDA, at r = 0.27, contributes relatively little to explaining variation in financial health in this dataset, but remains important to Edison's underwriting of capital efficiency.

This finding warrants the plain statement: durable growth in the lower middle market is built primarily on retention economics, not margin expansion. A company that grows 30% with 90% GRR is in a fundamentally stronger position than one that grows 30% with 75% GRR, regardless of EBITDA profile. Anecdotally, this observation is supported by what we see in the market from buyers of companies in our portfolio – companies with stickier customer bases are less prone to displacement and will have the initial opportunity to leverage AI to enhance customer relationships.

WHAT DRIVES THE FINANCIAL SCORE



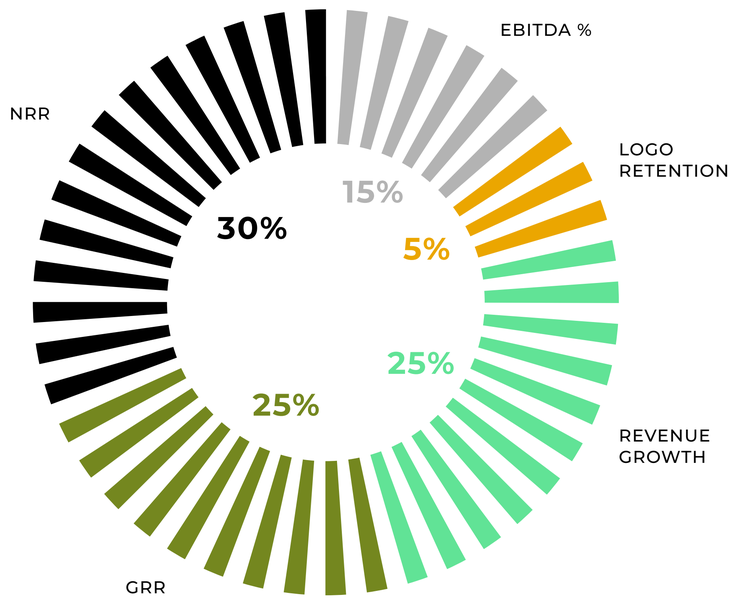


Fig. 4 — Top: correlation of each financial metric with the composite score.
Bottom: updated financial score weighting. NRR and GRR combined carry 55% of the weight.

Survey behaviors that predict GRR

Two specific survey questions show meaningful correlation with GRR – the second most predictive individual financial metric. Combined, they form what we call the Healthy Urgency bridge: the behavioral link between how organizations run and how customers respond.

SPEND PERFORMANCE LIFT

Survey question: "When we increase spend in a function, we see measurable performance lift within two quarters."

Correlation with GRR: r = 0.56

Interpretation: companies whose leaders believe spend converts to results actually retain revenue at higher rates. The mechanism is accountability; when spend is tied to measurable outcomes, customer-facing functions benefit from the same discipline.

