

The best MEA BPO assets are never the ones in the data room.

EXECUTION, NOT THEORY.



25+

YEARS OF GLOBAL
EXPERIENCE

18

YEARS BUILDING IN MEA

\$1B+

REVENUE INFLUENCED

20+

COUNTRIES WORLDWIDE

WHY LGS

BPO valuations are repricing — but the work isn't disappearing, it's migrating: new models, new geographies, new economics. In that gap sit assets that are structurally exposed and assets that are quietly undervalued. Telling them apart isn't an analyst's exercise, and no banker's deck will show it. It takes someone who has built and run a BPO on the ground here.

SERVICES FOR INVESTORS

- ✓ **Commercial & Operational Diligence**
We read the floor, not the data room
- ✓ **Target Sourcing & Origination**
Off-market assets before a process
- ✓ **MEA Operator Network Access**
Direct lines to targets and talent
- ✓ **Value-Creation Planning**
A thesis management can deliver
- ✓ **Performance Improvement**
Margin and quality moves that hold
- ✓ **Post-Deal Execution Support**
Hands-on inside the portfolio company
- ✓ **Buy-and-Build / Add-on Strategy**
Platform and bolt-on roadmaps
- ✓ **Regulatory & Delivery Risk Review**
Exposures a data room won't show
- ✓ **Exit Readiness & Positioning**
Built to sell, story that lands
- ✓ **Management Team Assessment**
Who can actually execute the plan

ABOUT LGS

Langwieder Global Solutions (LGS) is a boutique advisory and execution firm headquartered in Dubai, with deep roots in the Middle East and Africa's emerging delivery hubs. We work with global BPOs entering the region, MEA-based providers going international, enterprises rethinking their sourcing and CX strategy, and investors evaluating BPO assets. What sets us apart isn't another slide on emerging markets – it's an operator who has actually built, scaled and run BPO operations on the ground, backed by a global buyer and industry network built over 25 years on both sides of the table.

We read the floor, not just the data room.

AN OPERATIONAL INTEGRITY PARTNER

Some firms advise. Some firms build. An Operational Integrity Partner does both, and stays until the operation performs. We work as an extension of your team, in service of your brand, backed by decades of building and running these operations ourselves.

THE OIP FRAMEWORK

01

DIAGNOSE

WEEKS 1-3

An operator's diligence, not an analyst's: we read the floor behind the data room – which numbers hold, which management can execute, which risks a process won't show. Deliverable: a clear-eyed view of what you are really buying.

02

DESIGN

WEEKS 4-6

The value-creation plan, drawn to the operation: where margin, growth and risk actually sit, and the moves that build value – written so management can execute it, not just admire it.

03

EXECUTE

MONTHS 3-12

We stand up the plan inside the portfolio company: hands-on with management on the operational moves that turn the thesis into performance.

04

SUSTAIN

TO EXIT

We stay through the hold as an operator's eye on performance – until the value is proven and the asset is exit-ready.

PROVEN RESULTS



22

BRANDS SUCCESSFULLY
INTRODUCED IN MEA

18,000+

JOBS CREATED ACROSS THE REGION

100,000+ m²

OF INFRASTRUCTURE BUILT AND COMMISSIONED

THE OPERATOR BEHIND IT

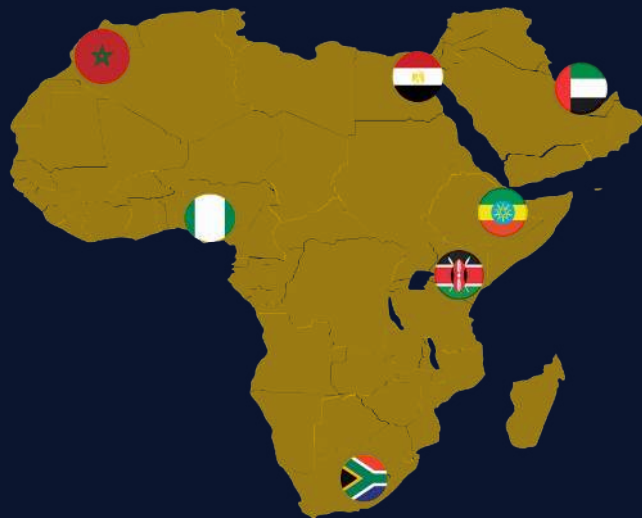
Ricardo Langwieder has spent 15 years as a CEO and CSO building and scaling BPO operations across the Middle East and Africa – and a decade before that on the buyer's side, sourcing the work these businesses run on. He reads an asset the way an operator does, not an analyst: the floor behind the data room – which numbers hold, which management can execute, and which risks a process won't show.

THE FIRST STEP

A portfolio or target review, operator to investment committee, including, where useful, a direct introduction into the MEA operator network itself.

We take on a maximum of two to three projects at a time, which is why the ones we take on work.

SELECTIVE BY DESIGN, NOT BY DEMAND.



We sit on one side of the table: yours, so every recommendation and every decision serves the integrity of your project, nothing else.

*When you are ready: a private conversation with the operator himself.
Twenty minutes. No deck, no pitch.*

solutions@langwieder-global.com

WWW.LANGWIEDER-GLOBAL.COM