Interview with Tyro

"We want to develop companies"

The Tyro Group has been building a European group of pest control companies since 2022 – with a multi-brand strategy, entrepreneur participation and a local focus. Svein Olav Stølen (Tyro Group) and Dr. Steven Weiß (Weiss Hygiene-Service) explain how integration works, what synergies arise and why autonomy is preserved.

Grafik: Depositphotos

DpS: Mr. Stølen, Tyro has only been active since June 2022, yet has already acquired around 50 companies in seven European countries. What is the strategy for Germany?

Svein Olav Stølen (SOS): In Germany we operate with a multi-brand strategy, meaning we run our companies as their own brands within the same market. This means individual companies retain their identity. In smaller markets like Norway, Finland or Sweden, we work under a single unified brand. In larger markets like Germany or the United Kingdom, we deliberately pursue multiple brands, because we want to bring together the best entrepreneurs with strong local brands and preserve their identity. That sets us apart from other large international players. We believe that in this market you can only succeed with a strong local presence and genuine entrepreneurship. That is why we do not buy companies to break them up, but to develop them further. Our expansion began in the UK and Norway; the Nordic countries, Ireland and Germany followed later. Our goal is to build a strong position in key markets. We see Germany as a particularly competitive market with major international players. We deliberately enter it as a kind of underdog.

How does this model work in practice?

SOS: When we acquire a company, we buy it in full. At the same time, the former owners reinvest 15 to 20 per cent of the sale proceeds back into Tyro. In this way they themselves become shareholders of the group. Tyro therefore does not belong to a single investor alone. The majority shareholder is the Norwegian investment fund Norvestor, but around a quarter of the company is owned by people who work within the group. This matters because entrepreneurs can continue to think entrepreneurially and build value rather than simply becoming employees. This model keeps motivation high and ensures that everyone is pulling in the same direction.

What role does Germany play in the long-term plan?

SOS: Our goal is clear: we want to become a nationwide provider. We have been observing the German market for three years. We acquired the first two companies around two years ago. In parallel, we are building a small organisation – for example in finance and operations – to enable further growth. We are in talks with many entrepreneurs. Some decisions happen quickly, others only after two or three years. Behind a sale there are frequently also succession questions. A founder may have no successor, or the next generation wants to do something different. In such situations Tyro can be a solution: the company continues to exist and is developed further.

Large providers in the sector frequently work with national framework contracts, for example with hotel chains. Is that also a goal for Tyro?

SOS: Yes, definitely. In the UK we already generate around 100 million euros in revenue and are now number two in the market. In London we are even the market leader. There, 15 to 20 entrepreneurs within the group work together. They meet regularly and jointly pursue larger tenders. At the same time, the individual companies have different areas of focus. Some concentrate on retail, others on municipalities or hospitality. This model allows us to service large contracts while also drawing on the specialisations of the individual companies.

How large is Tyro currently in Germany?

SOS: We already rank among the larger providers in the German market. For this year we expect revenue of 30 to 40 million euros, depending on how further acquisitions develop. What matters to us, however, is not only growth through acquisitions. Anyone can buy a company if they have enough money. What counts is that companies grow organically and improve together. That means learning from one another, sharing best practices and improving service quality. Only then does the business model work in the long term.

In July 2025, it was announced that Weiss Hygiene-Service had become part of the Tyro Group. Photo: Weiss Hygiene-Service

TYRO GROUP – Company profile

- Founded: 2022
- Headquarters: Oslo (Norway)
- Business field: Pest control and hygiene services
- Active countries: including Norway, Sweden, Finland, Denmark, United Kingdom, Ireland, Germany and USA
- Companies in the group: around 50
- Strategy: Consolidation of regional pest control companies while retaining existing brands (multi-brand approach)
- Ownership structure: Majority financed by the investment fund Norvestor; around a quarter of the shares held by entrepreneurs and employees within the group
- Germany: Building a nationwide structure through stakes in existing businesses and organic growth

By what criteria do you select companies that are a good fit for Tyro?

SOS: The perfect company has 5 million euros in revenue, a 20 per cent margin and an entrepreneur who brings energy and ideas. But the perfect company does not exist. That is why we look at each company individually. We divide them into three size categories: small (500,000 to 2 million euros in revenue), medium (2.5 to 5 million euros) and large (from 6 million euros upwards). What counts is not size alone, but quality. We want good entrepreneurs who understand their business. We want a broad customer base without excessive dependence on individual clients. And we want companies that are profitable or at least have the potential to be. We do not buy problems. We buy companies that have a foundation we can build on.

Mr. Dr. Weiß, your company has been part of the Tyro Group since 2025. What has changed since then?

Dr. Steven Weiß (SW): In the first few months, almost nothing, in fact. We simply carried on working as before. That was exactly what was promised to us. Today the biggest difference is that, as an entrepreneur, I have a network. Before, I had to make many decisions on my own. Now I can exchange ideas with other entrepreneurs within the group. If I choose to, I still make my own decisions. But when I need support, I can draw on the experience of many colleagues – as well as the expertise of the investors. That gives me confidence. But operationally I still run my company independently.

Do major decisions today have to be aligned with the group?

SW: In principle yes, but only on strategic matters. If in day-to-day business I need a new vehicle for a technician, I decide that myself. If I want to acquire ten vehicles at once, I would of course discuss that beforehand. The framework is defined through budgets. Within that framework we operate relatively freely.

SOS: Exactly. We do not interfere in day-to-day operations. In the first months after an acquisition we change nothing. We get to know each other, look at the processes, set up reporting. But we do not say: "Do it this way or that way." That would be counterproductive. The entrepreneurs know their market better than I do. My job is to give them access to best practices, benchmarks and synergies – not to dictate how they should work.

What synergies have you already made concrete use of?

SW: We meet regularly – in person and on Teams calls. We exchange views on suppliers, vehicle contracts, staff recruitment and processes. Sometimes it is small things, sometimes larger projects. For example, we are currently exploring whether we can conclude joint framework contracts for vehicles. That delivers better terms. Or we discuss how other companies have solved particular challenges. That saves time and money. Exactly that kind of best-practice sharing helps enormously. Some of these companies used to be competitors. Today we sit on the same side of the table.

How heavily does Norvestor as the main investor intervene in operational decisions?

SOS: Norvestor is very professional. We have a formal meeting every week in which we discuss all developments. They take care of financing, structuring and bank discussions. But they do not interfere in operations. As long as the numbers are sound and the companies are developing well, they let us work. If a company runs into difficulties, they naturally become more attentive. But that is rarely the case. I have worked with

Dr. Steven Weiß has had very positive experiences with Tyro and recommends that colleagues looking to grow reach out to the group. Photo: Weiss Hygiene-Service

Svein Olav Stølen is CEO of the Tyro Group as well as founder and co-investor in partnership with Norvestor.

Norvestor for 15 years. It works because we trust each other and because we deliver.

The sector frequently complains about difficulties in finding staff. How do you deal with that?

SOS: There is no master plan for that. In the Nordic countries it is somewhat easier to find good technicians. In Germany it is more challenging. But the key is to retain the people you already have. That requires good leadership, a good working environment and stability. When employees are satisfied, they stay. And when technicians do good work, customers also stay. That is the foundation for growth. At my former company, Nomor Pest Control, we grew from 50 to 500 employees. That is only possible if you treat people well and offer them prospects.

SW: As a group, however, we have the advantage that we can share experiences. Every entrepreneur has their own methods for attracting staff. Some have good ideas for social media campaigns, others for training programmes. When something works, others can learn from it. The important thing is: pest control is a people business. We need good technicians and we want to grow, not cut headcount.

Mr. Stølen, how did you come to enter this sector in the first place?

SOS: By chance. In the 1990s and 2000s I helped build up the 7-Eleven chain in Sweden and was later involved in the Espresso House chain. In 2008 I received a large invoice from Anticimex. I did not understand what I was paying for. So I invited them to explain it to me. After two hours I was still none the wiser. I wanted to find another provider and came across Nomor Pest Control, a medium-sized company that was on the brink of insolvency. I called the chief executive and after a few conversations he asked me whether I would like to become CEO. The company was on the verge of collapse at that point, but I saw enormous potential in this market. So I agreed. In 2009 I started turning the company around. Within three months it was profitable. Within five years we had 10 million euros in revenue, later 55 million euros. In 2019 we sold to Terminix. I have remained in the sector ever since.

SW: That shows it: almost nobody leaves this sector again. The work is varied, something new happens every day. And if you do it right, you can achieve good margins. Our technicians love their jobs. And that is exactly what also convinced me to work with Tyro. Many investors have approached me. But Tyro is different. There are no financiers here – these are pest controllers. Svein Olav has known the sector for 17 years. He knows what he is talking about. That makes the difference.

Mr. Weiß, would you make the same decision again today?

SW: Without a doubt. It was the right decision for me, for the company, for the employees and for the customers. I feel in good hands. I have more support than before but just as much freedom. And I can see that together we can achieve more. All I can say is: it is worth talking to Tyro. I have had very good experiences. And I believe something significant is being built here. Anyone who is well positioned and wants to grow should take a look at this.

How can interested entrepreneurs get in touch?

SOS: Most easily via LinkedIn, by email or by telephone. Our contact details are on www.tyrogroup.com. We are very open. Even if someone does not yet want to sell, they can find out more. Sometimes it takes two or three years until the right moment arrives. But it is worth starting the conversation early.

The interview was conducted by Pia-Kim Schaper, DpS editorial team