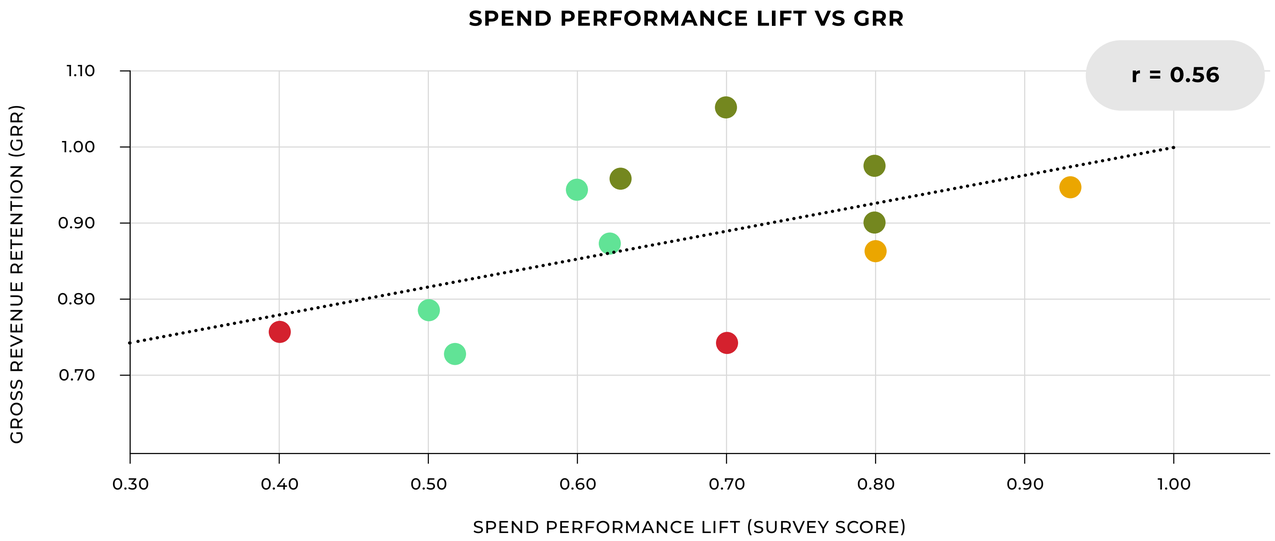
PROACTIVE CUSTOMER HEALTH

Survey question: "Customer health signals trigger proactive action, not reactive firefighting."

Correlation with GRR: r = 0.26 (standalone); combined with spend efficiency: r = 0.59

Interpretation: companies that manage customers proactively retain them at higher rates. Combined with execution efficiency, these two behaviors explain more of GRR variance than any single financial metric except NRR itself.

The Bridge: Survey behaviors that predict gross revenue retention



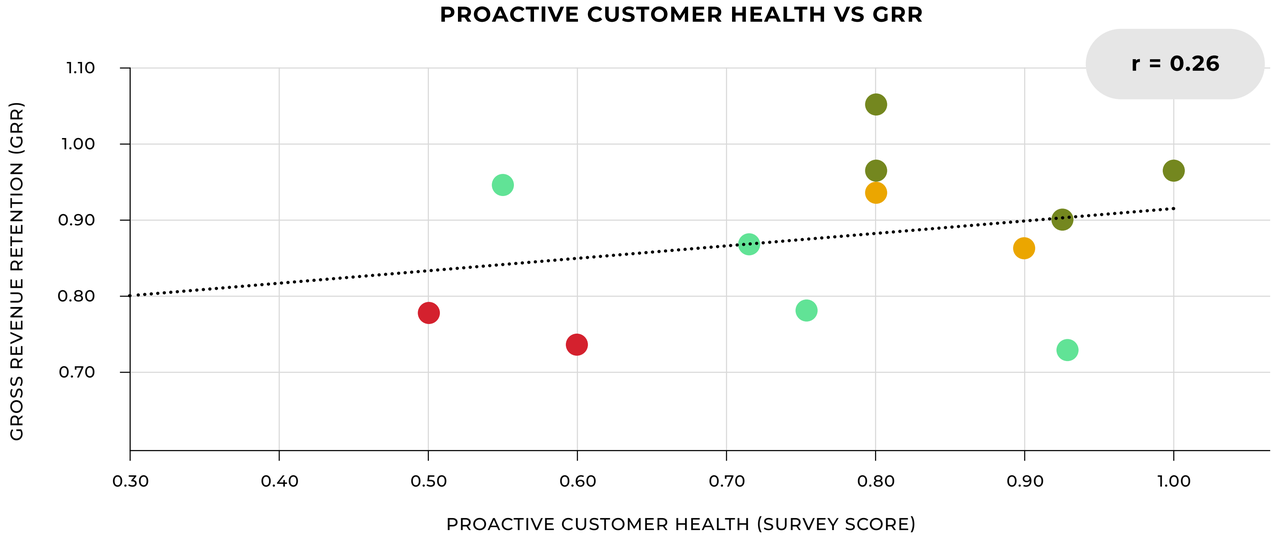


Fig. 5 (anonymized) – The two survey sub-components most predictive of GRR. Each dot is a portfolio company colored by Healthy Urgency quadrant.

