

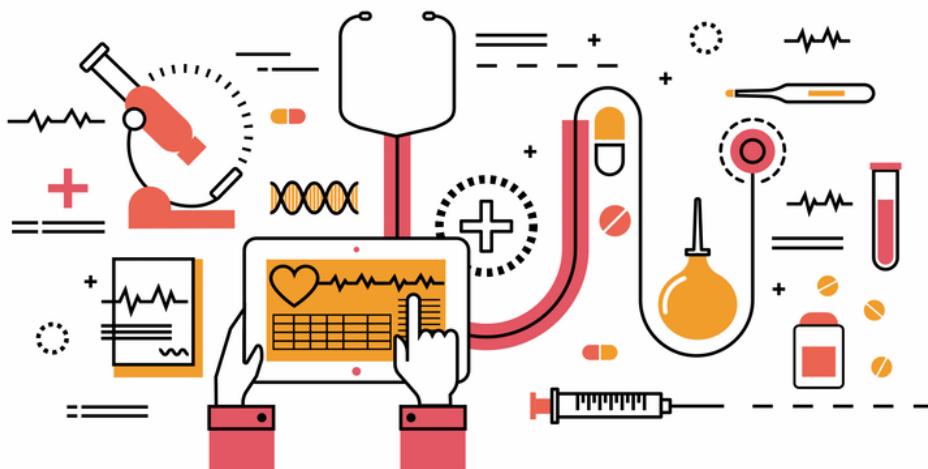
Medical Design and Manufacturing Firm Scales with Vaya Group

EXECUTIVE SUMMARY



CHALLENGE

- The client desired to scale their current size 4x via innovation, new/existing customer partnerships, international growth, and M&A.
- The CEO recognized the need to help the team evolve and build new capabilities to effectively scale.



IDENTIFYING THE PROBLEM

Vaya assessed the full leadership team to gain an understanding of their strengths and risks within the context of their growth strategy.

- The leadership team solidly fit the needs of the organization to date but had gaps in enterprise strategy and team development that could put the 4x growth plans and strategy at significant risk.
- Many leaders were very hands-on in execution vs. focusing on leading through their teams.
- In addition, too many decisions ended up in the hands of the CEO, which pulled the CEO's focus away from items such as the M&A agenda.
- Some critical roles that were integral to their strategic goals were missing from the team.

■ Our client is a medical design and manufacturing firm specializing in life science tools for biologics and gene therapy researchers.

■ Start-up-style culture gives them an unconventional and innovative flair to be life science disruptors.

■ Rely heavily on pace and innovation to maintain a competitive advantage.

■ Altruistic mission and commitment to company vision allow them to achieve success.

INDUSTRY:

Healthcare

APPROX. ORG SIZE:

1,300+ globally

US/INTERNATIONAL:

HQ in US with manufacturing and sales nationally and internationally

REVENUE:

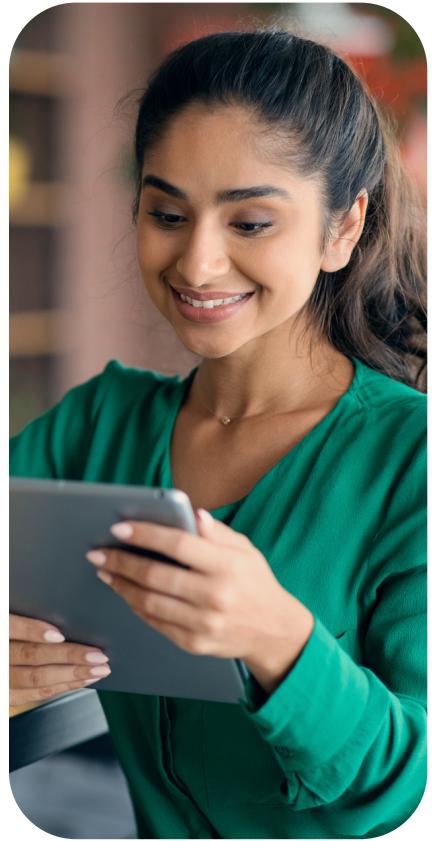
\$109M, \$16M EBITDA

SOLUTION

Vaya aligned with the CEO on the talent strategies and upgrades needed to get the company on the right path.

- Vaya provided personalized developmental feedback and coaching recommendations to help each team member elevate their leadership capabilities and understand how they needed to grow in order to support the business strategy.
- They supplemented individual development with team workshops focused on helping the team mitigate potential risks and enhance their collective efforts.
- These workshops enabled the team to identify strategies to help them operate as a high-performing team, including bringing the correct issues to leadership meetings for greater debate and improved decision-making.
- Vaya also coached the CEO on more effective and strategic time management so they could better focus on growth levers and enable team members to stretch their leadership impact.

Vaya's assessment revealed one leader who did not fit their role and an additional role that was critical to add in order to round out the team's capabilities and achieve strategic business priorities. The CEO leveraged Vaya's assessment expertise and understanding of their unique business needs to help evaluate candidates and identify the best fit for the roles.



RESULTS

Through having a CEO executive coach assist with strategic talent advisory, the CEO is more intentional about how they lead and can operate in a way that enables scalability for the company. Two new executives were brought onto the team, and each is delivering beyond expectations.

Colleagues provide each other with direct feedback on how they can best show up and each leader is focused and working on a specific development target to do so. This helps them operate as effectively as possible. The team dynamic has shifted to include more information-sharing and a collaborative problem-solving process.

At the conclusion of the coaching engagement, the Board gave positive feedback stating they're extremely happy with the performance of the CEO.

KEY OUTCOMES

- \$75M acquisition
- More than 2x headcount
- 34% YoY growth
- 29% organic growth



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

SCHEDULE A FREE CONSULTATION

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