



Strategic Assessment and Plan Case Study



“When we decided to seek expert advice on our C4 strategy, we had ambitious plans. Valitas provided us with data-driven tools to clarify our key strategic decisions.”

- Reg Robinson, Co-CEO

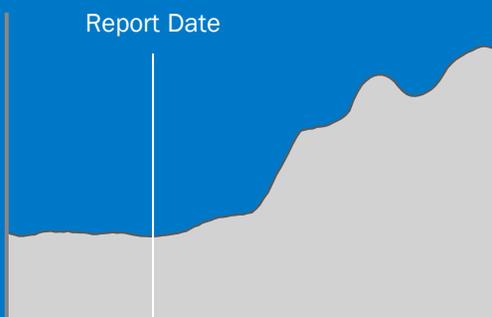


MEET SOLVERA

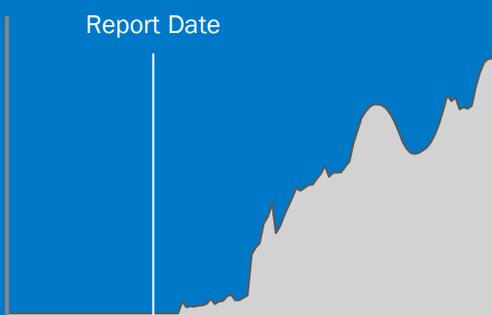
Solvera Solutions (“Solvera”) is a leading Canadian provider of IT-enabled business solutions, delivering innovation and value to every client

- They have achieved high growth through a diverse portfolio of strategic solutions and managed services

Rolling 12-Month Revenue



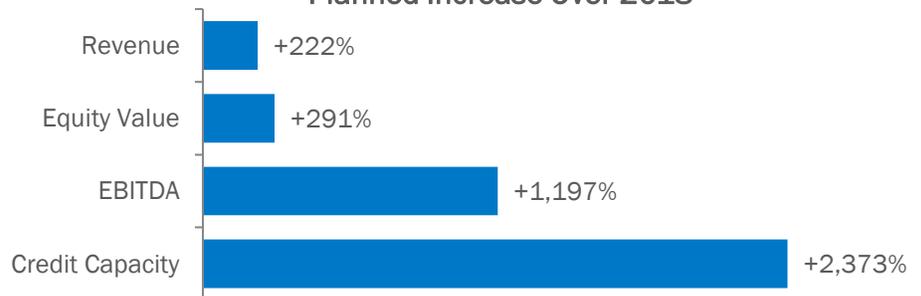
Credit Capacity



SOLVERA'S TRANSFORMATION

Valitas collaborated with Solvera's leadership team to map a plan to transform the partnership:

Planned Increase Over 2018



OUR VALUE-ADD

- Valitas was selected from a competitive field that included one of the “Big Four” accounting firms to provide a Strategy Report with a value creation roadmap balancing:
 - Organic growth
 - Acquisitions
 - Partner retirements
- This included a financing strategy to address both growth and liquidity requirements
- This analysis shone a light on which activities had the greatest impact on business value and provided greater clarity to Solvera's strategic intent
 - These insights clarified sequencing of multiple competing priorities
- The central component of the strategic analysis was our quantification of various scenario impacts on owner value creation, financing capacity, and other key performance metrics through a 60-month forecast model
 - Multiple complex scenarios were assessed to determine expected future impacts
- This Strategy Report built a foundation of readiness and agility that facilitated rapid deployment of their acquisition program, multiple financings, and dramatic scaling of Solvera's sales force to drive organic growth

Solvera's Strategy Report provided a clear roadmap for its *dramatic transformation*

1. Valitas' Average Promoter Score based on client surveys. Valitas' Net Promoter Survey asks clients “How likely is it that you would recommend Valitas to a friend or colleague?”, with 0 representing not at all likely and 10 being extremely likely. A rating of 6 or less represents a Detractor, 7 to 8 a Passive, and 9 or greater a Promoter. The [Net Promoter Score](#) (“NPS”) is calculated by subtracting the percentage of Detractors from the percentage of Promoters, with the NPS ranging from -100 to 100.