- Firing on All Cylinders
- Energized, Building Alignment
- Aligned, Building Velocity
- Improvement Needed — Active Management

04

The AI Paradox

AI adoption on a standalone basis does not predict financial performance in this dataset. What predicts performance is the organizational condition that determines whether AI compounds value or fragments it.

The Counterintuitive Finding

87% of C-suite respondents report using AI to drive efficiency. 54% report AI driving sustainability. Yet AI adoption tier, when plotted against financial performance, shows essentially no correlation ($r^2 \approx 0.01$). The companies using the most sophisticated AI are not consistently outperforming those using less, at least not yet.

This is not a finding against AI. It is a finding about sequencing and organizational readiness.

The data shows that Systemic AI adopters score meaningfully higher on the Healthy Urgency composite (average 0.963) than Functional adopters (average 0.952) or Incipient adopters (average 0.909). AI is showing up in execution health before it shows up in revenue – which is exactly what one would expect from a leading indicator.

The companies that will benefit most from AI in 2027 and beyond are the ones building Healthy Urgency today. AI maturity is both a symptom and an amplifier of organizational health. Invest in alignment and urgency first, then coordinated AI adoption becomes achievable.

Three AI adoption archetypes

Systemic
43% of companies

AI as operating model change. Named ELT ownership of AI workstreams, measurement frameworks tied to specific outcomes, deployment that spans functions.

Company A: two ELT-owned workstreams – one for product/engineering (CPO), one for all internal operations (COO/CFO). “We’ve burned the ships and are all in.” Company B: Microsoft enterprise AI deployment with an AI council tracking usage in employee reviews. Company C: compliance AI scanning nearly 100% of product volume with flat staffing.

Functional
50% of companies

AI embedded in specific functions – engineering velocity, sales enablement, customer support – without cross-functional coordination or shared measurement.

Company D: Claude Code for development and cowork for marketing/sales. Company E: AI in engineering with plans to expand to customer support in Q2. Company F: Cursor (Claude) and homegrown tools for engineering. Several newer investments sit here and our value creation plan invokes work to help the teams move to the Systemic category.

Incipient
7% of companies

AI acknowledged as important, strategy not yet defined. Survey responses characterized by exploration framing rather than deployment framing. Concentrated in the lower Healthy Urgency quadrants.

Company G: meaningful individual tool usage (Clay for BDR performance, ZenDesk AI for support QA, Claude for development) but no cross-functional strategy or measurement framework.

Why AI is not a fourth dimension of Healthy Urgency

AI is not scored as a fourth dimension because the data does not yet support it as a standalone predictor of financial outcomes. It is treated as a behavioral overlay – a variable that either amplifies or undermines each of the three dimensions depending on how it is deployed.

Alignment: companies with high alignment scores are more likely to deploy AI systematically, because strategic AI deployment requires the same cross-functional agreement that drives alignment. AI in a misaligned organization amplifies misalignment – different functions optimize for different outcomes with different tools.

Efficiency: AI that converts spend into measurable output compounds the efficiency dimension. AI deployed without accountability frameworks does not – it adds cost without improving the spend-to-results ratio that predicts GRR and NRR.

Sustainability: the most telling finding in the qualitative data is how Systemic AI adopters describe their deployments. They consistently frame AI in terms of augmenting people, not replacing tasks – freeing capacity for higher-judgment work. This is AI for sustainability. Functional and Incipient adopters more often describe AI in efficiency-only terms, which can accelerate burnout rather than prevent it.

