

# M&A Readiness & Organization Redesign for a High-Growth Mobile Gaming Company

A long-term engagement covering organization redesign for scale-up and full talent operations due diligence ahead of acquisition, enabling a sale at 20% above founders' expectations with zero core talent attrition.

CLIENT	SCALE	GEOGRAPHY	MY ROLE
Mobile gaming company, 100M+ players worldwide	International mid-size business, Multi-million recurring revenue, USD	Western and Eastern Europe	HR & Org Design Consultant for Co-Founder / COO

I was brought in across two interconnected phases: first, to help the founders redesign the organization to support ambitious scale-up goals, then to prepare the company for M&A due diligence and acquisition. Both engagements were delivered to the same founding team, with the second building directly on the foundations of the first.

## The Transformation System

<b>01</b> Organization Redesign for Scale (2022–2023)	<b>02</b> M&A Talent & Org Due Diligence (2024–2025)
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## Organization Redesign for Scale

### CHALLENGE

The founders had ambitious growth goals: expand the product portfolio, grow the client base, and scale ARR while also establishing an R&D capability to accelerate POC and A/B testing cycles.

The existing structure had grown organically and was not designed for this pace. Undefined ownership, cross-team friction, and the absence of a formal R&D function were the primary blockers.

### SOLUTION

Introduced 3 new roles and realigned responsibilities and reporting lines across the organization using a RACI matrix.

Designed individual and team variable compensation for C-level roles and the newly established R&D team, linking pay directly to outcomes.

Introduced KPIs for new product launches, testing timelines, and expected ARR per game aligned to annual compensation of key team members.

Created matrix reporting and task prioritization principles to minimize cross-functional friction and clarify decision rights between teams.

### BUSINESS RESULT (numbers)

<b>50% ↓</b> Time for POC and A/B testing	<b>6</b> POCs run under new R&D model	<b>3</b> new games successfully launched	<b>Over 2× Revenue Scale</b> achieved within 2.5 years
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Annual revenue more than doubled in ARR within 2022–2024 – an over 2× increase enabled by the restructured organization and new R&D capability.

The introduction of R&D-specific KPIs created a measurable product development cadence, replacing effort-based assessments with commercial metrics.

Time for POC and A/B testing reduced by half, resulting in six proofs-of-concept executed, and three new games successfully launched.

Matrix reporting enabled the company to run multiple product tracks simultaneously without execution degradation.

Organization design directly supported the successful exit at maximum enterprise value.

### WHAT CHANGED

The organization evolved from an entrepreneurial structure into a more scalable operating system with clearer ownership, stronger accountability, and a repeatable innovation process.

## M&A Talent & Organization Due Diligence

### CHALLENGE

Ahead of acquisition, many people, processes, governance mechanisms, and organizational practices existed but were not consistently documented or structured to meet enterprise-level due diligence standards. Retention of key talent was also critical to transaction success and post-close continuity.

Key risks: undocumented processes, informally structured roles, unprotected core talent, and earn-out obligations dependent on retaining key contributors through and after the transaction.

### SOLUTION

Reviewed and formalized organization structure and all key talent operations processes: RACI-based role design, recruitment, performance management, promotion, and compensation and benefits.

Formalized job descriptions, internal handbooks, operating guidelines, and system integrations in full compliance with applicable labor legislation.

Identified core talent business value criteria at individual and functional levels; assessed and categorized people to inform retention strategy.

Designed variable compensation models to incentivize stability during the transition and first year post-acquisition.

### BUSINESS RESULT (numbers)

<p><b>+20% Valuation</b> above founders' exit expectation</p>	<p><b>0%</b> core talent attrition (8+ months post-close)</p>	<p><b>100%</b> earn-out obligations supported</p>	<p><b>Full</b> labor law compliance achieved</p>
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### BUSINESS RESULT (in words)

The company entered acquisition discussions with stronger governance, greater transparency, and a clearly articulated talent value proposition.

Core talent received defined retention incentives tied to the transaction timeline, replacing vague loyalty expectations with contractual clarity. This resulted in zero attrition among core talent at least 8 months into the post-acquisition transition, directly supporting earn-out commitments and the founders' financial goals.

### WHAT CHANGED

The company was acquired at approximately 20% above initial founders' initial valuation expectations.

The founding team moved from relying on institutional knowledge and informal practices to operating with documented, auditable systems that increased buyer confidence and reduced execution risk.

## What This Work Created

Together, these engagements formed a single value-creation journey: building the organizational foundations required for growth, then converting that maturity into stronger acquisition readiness and transaction value.

### Business Impact

The integrated business effect of the transformation streams

- **Revenue scale increased** substantially during the transformation period
- **Product innovation capability strengthened** through a dedicated R&D model
- Organizational governance and accountability significantly improved
- **Critical talent retained** through acquisition and integration
- **Due diligence readiness enhanced** through formalized people and operating processes
- **Successful strategic transaction** supported by organizational maturity and business continuity

### What Changed

The company moved from a fast-growing founder-led organization to a more mature, scalable, and acquisition-ready business. Structure, incentives, talent management, and governance became interconnected parts of a system designed not only to support growth, but also to protect and increase enterprise value - transforming an execution risk into a transaction asset.