

Realizing Your Business Goals to Make Retirement a Reality



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REALIZING YOUR BUSINESS GOALS TO MAKE RETIREMENT A REALITY

For most business owners, planning for retirement is a complex matter. While you want to ensure a fair valuation for your business, you also need to plan for the long-term sustainability of your organization to safeguard the well-being of your customers and employees. Perhaps you have given consideration to succession planning and have someone in mind who can step into your role, or maybe you need help identifying and training a leader who can effectively grow your company over the coming years.

Whatever your path to retirement, a discussion with Volaris Group is a positive first step. We have worked internationally with numerous vertical market software business owners to help them realize their goals, both for retirement and for the continued prosperity of their company.

HOW IS VOLARIS DIFFERENT?

Our unique 'buy-and-hold' philosophy is centered on enabling operational autonomy; supporting succession planning to produce strong, accountable leaders; and enabling knowledge transfer to ensure that best practices are utilized at every level of the organization.

COLLABORATIVE SUCCESSION PLANNING

We invest in workforce management and develop succession plans that address talent at every level of your organization. We believe that your people have valuable skills, knowledge and relationships that make them experts in their field, and they should be further developed to drive market advantage. We work in a collaborative manner with business owners to identify and mentor your immediate successor, while providing future leaders with the training and tools required to ensure long-term growth and competitiveness.

"Unlike most corporate acquirers, Volaris operates a decentralized model where each of their companies is run independently by strong leaders. This model appealed to us because we knew that Volaris would focus on building the next generation of leaders within our organization."

**- Alex Dunne,
Co-founder of Wellington Computer Systems**

PROTECTING YOUR LEGACY

We keep our businesses permanently and are focused on positioning each autonomous business for sustainable growth. We value your ongoing strategic involvement in the business to ensure a seamless integration, facilitate knowledge transfer and help guide us on the "ins and outs" of your business and industry.

Our goal is to identify ways in which to make your business even better, leveraging industry best practices. Key Performance Indicators and our deep vertical software market knowledge.

"Now I am able to bounce my ideas off other General Managers and learn from their businesses. Other Travis executives have also benefitted from his sharing of best practices, which has enabled them to make improvements in the areas of HR, marketing and customer service."

**- Lauren Fischer,
Managing Director of Travis Software**



SUPPORTING YOUR EXIT STRATEGY

We would work collaboratively with you to help enable the exit strategy you desire, whether you wish to stay involved with the business or step away to start enjoying your retirement. As a part of the Constellation Group of companies, our access to capital means that we can fund strategic acquisitions while enabling measured growth for your business. And since mergers and acquisitions are our business, we are experienced and efficient in handling the due diligence and acquisition process.

HOW CAN WE HELP YOU RETIRE SUCCESSFULLY?

What makes us different is straightforward. You keep your people, keep your say and keep your culture. If this acquisition philosophy is aligned with your retirement goals and vision for your business, the Volaris might be the right acquirer for you.

WELLINGTON COMPUTER SYSTEMS SUCCESSION PLANNING TO ENABLE LONG-TERM STABILITY

After more than 30 years at the helm of Wellington Computer Systems, the company's co-founders, Alex Dunne and Kevin Taylor, started to think about succession planning to ensure the stability of Wellington upon their retirement. WWellington provides mission-critical software to both the Credit Union and Beverage Distribution industries throughout Ireland.

A key concern for Wellington was to ensure the well-being of its customers, who depend on its mission critical software on a daily basis to run their operations. Employee engagement and satisfaction was another critical factor for Wellington, which had established a strong corporate culture that it wanted to protect.

After deciding that a management buy-out would be complex to implement, Dunne and Taylor initiated discussions with potential acquirers.



Volaris was the right fit for a number of compelling reasons:

- 1 Volaris worked with Dunne and Taylor to evaluate their likely successor, Kevin Bradley
- 2 We identified what type of support we would need to give Bradley in order for him to become a successful Managing Director
- 3 Alex and Kevin have successfully been able to step away from the day to day management of the company and continue to be involved in strategic issues
- 4 Our decentralized business model empowers Bradley with the autonomy to run the business
- 5 Volaris' buy-and-hold philosophy provides all of the employees and customers with the stability required for any succession plan to be successful

"One year after the acquisition, we are closer to retirement and are confident that our customers will continue to be served well and that our employees are in good and stable hands. Volaris' focus on succession planning was crucial to make this happen."

- Kevin Taylor,
Co-Founder of Wellington





TRAVIS SOFTWARE INC. TAKING A FAMILY BUSINESS TO NEW HEIGHTS

After spending 25 years establishing Travis Software Inc., the company's founder, Andy Williams, decided it was time to sell his business and allow his daughter, Lauren Fischer, to assume leadership. As a benefits lawyer by trade, Lauren had the domain knowledge necessary to take over the business, but desired additional training in operational support and management.

After speaking with a handful of prospect acquirers, Volaris Group proved to be the ideal partner for Travis Software. As an acquirer of Vertical Market Software companies, Volaris would enable Travis to become a clear leader in its niche industry. Moreover, Volaris would allow Williams to secure the liquidity he desired and keep the company intact during the generational handover.

Williams and Fischer also found Volaris Group's unique acquisition model well aligned with their business philosophies:



Since Volaris operates a **buy-and-hold acquisition model**, Williams was confident that Travis Software would be conditioned for long-term sustainability.



Volaris runs an **efficient and transparent due diligence process**, allowing William's sale to close within 3 months.



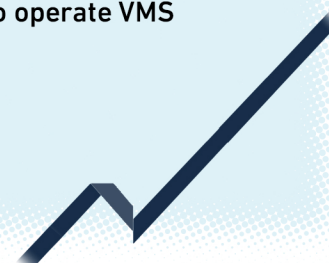
Volaris offers **direct management mentorship** to executives, in order to ensure the company meets the organization's monetary goals.



Volaris promotes **corporate-wide sharing of best practices**, which would enable Lauren's professional development as the leader of a Vertical Market Software company.

"Now I am able to bounce my ideas off other General Managers and learn from the successes of other business units. Volaris' Quarterly Strategy Meetings and annual Summits give me frequent opportunities to connect with my peers who operate VMS companies themselves."

-Lauren Fischer,
Managing Director of Travis Software Inc





TRAVIS TODAY

Since its acquisition in 2012, Travis Software has reported deeper employee engagement and improved customer service. Volaris helped to position the company for future growth by investing in their employees and initiatives.

Today, Travis continues operating as a separate entity led by Fischer.

"The company is much better today than it was pre-sale. Volaris gave us the autonomy we needed to continue running the business as usual, while providing the necessary financial support and industry knowledge we needed to grow. I see no negatives!"

**- Lauren Fischer,
Managing Director of Travis
Software Inc**





PLANIT GROUP ENABLING RETIREMENT THROUGH MULTI-LEVEL SUCCESSION PLANNING

In 2014, PLANit Group founders, Hans Andersson and Stig Palm, were faced with the significant challenge of identifying and grooming a successor to run their company after spending more than 18 years at the helm.

PLANit Group and its subsidiaries, Holmedal and Malmator, are the leading providers of demand-responsive passenger traffic (DRT) software throughout Scandinavia.

Andersson and Palm sought an acquirer for their business who would not only provide the financial liquidity for them to retire, but would also contribute the expertise and resources to support PLANit Group's future growth. Volaris stood out among other potential acquirers as they had deep domain experience and would groom successors in the company to take over its management.

Upon the transaction's close, Jesper Ulsted assumed the role of CEO for PLANit Group. Ulstead is also General Manager for Trapeze Group Europe, a leader in the transportation software market. Leveraging his industry knowledge and working closely with Andersson and Palm. Ulsted lead the succession planning process to identify key personnel at multiple levels of management who could grow into future leadership roles.

After assigning strategic leadership within the group, Volaris selected three existing managers to take ownership of strategic benchmarks and assume responsibility for PLANit, Holmedal and Malmator. Each of these managers received the training and support needed to become skilled leaders who could promote both organic and sustainable growth for PLANit Group. They have also attended multiple Volaris summits to review best practices in areas such as R&D, customer service and marketing.

After spending a year working with Volaris to establish succession planning and to ensure a smooth integration for both customers and employees. PLANit Group's founders decided that the company was in a solid position for both founders to retire.

"By becoming a part of the Volaris organization, we have additional opportunities to grow our business and better serve our customers. We believe this is the right home for PLANit Group and its customer base."

**- Hans Andersson,
Co-Founder of PLANit**

