



Case study

Turnaround & Management buyer process

Panacea Group

Panacea Ltd specializes in providing Business Intelligence (BI) and Accounting/Financial (Sage) solutions to the retail market, primarily in the UK.

After years of steady operation under the same ownership, the company sought to attract investors to scale operations across Europe.

To achieve this, a new CEO was appointed with the mandate to restructure the organization, improve business processes, and enhance investor appeal.

In support of the owner and the newly appointed CEO, our engagement focused on three key objectives:

Business restructuring

Enhancing internal operations, sales strategies, and project management to improve efficiency and credibility.

Investor engagement

Preparing the company for acquisition by solid investors looking for long-term growth opportunities.

Strategic partnerships

Establishing formal reseller agreements with Sage, Business Objects, and Microsoft to strengthen market positioning.



Problem Identity

Detailed assessments and discussions with the owner and CEO allowed the identification of critical challenges:

Lack of operational structure

There were inefficiencies in the development and services teams, with no structured project management methodology in place.

Ineffective sales process

The sales strategy was ad hoc, lacking a proper bid process or structured engagement with potential clients.

Absence of strategic partnerships

No official agreements existed with key

software providers such as Sage and Business Objects, limiting growth opportunities.

Unprepared for investor due diligence

The company lacked proper financial forecasting, pipeline management, and preparation for due diligence and audits required in the investment process.

Weak market positioning

The company was perceived as a small consulting boutique rather than a competitive player in the industry.

Solution

To address these challenges, we implemented a structured turnaround and management buyer process:

Organizational restructuring

Established a new structure with dedicated practice leaders and hired project managers to introduce best practices and improve operational oversight.

Sales & pricing optimization

Developed a competitive pricing model and a structured bid process to enhance sales effectiveness and pre-sales engagement.

Operational excellence

Standardized service and development methodologies to elevate professionalism and market credibility.

Strategic partnerships

Secured reseller agreements with Sage, Business Objects, and Microsoft, setting clear revenue targets and partnership terms.

Investor readiness

Strengthened financial forecasting, shifted to quarterly projections, and prepared for due diligence and ISO 900x audits to ensure investor confidence.



The Results

Our strategic interventions delivered significant business improvements:

Enhanced service quality & revenue growth

Service delivery efficiency improved, leading to higher utilization, revenue margins, and cash flow stability.

Expanded sales pipeline

The company rapidly expanded its pipeline through new partnerships across Europe.

Structured sales & project bidding

Services and development teams became integral to the sales phase, allowing accurate project evaluations before presenting proposals to potential clients.

Successful investor acquisition

Due diligence and negotiations progressed smoothly, resulting in a signed agreement with new investors committed to long-term growth and expansion.

The Approach

Enhancing internal operations, project management, and sales processes to improve efficiency, professionalism, and credibility.

Business Re-Structuring

Enhancing internal operations, project management, and sales processes to improve efficiency, professionalism, and credibility.

Buyout Process Readiness

Preparing the company for investor acquisition by strengthening financial forecasting, due diligence processes, and strategic positioning.

GTM & Expansion Strategy

Strengthening the company's credibility and expansion potential through formal reseller agreements and enhanced market positioning.