



Pre-Exit Leadership Build for a Private Equity Portfolio Company

A private equity portfolio company partnered with Index Search to rebuild its leadership and functional teams ahead of a planned exit. In under a year, our precise, proactive search approach delivered high-fit talent across key roles, strengthening operations, accelerating performance, and driving a \$337M strategic exit.

Client:

Global HVAC-R & Gas Detection
Manufacturer

Ownership:

Private Equity Portfolio Company

Starting Revenue:

\$100M

Outcome:

Strategic Sale to MSA Safety for \$337M

The Challenge

The company's existing leadership structure could not meet the private equity firm's performance and growth expectations ahead of a planned exit. Despite strong market positioning, results lagged due to execution gaps and misaligned leadership.

Key challenges included:

01 Limited commercial leadership to drive revenue and market diversification.

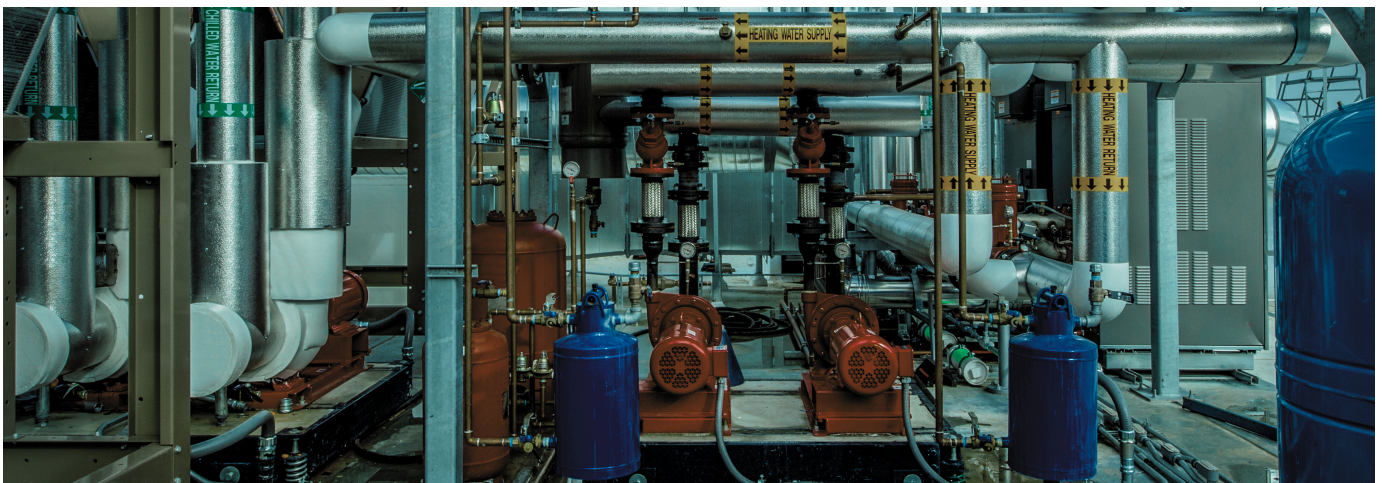
03 Misalignment between leadership priorities and the PE firm's investment strategy.

02 Inconsistent engineering performance and delayed product innovation.

04 Weak operational infrastructure and mid-management bench strength.

To maximize enterprise value and readiness for sale, ownership needed a partner that could:

- ✓ Rebuild leadership
- ✓ Strengthen critical functions
- ✓ Deliver measurable improvement within 12 months



Our Approach

At Index Search, we apply an insight-driven executive and professional search process built for the pace and precision private equity demands.

Strategic Alignment

We aligned with ownership to define success metrics tied to the investment thesis, focusing on growth, efficiency, and integration readiness.

Targeted Search Process

Using a proactive search and deep industry insight, we engaged proven leaders and professionals from PE-backed and industrial environments.

Precise Placement Across Key Roles

This engagement expanded beyond leadership, adding key hires that strengthened operations, boosted performance, and readied the company for integration with a strategic acquirer.

Cultural & Operational Fit

Every candidate was vetted for expertise, adaptability, and leadership style, ensuring fit within a fast-paced, performance-driven PE environment.

Roles We Delivered:

Chief Executive Officer:

Leader with experience scaling and exiting PE-backed industrial companies.

Vice President of Sales & Marketing:

Commercial strategist to expand market share and diversify revenue.

Vice President of Engineering:

Technical leader to accelerate R&D and product innovation.

Director of IT: Modernized infrastructure and enabled digital integration.

Sales, Engineering, and Functional Roles:

Strengthened performance across operations, quality, and customer delivery.

The Results

The impact of this engagement was immediate and measurable, transforming leadership alignment and operational performance across the organization.

Aligned Leadership and Strengthened Operations

A cohesive executive team and revitalized management layer were installed across sales, engineering, and operations, enabling faster, data-driven decision-making and stronger execution.

Improved Financial and Operational Performance

New commercial and technical leadership delivered measurable growth in revenue, throughput, and profitability, directly improving EBITDA ahead of sale.

Integration-Ready Organization

With modernized systems, defined processes, and capable leaders in place, the company was fully prepared for acquisition and integration.

Strategic Exit Achieved

Within 12 months, the company completed a \$337M strategic sale to MSA Safety.

3X

return of investment
delivered to private
equity owners.



Key Takeaways for Private Equity Leaders

From executive leadership to functional talent, every hire played a role in driving measurable value. These key takeaways show how Index Search’s focused approach accelerated performance and positioned the company for a strong exit.



Leadership & Functional Alignment Drive Value Creation

Transforming both executive and mid-level leadership delivers measurable results faster. When every role, from the CEO to functional managers, is aligned to the investment thesis, operational efficiency, growth, and valuation follow.



Professional Search is a Critical Value Lever

In private equity environments, it is not only C-suite decisions that shape outcomes. Targeted professional hires in operations, engineering, and sales often generate the most immediate performance gains and build the foundation for long-term scalability.



Speed and Precision Create Competitive Advantage

With exit timelines always in motion, proactive recruiting is essential. Index Search’s proactive, process-driven sourcing model and deep industry expertise enabled faster placements without compromising quality, giving investors a clear edge in realizing returns.

Partner with Index Search


Private equity success depends on people who can deliver results fast. At Index Search, we help investors and portfolio leaders across **manufacturing and supply chain** build teams that accelerate growth, strengthen operations, and increase enterprise value.


Our executive and professional search model combines deep industry expertise with proactive sourcing and data-informed insight. The result is high-fit, impact-ready talent that drives measurable outcomes and long-term performance.

Whether you’re preparing for an exit, driving a turnaround, or building leadership depth for a new acquisition, Index Search delivers the clarity, precision, and speed private equity demands in today’s manufacturing and supply chain sectors.

Connect with our team to learn how Index Search can help you achieve your portfolio goals.

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