

SCALING TECH & SERVICES BUSINESSES: KEY STRATEGIES FOR **GROWTH**

Led by Dónal O'Sullivan and James Corcoran

What is a Scaling Tech & Services Company?



- Tech-based & service-driven
- Rapid, efficient growth
- Scalable operations & recurring revenue
- Examples: Intercom, LetsGetChecked, Tines

What makes your business attractive to investors?



- Product-Market Fit: Proven traction
- Growth Metrics: ARR/MRR, NRR (120%+), CAC:LTV, Burn Multiple
- Scalability: Infrastructure & GTM repeatability
- Revenue Predictability: SaaS/subscription models

How Wayflyer scaled fast



- User-driven innovation
- Scalable architecture
- Global go-to-market strategy
- Capital-efficient growth

Funding Your Growth Journey



1. **Prep:** Strong metrics & vision
2. **Sources:** Angels, VCs, PE, revenue-based financing
3. **Story:** Market size, traction, team, moat
4. **Model:** 3-5 year forecast
5. **Process:** Target right investors, tight timeline, smart negotiation

Funding Resources



- [SAFE Docs](#)
- Enterprise Ireland: ISF, RD&I Grants, HPSU support

INVESTORS BACK **GROWTH**, NOT JUST TECHNOLOGY

Key Strategies for Scaling



1. Optimise Post-Funding Execution
2. Double-down on Product-Market fit
3. Build a Scalable Go-to-Market (GTM) Engine
4. Data-Driven Decision-Making
5. Invest in Team and Culture
6. Land & expand
7. Geographic and Market Expansion
8. Platform & Ecosystem Play
9. Build Operational Scalability
10. Smart Capital Deployment
11. Brand and Thought Leadership

Inside a Scaling Company



- Transitioning from services to managed offerings
- Using services revenue to build IP
- Blending product and service models

Technology's Role in Growth



Enablers:

- Automation
- Global access
- Remote teams
- Data-driven ops

Challenges:

- Tech debt
- Compliance risks

How to Engage with Growth Equity Partners



- Be professional & assess investor fit
- Ensure they don't back competitors
- Share info selectively at first
- Bring in a Corporate Finance Advisor early
- Prepare for NDAs, due diligence (1-3 months)
- Align on post-investment relationship

Let's Talk

Dónal O'Sullivan - donal.osullivan@vicoadvisory.com
James Corcoran - james.corcoran@vicoadvisory.com