

## CASE STUDY

# Vaya Group Enables Global IT Services Company to Scale for Premium Price Acquisition

## Executive Summary

-  Our client is a global IT solutions company that delivers information technology and business process outsourcing solutions to businesses.
-  They serve industries such as healthcare, media and telecom, retail, technology and software, transportation, and logistics sectors.

INDUSTRY  
IT Services

NUMBER OF EMPLOYEES  
~2,000

US/INTERNATIONAL  
Offices around the globe

REVENUE  
\$441m

## Challenge

The goal was to select and support the integration of a new CEO who would fit the business need, as well as the cultural need, that entailed the unique challenge of leading in an environment where founders were still present. The new CEO's success would be associated with their ability to:

- Build a strategically distinctive digital services company that could sustainably generate organic growth, meeting and exceeding industry average
- Diversify their revenue by growing it outside of their largest customer
- Focus resources on the most critical levers for growth
- Ensure strong cash generation and ample liquidity
- Establish a robust succession plan
- Prepare and position the business to be an attractive stand-alone investment and/or desirable strategic target by the end of 2024

## Identifying the Problem

Vaya took the time to fully understand the needs of the organization from the perspective of the investors before completing a thorough candidate assessment.

- Many leaders who were in place were identified as friends of the founders, which led to low accountability and trust across the leadership team
- Founders were often at odds with investors, which created challenging board relationships
- Fear culture for those outside the circle of influence
- Sales strategy and talent were misaligned to the critical priorities
- The business was experiencing high turnover in critical roles due to their lack of investment in culture and talent development

## Solution

Vaya aligned with the founders on their end goal and provided insights to help them assess and identify the right candidate to fit their needs, as well as coached them on how to quickly build influence and drive impact.

- A CEO success profile was tailored based on the unique pain points and needs of the company, involving the board of directors, investors, and founders.
- Vaya conducted assessments of five candidates to successfully identify a CEO who would be able to effectively work within a dynamic where founders were still involved in the organization.
- The assessment matching went beyond track record of performance and technical capabilities to include cultural match and leadership capability.
- Once hired, Vaya provided coaching for the CEO that leveraged frequent checkpoints with the BOD and founders to receive real-time feedback on the CEO's performance and allowed for quick course corrections.
- The coaching also focused significantly on the steps the CEO could take to engage and win over the founders to get them aligned with changes the CEO wanted to initiate.

## Results

The CEO was able to establish a positive relationship with the founders and make significant improvements in the company, including to its talent retention and development strategy, its leadership capabilities, and its sales coverage model. The CEO was able to facilitate customer introductions and expand the customer base through their platform and gain six strategic acquisitions.

The founders, PE firm, and CEO achieved better results than originally anticipated or forecasted. Both the CEO and CFO were able to establish operational excellence for the company. This led to improved business performance each quarter and, by Q3, the company was ready to be put on the market.

**The company was ultimately acquired for a premium price well before the desired date.**

## Key Outcomes

**20x**  
MULTIPLE

The company was sold at a 20x multiple

**6**  
AQUISITIONS

Completed 6 strategic acquisitions

**32%**  
GROWTH

68% of program participants are still at the company



**Is your leadership team equipped to scale and achieve your strategic goals?**

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