



## ***Andrzej Nedoma***

***Founder, CEO***

***Strategic Advisor &***

***High-Performance Coach***

### ***INTRODUCTION***

This document presents the professional journey, experience, and leadership philosophy of Andrzej Nedoma.

It is designed for CEOs, founders, and business owners who want to understand who Andrzej is, what shaped his leadership, and why he is trusted today as a strategic advisor and executive coach.

This is not a marketing brochure.

It is a real story of building, scaling, surviving crisis, exiting businesses, and transforming experience into guidance for others.

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### ***PART I – EARLY ENTREPRENEURIAL JOURNEY***

Andrzej's entrepreneurial journey began during his university studies.

After returning from an Erasmus exchange program in Bergamo, Italy, he joined his father's one-person technical translation business in Kraków, Poland.

From the very beginning, Andrzej did not intend to work as a translator.

His ambition was to transform a one-man operation into a structured, scalable company.

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**Key milestones included:**

- Hiring the first employees
- Moving operations from a private apartment to a professional office
- Building production, sales, and operational structures
- Developing early internal IT systems to manage projects and workflows

The company gradually evolved into an international translation services provider, serving clients primarily in Western Europe, leveraging a cost-efficient Central European base with higher-value international markets.

This company later became known as Lidolang Technical Translations.

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***PART II – SCALING & FIRST EXIT***

As the company grew, Andrzej transitioned from operational roles to full general management.

He built international sales teams, implemented customer-centric selling methodologies, and developed leadership structures that reduced dependency on owners.

***By 2016:***

- The company employed around 30 in-house staff
- Worked with hundreds of freelancers monthly
- Served clients across multiple countries and industries

That same year, Lidolang was sold to Sepro Group, one of the leading global translation companies. The transaction was carefully prepared by reducing owner dependency and building a management board.

***After the acquisition:***

- The Kraków office became a key production hub
- The leadership team continued operating successfully under new ownership

This marked Andrzej's first successful business exit.

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## ***PART III – BUILDING A SAAS COMPANY (XTRF)***

While scaling the translation business, Andrzej identified a lack of suitable management software for the industry. This insight led to the founding of XTRF, a SaaS company developing a Translation Management System for global language service providers.

XTRF evolved from an internal solution into a standalone software platform serving hundreds of companies worldwide. In 2014, XTRF raised venture capital to accelerate growth.

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## ***PART IV – CRISIS & SURVIVAL (2016)***

In 2016, XTRF faced a severe liquidity crisis when a promised follow-on investment round was unexpectedly cancelled.

### ***At that moment:***

- Nearly 100 employees were on staff
- Significant payments were due within weeks
- Cash reserves were critically low
- The company was weeks away from bankruptcy.

### ***As CEO, Andrzej led an emergency turnaround:***

- Immediate reduction of approximately 25% of staff in one day
- Renegotiation of payments with suppliers and tax authorities
- Salary deferrals and internal agreements with remaining employees
- Prepaid sales and service pre-sales to generate immediate cash
- Transparent and frequent communication with the team

This period became the most difficult and formative experience of Andrzej's leadership journey.

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## ***PART V – RECOVERY, FOCUS & BUYOUT***

### ***After surviving the crisis, XTRF adopted strict financial discipline:***

- Growth was fully self-financed

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- Multiple budget scenarios guided decisions
  - Recurring SaaS revenue became the core model
  - EBITDA profitability was achieved

Conflicts with venture capital investors continued. During the COVID-19 pandemic in 2020, Andrzej identified an opportunity to regain control. He led a management buyout, personally securing financing, including private collateral, to buy out the investors. The transaction closed successfully, restoring full ownership to the management team.

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## ***PART VI – FINAL EXIT (2021)***

The management buyout attracted market attention. Within months, multiple inbound acquisition offers followed.

### ***In September 2021:***

- XTRF was sold 100% to a Private Equity buyer
- The valuation was more than double the VC buyout valuation
- The exit was over ten times larger than Andrzej's first exit

Andrzej remained involved during a nine-month transition period, supporting governance, leadership continuity, and the appointment of a new managing director.

This experience provided deep insight into working under Private Equity ownership.

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## ***PART VII – TRANSITION TO ADVISORY & COACHING***

After his second exit, Andrzej did not return to operating another startup. Instead, founders and CEOs began approaching him for strategic support. Initially acting as a consultant and advisor, he later expanded into executive coaching.

He became a Certified High Performance Coach, adopting a coaching philosophy focused on:

### ***Clarity, Challenge, Decision and action.***

He realized that most entrepreneurs do not lack knowledge or strategy, but struggle with focus, execution, and accountability.

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## ***PART VIII – EXECSIDE & SCALING IMPACT***

To reach more entrepreneurs, Andrzej founded ExecSide — a scalable community for executive development. The platform supports founders in transitioning from overwhelm and isolation to purposeful, confident leadership.

### ***ExecSide provides:***

- Continuous leadership content
- Monthly group coaching led personally by Andrzej
- Peer-to-peer accountability partnerships
- A growing library of practical business courses

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## ***PART IX – LEADERSHIP PHILOSOPHY & PERSONAL DEVELOPMENT***

During the most difficult period at XTRF, Andrzej began training for Ironman triathlons. Endurance sports became a parallel to leadership and business building.

### ***He believes sustainable success requires:***

- Energy management
- Emotional resilience
- Long-term focus
- Alignment between business and personal life

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## ***PART X – MISSION***

Andrzej Nedoma's mission is to help entrepreneurs build businesses that support the life they want – not consume it.

Through strategic advisory, coaching, and scalable platforms, he helps founders navigate growth, crisis, transition, and exit with clarity and integrity.