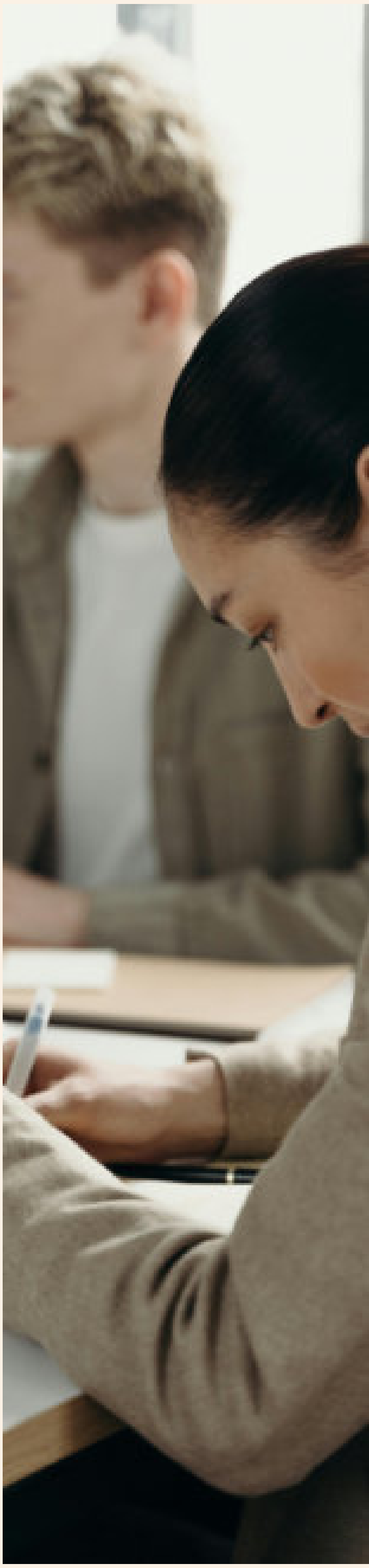
TURNAROUND EXPERT

SEE WHAT OTHERS MISS.
FIX WHAT ACTUALLY MATTERS.

Strategic and operational help for mid-sized companies

THE WAY WE WORK



Start where the business actually is. Not where a framework says it should be.

We work with mid-sized companies on strategic and operational issues, with a single focus: understanding how the business truly functions and where its performance is being constrained.

Every engagement begins with a structured discovery phase. In practice, this means going beyond the initial problem statement, because the presenting issue is rarely the only—or the primary—driver of underperformance. We establish a clear, fact-based picture of how the organisation operates across people, processes, and day-to-day execution.

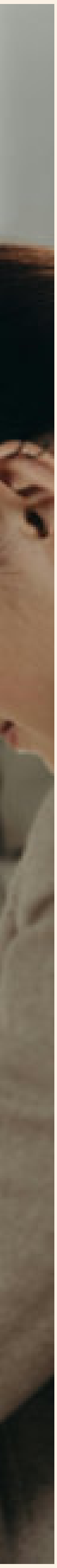
From that foundation, we define and implement the specific changes that will remove the real bottlenecks. There is no standard playbook, no predetermined methodology. The work adapts to the business, not the other way around.

We remain involved through implementation. Ideas only matter if they survive contact with a Monday morning. Our role is to make sure the changes translate into daily practice and stick.

What this means for owners and management

You get an independent, rigorously honest view of the business—one that often reveals constraints that were felt but never named. You get practical, sequenced action, not a thick report. And you work with someone who stays until the new way of operating is no longer a project, but simply the way things are done.

WHEN THE BUSINESS NEEDS TRANSFORMATION



Growth has outpaced how the business works.

Transformation is not about “change programmes.” It is what becomes necessary when the way the business is run no longer matches what it is trying to achieve. For mid-sized companies, this moment often arrives silently.

