

Protecting Acquisition Value Through Organizational Due Diligence and Leadership Rebuild

An international online trading broker was going through an ownership transition. The investor needed more than financial due diligence. The real value risk sat inside the organization: key people, product knowledge, leadership alignment, compensation logic, and the company’s ability to keep operating without disruption during and after the transaction.

CLIENT	SCALE	GEOGRAPHY	MY ROLE
International online trading broker	A fast-growing mid-size business; 1M+ registered traders across dozens of countries	Europe, Southeast Asia	HR & Org Design Consultant, reporting to major investor

I was brought in to support the investor through both sides of the acquisition: first, to assess organizational risk before the transaction closed; then, to rebuild the leadership model after closing and align the company with the new owners’ strategic goals.

The Transformation System

01 Business Due Diligence Before Acquisition	02 Organization Redesign for New Business Goals
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Business Due Diligence Before Acquisition

CHALLENGE

The investor needed a clear view of organizational risk before committing to the acquisition. The financial logic of the deal depended on retaining core talent and protecting critical product knowledge, but these risks were not visible through standard financial due diligence.

Without a clear understanding of who carried the company's value, what knowledge was concentrated where, and how likely key people were to stay, the investor could face value loss immediately after closing.

SOLUTION

- Mapped the company's business model, critical success factors, key capabilities, roles, and people essential to business continuity.
- Reviewed existing people processes and compensation practices by location and role, then assessed retention risks across the core talent population.
- Assessed retention risks across the core talent population and prepared structured recommendations for the investor, directly informing negotiation positioning.
- Collaborated closely with the acquired company's leadership team throughout the M&A process and for six months into the ownership transition to preserve trust, continuity, and operational stability.

BUSINESS RESULT

100% core talent retained or replaced in a planned manner	0 unplanned key talent departures during or after the transaction	5 countries people and process risk assessed	6 months post-close transition leadership support delivered
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The investor entered the transaction with a clear view of people-related value risks. Core talent was either retained or replaced in a planned and mutually agreed way, rather than lost through unmanaged attrition.

The structured organizational risk assessment strengthened the investor's negotiation position and reduced uncertainty around talent retention, product knowledge, and continuity after closing.

Sustained collaboration with the acquired company's leadership through and beyond closing ensured that trust was not broken at the most sensitive point of the transaction.

WHAT CHANGED

The investor entered the acquisition with organizational clarity that most transactions lack at this stage: a mapped talent landscape, a calibrated retention risk picture, and specific recommendations, rather than generic post-close hope that key people would stay.

Organization Redesign for New Business Goals

CHALLENGE

After closing, the company had to be realigned to the new owners' strategic direction. The existing C-suite was built for the previous ownership model and no longer fully matched the company's next-stage goals.

The risk was high. In a live trading business serving a large international customer base, a poorly managed leadership transition could damage revenue, client trust, employee confidence, and operational continuity at the same time.

SOLUTION

- Redesigned 80% of the C-suite: defined new CEO, CFO, CPO, and HRD roles with requirements and expectations aligned to the new owners' strategic goals. All four roles were hired.
- Designed the C-level compensation structure, including an equity component, to connect leadership motivation with the investor's 2022–2023 goals from day one.
- Redesigned the HR and Talent Acquisition functions to support hiring in new markets, retention in existing markets, and the new leadership team's operating agenda.
- Created operating and investment budgets for both functions, established performance metrics and reporting, and introduced transparency into resource allocation and scaling decisions.
- Developed the 2022–2023 HR and Talent Acquisition roadmap, aligning priorities, investments, and hiring plans with the company's strategic growth objectives.

BUSINESS RESULT

4 of 4 C-suite roles redesigned and hired	0% revenue drop during ownership transition and leadership change	Stable CSAT Client confidence maintained	Stable eNPS Employee confidence maintained
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Almost entire C-suite was rebuilt without revenue disruption. Four critical leadership roles were redesigned and filled while the company continued operating through the ownership transition.

Client satisfaction and employee sentiment remained stable, confirming that the transition was absorbed without damaging client relationships or internal confidence. Equity-linked compensation aligned the incoming leadership team with investor goals and reduced the risk of strategic misalignment.

In parallel, the HR and Talent Acquisition functions were redesigned, budgeted, and equipped with clear operating plans, giving the new leadership team visibility into workforce investments, hiring capacity, and scaling priorities for 2022–2023.

WHAT CHANGED

The company moved from a leadership model built for the previous owner's priorities to a C-suite designed for the new strategic direction. Roles, expectations, incentives, and the people function were realigned to support the next phase of growth.

The transition was visible where it needed to be, inside governance and leadership accountability, and invisible where it mattered most: revenue continuity, client confidence, and employee stability.

What This Work Created

The two engagements worked as one value-protection system. Pre-acquisition due diligence identified where organizational value could be lost. Post-acquisition redesign rebuilt the leadership model needed to protect and activate that value.

The investor gained what many acquisitions lack: organizational clarity before closing and leadership alignment after closing. The company also gained a more transparent people operating model, with defined budgets, workforce plans, and a roadmap for scaling under the new ownership structure.

Business Impact

The integrated business effect of the transformation streams

- **100% core talent retained or replaced in a planned manner**, protecting the primary source of post-acquisition value
- **0% revenue drop** during the C-suite rebuild and ownership transition
- **4 C-suite roles redesigned and hired**, aligned to new strategic goals
- **CSAT and eNPS held stable** through transition: maintained confidence in clients and employees
- **Equity-linked compensation introduced** for incoming C-level team, aligned to 2022–2023 investor goals
- **Investor confidence** - negotiation position strengthened through structured organizational risk assessment and recommendations

WHAT CHANGED

Before this engagement, the investor was approaching a transaction with limited visibility into the organizational risks that most frequently destroy post-acquisition value: talent attrition, knowledge loss, and leadership misalignment.

By the end of the post-acquisition phase, the company had a rebuilt C-suite with aligned incentives, a stable client and employee base, and a people function designed for its next phase of growth, supported by workforce planning, operating and investment budgets, and a clear scaling roadmap, all delivered without revenue disruption.