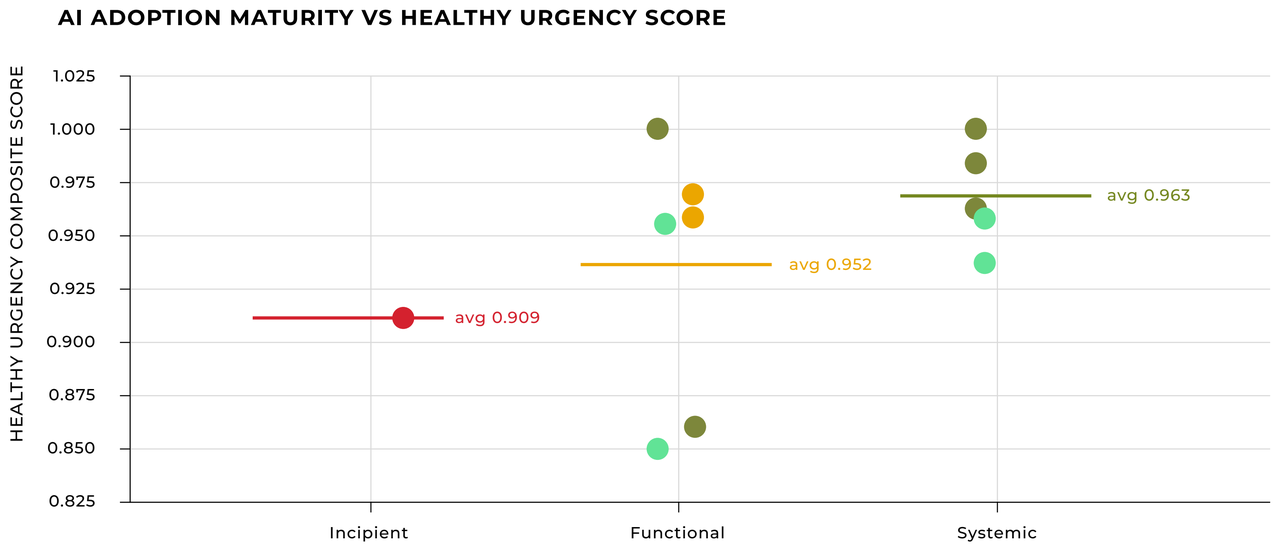


Fig. 6 (anonymized): AI adoption maturity vs Healthy Urgency score. Systemic adopters score higher on Healthy Urgency. Bottom: AI adoption maturity vs financial performance – the paradox. The relationship with financial outcomes is not yet visible in this data.

