



# Case study

## Interim President/CEO - Turnaround for a Public US Company

### Aluf

Aluf Holdings Inc is a holding company (OTC Market) that operates dynamic, growth-oriented, proprietary technology businesses.

Aluf Holdings, Inc. assists with the scale and development of our businesses, with the goal of maximizing their value, optimizing operations, improving the market's understanding of these businesses, and exposing them to a pool of international investors, based on each business' industry and development stage.

The company's CEO was stepping down, and the CFO sought to secure new investors to drive the next phase of growth through strategic acquisitions. To achieve this, they appointed me as Interim CEO & President with a clear mandate: to restructure and revitalize the business, positioning it as an attractive opportunity for potential investors.



# Problem Identity

During my interview with the CFO, it became clear that their primary objective was to attract investors to support the company's M&A strategy. However, a comprehensive assessment revealed several critical challenges, which can be grouped into four key areas:

## Leadership & governance gaps

- Lack of effective leadership resulting in lack of strategic direction for growth.
- Dysfunctional board with inactive members.
- Investor frustration leading to demands for management changes.

## Financial & legal instability

- Heavy debt due to poor cash flow management.
- Employees unpaid for nearly two years, causing low morale.
- Excessive legal entanglements for the company's size.

## Operational & product challenges

- No clear vision for six market-ready software products; R&D was stagnant.
- Persistent startup mentality after 11+ years, lacking scalable processes.

## Market position & brand identity Issues

- Unsustainable revenue threatening long-term viability.
- No marketing strategy; outdated website and weak brand positioning.
- Absence of a mission statement, limiting stakeholder alignment.

A new mission statement was established as the foundation for a strategic turnaround to drive growth and restore investor confidence.



# Solution

Following our strategic presentation, the Board and management committed to a structured action plan to stabilize operations, restore investor confidence, and drive growth. Key initiatives included:

## Legal & financial stabilization

- Hired Corporate Counsel to manage legal cases under CFO oversight.
- CFO took full control of financial operations, expense management, and vendor relations.
- Required Board and management approval for all contracts.
- Negotiated a structured debt repayment plan.

## Governance & investor relations

- Engaged a specialized firm to strengthen investor relations.
- Reviewed and restructured all third-party contracts.

- Established weekly financial forecast meetings led by the interim CEO and CFO.

## Market expansion & brand revitalization

- Launched targeted marketing campaigns to improve visibility.
- Developed and released modern, user-friendly websites.
- Overhauled training programs to align with business goals.

## Product & R&D acceleration

- Secured strategic partnerships to upgrade software products.

These measures created a financially stable, growth-ready company, attracting investor interest and positioning it for long-term success.



# The Results

## Debt reduction

Cut outstanding debt by **50%** improving stability.

## Revenue retention

Reduced business losses by **70%** stabilizing operations.

## Operational efficiency

Streamlined processes, cutting costs by **50%**.

## Investment readiness

Attracted multiple investor offers through restructuring.

## Profitability milestone

Achieved profitability **within 2 years** setting the stage for growth.

# The Approach

Over two years, we implemented a multi-faceted strategy to drive transformation and sustainable growth:

## 360-Degree Assessment

Conducted a comprehensive business evaluation to identify critical challenges and develop targeted solutions.

## Turnaround Execution

Implemented bold restructuring measures to stabilize operations, optimize financials, and restore investor confidence.

## Interim Leadership

Provided hands-on executive leadership to steer the company through change and position it for long-term success.