THE STRATEGY REPORT

Kick-off Workshop with Leadership Team

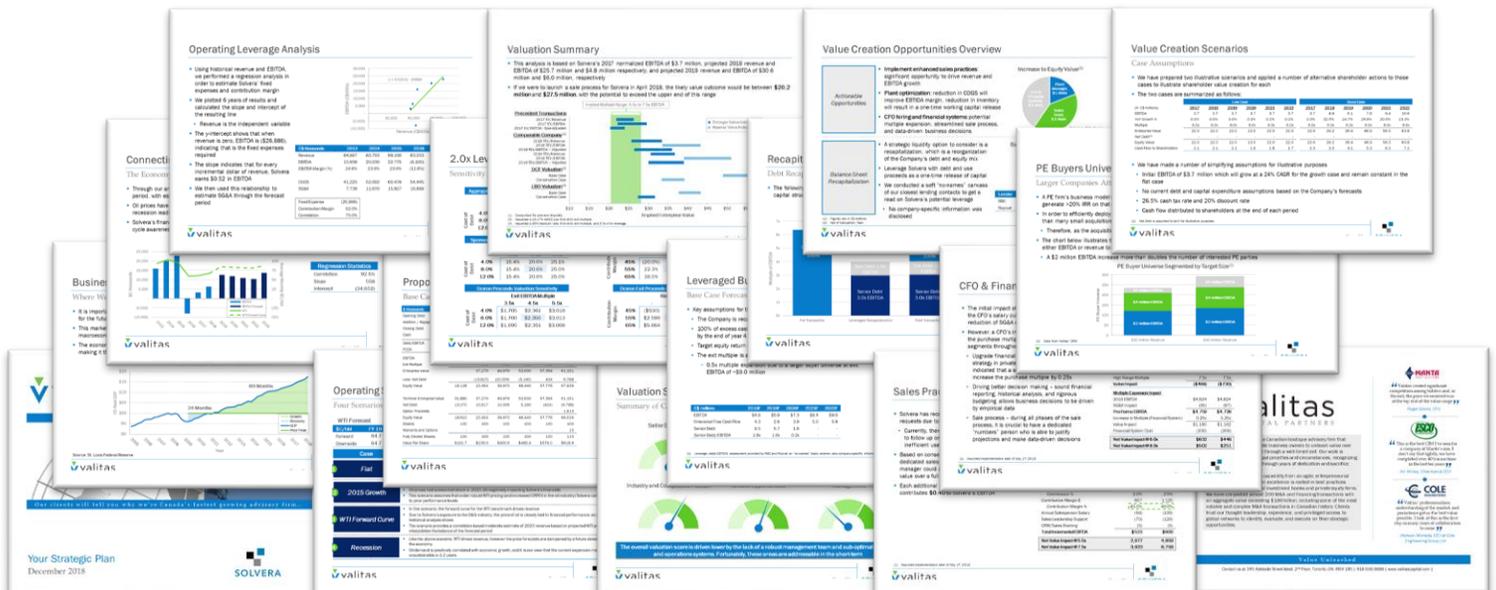
100 days of Intensive Analysis

Delivered Strategy Report

Implementation Workshop with Leadership Team

Valitas drew from the 55 tools, analyses, and framework at its disposal to provide Solvera with insights in key strategic areas, including:

- Current valuation
- Opportunities to expand Solvera's valuation multiples with recommended actions
- Financing alternatives
- Projected credit capacity
- Industry environment and outlook
- Benchmarking analysis
- Projected business valuation under multiple scenarios
- Analysis of acquisition target universe
- Assessment of founder liquidity alternatives



MAKING THE PLAN A REALITY

After the Strategy Report was delivered, Solvera followed the natural progression and retained Valitas to provide ongoing corporate development support to execute certain key aspects of their strategy. See Corporate Development Case Study <Link>

Strategy Report

Ongoing Corporate Development

100-day Study Phase

Execution Phase

“Valitas provided insights and strategic context that allowed us to capitalize on our value creation opportunities, with dramatic results.”

- Jim Ostertag, Co-CEO

