

CASE STUDY

How DYOPATH partners with Ambient, a national collective of HVAC design and implementation experts, to create a scalable IT infrastructure for integration, security, and operational integrity.



CLIENT	Ambient
INDUSTRY	HVAC for: healthcare, commercial, institutional, and mission critical.
SPONSOR	Intermediate Capital Group (ICG)
USERS SUPPORTED	350+
DYOPATH SERVICES	Managed Security Incident & Event Management, Managed Endpoint Detection and Response, Network Traffic Analysis, Third-Party data ingestion, People and process
ENGAGEMENT START	2024

ABOUT AMBIENT

Ambient is a prominent commercial HVAC services provider specializing in large-scale systems for substantial buildings. Their expertise ranges from installing sophisticated HVAC systems in commercial properties to managing smaller-scale projects. Over recent years, Ambient has embraced an ambitious growth strategy, rapidly expanding their operations through acquisitions.

To date, **Ambient has acquired over 30 companies**, establishing themselves as a dominant force in their industry. Their growth strategy focuses on **operational standardization and IT maturity** for the smooth integration of new acquisitions while maintaining high-quality service delivery. However, achieving this vision required overcoming significant IT challenges associated with their expansion.



CHALLENGE

Despite their success, Ambient encountered numerous challenges as they expanded their business through acquisitions. Each acquired company brought its own IT systems, software, processes, and security protocols, creating a **fragmented and inefficient operational structure**. The lack of standardization created hurdles such as:

- Each acquisition had different IT systems, creating **integration challenges**. Integrations were often delayed as a result of low operational maturity. For example, need-to-know information about acquired businesses was often undocumented, leaving teams with major blind spots.
- Inconsistent and incomplete security frameworks **left Ambient vulnerable to breaches**. During one acquisition, a compromise was detected that could have severely impacted operations if not addressed promptly.
- Without a unified IT framework, Ambient suffered from **delayed economies of scale**. They struggled to leverage their expanding scale to drive cost savings and operational efficiencies. The incohesive infrastructure slowed their ability to realize the financial benefits of acquisitions.
- Without a defined set of standards around their security framework, Ambient was both **unaware of the level of risk with each acquisition, nor did they understand their true risk tolerance**. With every acquisition, more revenue came under management, and therefore more revenue at risk. Without a security roadmap that could progressively scale where revenue increases and thereby risk tolerance decreases, they were flying blind.

These challenges threatened Ambient's ability to sustain how quickly they were expanding and maximizing the value of their acquisitions.

SOLUTION

From the outset, our team worked to create a scalable IT infrastructure designed to facilitate harmonious integration, strengthen security, and improve operational integrity.

The partnership began with a focus on security, which Ambient identified as a critical priority. Before onboarding new acquisitions, we established an agreed-upon security framework predicated on a business impact analysis to properly define the risk tolerance and arrive at what was an appropriate threshold. We then implemented a rigorous security assessment process. It involved running detailed scans and scripts on each acquired company's systems to identify vulnerabilities and ensure no hidden breaches. By conducting these assessments at the earliest stages of integration, DYOPATH was able to mitigate risks and establish a security roadmap with milestones and deliverables for each new acquisition.

In addition to security, we emphasized the importance of standardization and IT maturity. The team worked closely with Ambient to create a unified networking, cloud, software, systems, and application framework that could be applied across all acquisitions. This approach included each of the following steps: beginning each acquisition with an IT due diligence phase, developing consistent protocols and processes for onboarding, integrating, and managing each critical layer of IT against the established framework. This level of standardization enabled Ambient to reduce inefficiencies and establish a cohesive operational structure.

Once we assessed, integrated, and stabilized acquisitions, DYOPATH managed end-to-end IT operations, effectively serving as Ambient's IT department. This comprehensive support included security management, infrastructure updates, and ongoing IT maintenance. We created a reliable and scalable system through operationalizing IT that allowed the company to focus on their core business objectives.



RESULTS

DYOPATH's partnership with Ambient has been transformative. Through their collaborative efforts, Ambient has overcome the challenges of unprecedented growth. The results we achieved together include:

- **Accelerated integration.** Ambient can onboard new acquisitions in 30 days, a significant improvement supporting their expansion goals. This efficiency provides Ambient with minimal disruption and allows their team to maintain momentum in their growth strategy.
- **Enhanced security.** DYOPATH's proactive security assessments have reduced vulnerabilities, protecting Ambient's IT environment from potential breaches. The early identification of risks during acquisitions keeps Ambient's operations secure and stable. The organization's revenue was protected, which in turn protected the investment of financial sponsors.
- **Realized economies of scale.** Standardized IT systems and streamlined operations have reduced Ambient's incremental costs. Their ability to integrate multiple acquisitions without adding significant resources demonstrates the scalability of the systems DYOPATH implemented.
- **Improved operational efficiency.** The unified IT framework eliminates redundancies and reduces the complexity of managing disparate systems. This has allowed them to focus on acquiring 38 companies, with over 157 IT projects successfully completed as part of the integration process. Vendor contracts could be eliminated, reducing operational expenses, and adding back directly to Ambient's EBITDA



The overall impact of DYOPATH's work showcases how personalized IT solutions can empower organizations to achieve their full potential. We have provided Ambient with a scalable, secure, and efficient IT foundation that enables Ambient to derive ROI from their IT investments and pursue their growth strategy with confidence.

30

Day Acquisition
Integration

1800

End Users Supported

**Reduced
Costs**

**Improved
Operational
Efficiency**

READY TO EVOLVE YOUR IT MATURITY?

Connect with our PE experts, Matt Briggs at Matt.Briggs@dyopath.com and Meg Chalupsky at Megan.Chalupsky@dyopath.com to discuss how a private-equity-tailored managed services partnership can accelerate your portfolio.