We typically work with owners and leadership teams when:

- **The founder is the bottleneck.** Decisions, key relationships, and critical knowledge all flow through one person. The business cannot scale until that dependency is loosened—without losing what makes it successful.
- **A succession is underway or approaching.** A son or daughter has taken over, or is about to. The business must transition from a founder-centric model to a structure that the next generation can lead—and that capable managers can help run.
- **Growth has brought chaos.** Revenue has increased, but processes are still informal, roles are unclear, and profitability is eroding under the weight of complexity.
- **A recent acquisition or external investment demands professionalisation.** The new owners or investors need operational maturity without destroying the entrepreneurial culture.

In each case, the presenting ask—a strategy refresh, an operations review, a “bit of structure”—is only the starting point. Our job is to find the hidden constraints and address them in the right order, not the most obvious order.

WHAT TRANSFORMATION DELIVERS

The problems you see are not always the problems you have.

Two examples illustrate how discovery changes the direction of an engagement—and what becomes possible when you fix the real issue.

National sports goods distributor

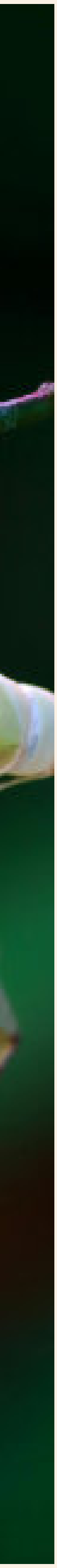
The initial scope was operational: warehouse throughput and logistics costs. Within the first weeks, however, it became clear that organisational factors were the primary constraint. We initiated a detailed HR assessment, including external psychological evaluation of key roles, which surfaced structural and role-allocation issues that had been avoided for years. We first adjusted the organisational structure and clarified decision rights. Only then did we address the warehouse and restructure parts of the media function to better support the commercial side. The result was not just a more efficient warehouse, but a leadership team that could run the business without daily founder intervention.

Debt management company

A fast-growing firm was attempting to scale its client base using a single Excel-based process. The constraint was not the spreadsheet; it was the absence of a defined operating model. We defined clear workflows, estimated workload per employee, and recommended a phased transition toward a CRM-based system. In 60 days the business scaled from a small client base to over 1,000 clients and a portfolio of several hundred million. As the CEO later stated, a substantial portion of that growth would not have been possible without these structural changes. All these clients would have fallen through the cracks in operations.

These engagements share a pattern: the initial brief was too narrow. What the business actually needed was someone to look at the whole machine and identify where the friction really was.

WHEN THE BUSINESS NEEDS A TURNAROUND



The situation is urgent. The owner's personal exposure is real.

For mid-sized companies, financial distress is rarely just a corporate problem. It is personal. The owner's guarantees are at stake. Family relationships are tested. The management team, often small and closely involved, is exhausted.

We step in when:

- Cash is running short, and the 13-week forecast shows a funding gap that can no longer be ignored.
- The bank has requested an independent review, or covenants are under pressure.
- A sudden shock—a lost major customer, a supply-chain failure, an abrupt market shift—has destabilised the business within days.
- A succession has turned into a crisis: the founder has left unexpectedly, or conflict between siblings in the business is paralyzing decision-making and draining cash.