05

Operating Partner Insights

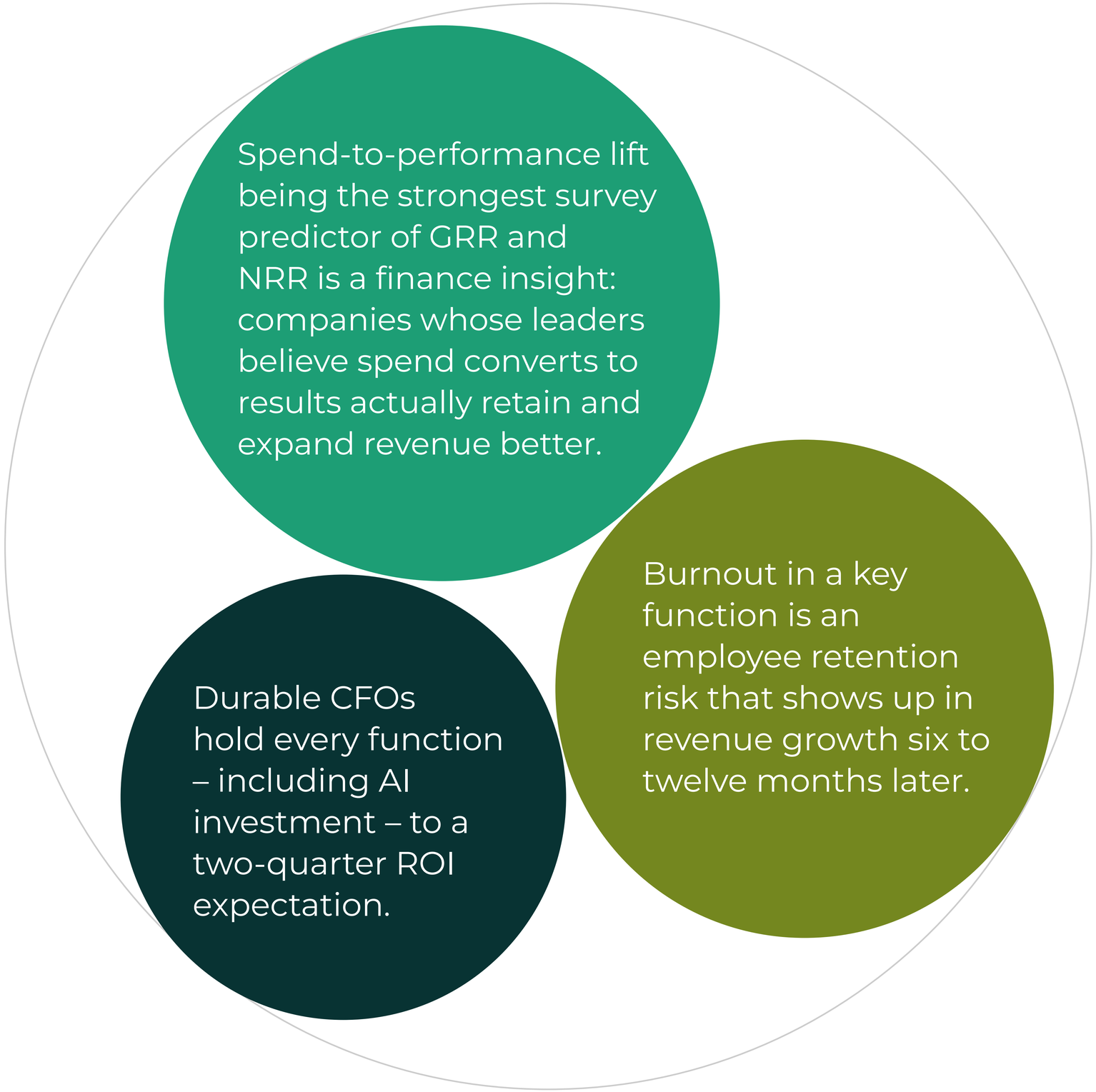
Healthy Urgency manifests across functions in the work we do with portfolio companies. Here's what it means to build each dimension deliberately in 2026.

Finance: efficiency with accountability

The CFO's role in a Healthy Urgency framework is to be the connective tissue between ambition and arithmetic. The finding that spend-to-performance lift is the strongest survey predictor of GRR and NRR is a finance insight: companies whose leaders believe spend converts to results actually retain and expand revenue better.

The mechanism is accountability infrastructure. Durable CFOs hold every function – including AI investment – to a two-quarter ROI expectation. They can answer, in real time, which expense dollar is generating the most revenue growth. They apply the same ROIC lens to a Cursor license that they apply to a new sales hire.

The sustainability dimension adds a CFO-specific warning: companies with high urgency scores and low sustainability scores are drawing down a balance sheet that doesn't show up on the income statement. Burnout in a key function is an employee retention risk that shows up in revenue growth six to twelve months later. The CFO who can see this connection before it becomes a financial event is providing genuine strategic value.



GTM: execution discipline as the root of retention

The bridge finding – that spend-to-performance lift and proactive customer health together predict GRR more powerfully than either does alone – is fundamentally a GTM insight. The companies retaining revenue are the ones whose go-to-market teams are converting spend into measurable results and managing customer health before problems become churn.

