

MERRYCK CASE STUDY

B2B SERVICES COMPANY - PRIVATE EQUITY BACKED

COMPANY

Accelerate growth, expand business model to include B2C: First-time CEO (external hire) in first-time PE portfolio context, leading inherited team with mixed performance. Two months into job, largest corporate client canceled contract.

CHALLENGE

Provided one-to-one mentoring for CEO, thinking through business model shift and the leadership roles required to drive that change. Helped CEO navigate revenue crisis calmly, thinking through the right acquisitions for the top team and creating more valuable board meetings.

OUTCOME

- CEO successfully transitioned from public-company BU President to PE portfolio company CEO
- Successfully changed-out 3 of top 7 leadership positions – major talent upgrades – and aligned team around goals, measures & accountabilities
- Arrested the revenue slide, diversified customer mix, and recommenced growth in second year of CEO tenure
- CEO joined larger organization as BU leader, within 12 months named as CEO, North America of acquiring organization.

“Merryck working with our team has been transformative. They really pushed us and forced us as a team to think differently and commit to each other like we had not done before. Equally important is how we are now looking at our business and the specific opportunities that can drive greater success. We got there in large part by the Merryck approach and the fact they have run businesses before and are not afraid to challenge to get the best out of us collectively as a team.”