



CASE STUDY:

A 21st Century CEO to Take a 50-Year-Old Company in an Exciting, New Direction

CLIENT BACKGROUND

Decades of leadership under a dynamic founder and CEO had brought a Northeast technology company great success. When the founder passed away, the company faced an unplanned succession process while a longtime operations executive took over day-to-day management. A leading private equity firm with expertise in the advanced materials industry recognized the potential, acquired the company, and retained CPC Talent to find a new leader with a commercial focus.

CHALLENGE

We came in prepared to help tackle the challenges our client was encountering as it focused on revitalizing the company and solving problems that were limiting growth opportunities. During a full day spent on site to see the company and its team from the inside, we identified a number of issues that new leadership would need to address – operational deficiencies making it impossible for the company to meet its Kaizen lean production goals, financials lacking the detail needed for Operations and Sales to plot a path forward, and a culture short on teamwork and trust.

APPROACH

In order to identify the type of decisive, visionary leader the company needed, we began by interviewing key stakeholders including investors, members of the management team, and line employees to understand the company's challenges and opportunities. Through assessments balancing quantitative and qualitative analysis, we gathered careful observations and insights behind their words. Considering this data along with areas of growth we had identified for both the industry and the company, we built a profile of the ideal candidate that looked not to the company's current state but to a vision of its successful future.

Putting our outreach into motion, we narrowed a crowded field of accomplished executives with the requisite technical skills to several candidates with channel development expertise and an EBIDTA-growth orientation. We then worked closely and collaboratively with this group through the process of discovery, assessment, and interviews, providing our client with measured analysis and communication every step of the way. Our detailed observations and background information made the client "feel like I knew the candidates before our first conversation."

RESULT

We identified several strong candidates, but the one who would be the company's new CEO rose to the top in far less time than anyone expected. To ensure a smooth transition, we handled the offer, transition, and family considerations promptly and with the utmost care. Given our close relationship with the company, we were able to serve as a knowledgeable resource to our top candidate's family as they prepared for their new life in a different state. Our client is delighted with the results: "The CEO is becoming the strongest of any in our portfolio. From day one, the CEO established "command and control," demonstrated clear, strong decision making, and was rewarded with the support of the senior management team."

CPC Talent has a deep understanding of the goals of private equity investors and the priorities and needs of portfolio companies' employees and other internal stakeholders.