In 2026, AI is becoming a test of GTM alignment. If your marketing team is using AI to generate leads that your AI-assisted sales outreach cannot convert, and your AI health scoring is triggering alerts that your customer success team cannot act on, you have a misalignment problem that AI is amplifying rather than solving.

The GTM teams showing the strongest combined efficiency and sustainability scores in this year's data share one characteristic: they have documented ICPs, shared metrics, and handoff standards that predate their AI deployments. The AI is making a coherent system faster. It is not substituting for one.

People: alignment as the foundation, sustainability as the goal

Alignment has the weakest standalone correlation with financial outcomes in this dataset. It is also the dimension most likely to be underinvested in because its consequences are invisible until they become acute. A misaligned leadership team produces strategic friction that shows up as execution delay, budget disputes, and inconsistent customer messaging – none of which appear as a line item until GRR and NRR start moving.

The burnout risk flags in this year's data – companies where urgency significantly exceeds sustainability – are not performance issues yet. They are leading indicators. The people dimension of Healthy Urgency is not about harmony or culture; it is about clarity and capacity. Do your leaders agree on what matters? And does the pace you are asking of them allow them to show up at their best twelve months from now?

The most encouraging finding from the qualitative data is how the Systemic AI adopters describe their deployments: not as productivity tools, but as capacity-freeing tools. *"AI is helping our best people go further faster. It's more augmentation than automation. It is also starting to free up capacity for individuals and teams – which means we can redeploy those people to higher-value tasks."* That is the description of a sustainable pace, not a burnout trajectory.

06

Leadership Imperatives

The Eight Steps Toward Healthy Urgency
For companies looking to move toward Firing on All Cylinders, eight steps – grounded in this year's findings and designed to be actionable within a single quarter.

The Eight Steps Toward Healthy Urgency

01.

RUN THE PRIORITY ALIGNMENT EXERCISE ACROSS YOUR FULL ELT AND BOARD.

Ask each person independently: what are the company's top three priorities this quarter? If top-priority match rate is below 80%, fix alignment before deploying any major new initiative – including AI. Remember: AI only amplifies misalignment.

02.

MEASURE SPEND-TO-PERFORMANCE LIFT EXPLICITLY.

The single survey question most predictive of GRR and NRR is whether your team believes increased spend produces measurable results within two quarters. If the answer is "sometimes" or "never," the problem is accountability infrastructure, not investment level.

03.

BUILD A PROACTIVE CUSTOMER HEALTH SYSTEM BEFORE IT BECOMES A REACTIVE ONE.

The second strongest predictor of GRR is whether customer health signals trigger action before problems become churn. Define your early warning indicators and assign accountability for acting on them.

04.

DISTINGUISH URGENCY FROM BURNOUT.

Measure execution sustainability separately from execution pace. If your urgency is high and your sustainability is low, you are drawing down an organizational asset. The depletion will show up in retention metrics before it shows up in revenue growth.

05.

CLASSIFY YOUR AI ADOPTION HONESTLY.

Systemic, Functional, or Incipient – and identify what would move you from one tier to the next. The goal is not more AI; it is AI that compounds your Healthy Urgency score. A coordinated strategy with ELT ownership outperforms broad individual adoption in this dataset.

06.

ASSIGN ELT OWNERSHIP TO AT LEAST ONE AI WORKSTREAM.

The difference between Systemic and Functional adopters in this data is not the tools – it is whether a named senior leader is accountable for measurable outcomes from AI deployment. Think of the CEO as CAIO and the ELT similarly.

07.

APPLY THE TWO-QUARTER ROI TEST TO AI SPEND THE SAME WAY YOU APPLY IT TO HEADCOUNT AND S&M.

If an AI investment cannot articulate its expected impact on spend efficiency, timeline completion, or customer health within two quarters, it is not yet a Healthy Urgency investment.

08.