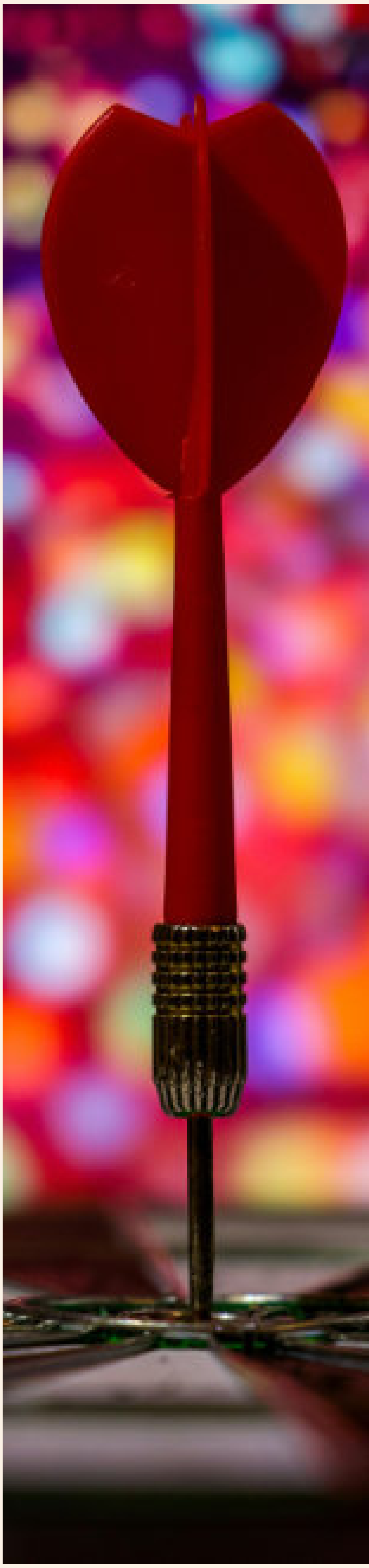
Our first job is stabilisation.

We take a clear, unblinking look at the numbers. We build a cash-flow forecast that leadership and stakeholders can actually trust. We identify the immediate levers: spending that can stop, working capital that can be released, decisions that can no longer wait.

Beyond stabilisation, we diagnose what created the fragility and draw up a credible plan to restore the business to health. And then we stay. A turnaround plan left to a weakened team rarely holds. We remain operationally involved until the business is generating its own stability.

TURNAROUND IN PRACTICE

A structured response in conditions that reward clarity and speed.



Every turnaround is different, but the discipline remains the same: see the situation honestly, act on the critical few things immediately, and don't stop until the business can stand on its own.

How we work in a turnaround

- **Cash command centre.** Within the first days, a rigorous 13-week rolling cash-flow model is built, with daily discipline where needed. We quantify the precise scale and timing of the pressure.
- **Rapid diagnostic**. In parallel, we look beyond the cash numbers to find the operational and organisational drivers of distress. Often what appears to be a purely financial problem has its roots in pricing, customer concentration, unstructured operations, or a key person dependency that broke.
- **Credible plan.** We translate findings into a phased turnaround plan with named owners, weekly milestones, and transparent reporting for stakeholders.
- **Hands-on execution.** Where necessary, we provide interim leadership capacity or work alongside the existing team to install new disciplines—cash culture, commercial focus, operational basics—until they become self-sustaining.

Illustrative case: Manufacturing company in distress

A family-owned manufacturer faced a severe liquidity squeeze after losing its largest customer. Initial management efforts had focused on cost-cutting, but the real driver was slow cash conversion in the remaining customer base and a warehouse stuffed with slow-moving inventory. Within eight weeks, we released over €400,000 of trapped working capital, renegotiated supplier terms, and re-calibrated the commercial priorities. The firm returned to positive free cash flow within five months. More importantly, we worked with the second-generation owner to clarify board-level roles, resolving a leadership tension that had been quietly draining momentum for two years.

WHY OWNERS WORK WITH US

They need someone who sees the whole picture—and stays through the hard part.

The owners and managing directors we work with typically run businesses that sit between €10 million and €200 million in revenue. They are often the second generation, or they are contemplating handing over to it. They know their industry deeply, but they have reached a point where internal perspective is no longer enough.

What they tell us they value most

- **We don’t lead with a solution before we understand the problem.** The discovery phase is not a formality; it is the most important part of what we do.
- **We name what others have been avoiding.** That is not always comfortable, but it is necessary. Owners often sense something is off. We provide the data and language that allow them to act.
- **We work with small teams.** