

Turnaround & Management Buyer Process



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Turnaround Services & Development Organization & Management Buyer Process



This company had the same owner since the start and wanted to find new investors to move to the next level and expand their market in Europe. This is why they hired a new CEO and his goal was to re-organize the business to attract new investors.

Challenges

The interview with the Owner and the CEO revealed that their goal was to get investors to take full control of the company in order to develop their activities for the future on a bigger scale.

The evaluation of the development and services teams highlighted a lack of processes, project management methodology, business acumen and selling acumen.

<http://www.panacea.co.uk>

Executive Summary

Panacea Ltd core business is selling Business Intelligence (BO) and Accounting/Financial (Sage) solutions to the retail market, focused mainly in the UK.

The review of process for the sales phase demonstrated that there was no bid process and it was not focused on projects but ad hoc solutions.

Reviewing the contracts showed no official agreement with Sage and Business Objects as resellers.

The Management Buyer Process was at the start and despite some processes in place for ISO audit; the company and employees were not prepared for this process and the due diligence or audit activities.

Financial projections were sporadic and following no process for pipeline and forecast and was made on yearly basis instead of quarterly.

Solution

A new Org Chart was designed and presented with practices leaders as such as ERP, Training, BI, Consulting and development. Plan to recruit project managers to develop methodology and put in place best practices, then managers to lead support, development and financial/admin activities for those divisions.

A new pricing list for services and development was published to be more competitive on the market.

Services and Development Methodology and Tools implemented to present expertise and professionalism and remove the image/reputation of a little consulting boutique.

The forecast and the pipeline was built in collaboration with the sales team, putting in place processes like bid and services engagement with new pricing and how pre-sales would help during this sales phase.

The company engaged and met with Sage, Business Objects and Microsoft at the European level to agree on terms and conditions for an official reseller agreement which outlined processes, target revenue and margins.

The company was engaged with solid investors to take ownership of the company and to invest for a long term development of the company.

Developed a plan to respond and succeed during the due diligence and the audit processes of the management buyer process and the ISO 900x audit.

Results, Return on Investment and Future Plans

The quality of delivery of services and development increased dramatically with an improved utilization/revenue/margin and cash flow collection.

The pipeline grew very rapidly with the partners through Europe.

Services and Development were engaged during sales phase and bid process to evaluate and estimate every single project before presentation to prospects and future customers.

Due diligence and negotiations went very well and agreement signed with new investors for a long term investment and a great future for the company.