USE THIS REPORT AS A MIRROR, NOT A MEASURING STICK.

The Healthy Urgency framework is designed to be directional and cumulative. Use it as a mirror for your own organization – an invitation to look at your teams, processes, and pace, and to identify where Healthy Urgency is compounding value versus quietly eroding it.

07

Methodology

The 2026 Growth Index integrates three data sources: a structured survey completed by C-suite executives and board members across 15 portfolio companies; financial data from 14 companies tracking quarterly revenue, gross margin, EBITDA, and S&M spend over time; and cross-referenced retention data (NRR, GRR, logo retention) from company-reported figures.

Methodology

Sample size caveat: with 15 participating companies and 14 in the financial analysis set, all correlations should be treated as directional evidence, not causal proof. 11 companies provided complete or near-complete financial data sets. The 95% confidence interval around r = 0.62 (the best achievable Healthy Urgency-to-financial correlation) spans approximately ±0.28 at this sample size. The most important number for next year's report is not the r^2 – it is the sample size. Edison Edge will recalibrate the framework annually as the portfolio data grows.

Industry benchmarks cited throughout this report were compiled from public sources focused on lower middle market, growth-stage B2B software companies. Sources include: Keybanc, SaaS Capital, Bridge Group, BenchSights, KCBM, OpenView, and High Alpha.

CONSTRUCT	DEFINITION	RANGE
Composite Alignment Score	Weighted average of priority overlap (40%), CEO #1 match rate (30%), and position-exact matches (30%). Higher = team independently names the same priorities as CEO.	0–1
Efficiency Score	Average of spend-to-performance lift score and high-priority timeline completion score, both scored 1–5 and normalized to 0–1.	0–1
Sustainability Score	Average of sustainable execution score, proactive customer health score, and AI driving sustainability score (1–5 each), normalized to 0–1.	0–1
Healthy Urgency Score	Weighted composite: 65% Efficiency + 25% Sustainability + 10% Alignment. Weights derived from correlation analysis; will be recalibrated annually.	0–1
Financial Performance Score	Weighted composite of five metrics: NRR 30%, GRR 25%, Revenue Growth 25%, EBITDA 15%, Logo Retention 5%. Missing metrics redistributed proportionally.	0–1
AI Adoption Tier	Qualitative classification from C-suite survey responses: Systemic (ELT ownership + measurement), Functional (function-level adoption), Incipient (early/reactive).	1–3

KEY CONTRIBUTORS

Ben Laufer

Principal

Ben joined Edison in July 2023 as a Principal and focuses on investments in FinTech, Healthcare IT and Enterprise Solutions. He has been involved in approximately $200 billion of transaction volume over the course of his career, spanning across multiple sectors and deal structures, with a particular focus on investing in and supporting growth-stage software companies.

Nonnie Egbuna

Director of Marketing & Value Creation

Nonnie joined Edison in 2023 to lead content strategy, development, and operations for Edison Edge and Marketing. As Director of Marketing & Value Creation, she partners closely with portfolio CXOs to pull key value creation levers across our five Centers of Excellence.

Shelby McKeown

Senior Associate

Shelby is a senior investment associate at Edison and works on origination and execution of investments within the Fintech, Enterprise Software, and Healthcare IT sectors. Prior to joining Edison as an associate in 2023, Shelby worked at Bank of America in middle market commercial credit, working on portfolio management and transaction underwriting for clients across a variety of industries.

Bobby Wade

Associate

Bobby joined Edison Partners as an Associate in January 2025 and focuses on investments across FinTech, Healthcare IT, and Enterprise Solutions. Bobby works across all stages of the deal cycle including deal diligence, transaction execution, new opportunity sourcing, and portfolio company support.

Salman Bari

Associate

Salman joined Edison Partners in 2024 and is involved in business development, focusing on investment development and sourcing within the Fintech, Enterprise Software, and Healthcare IT sectors.

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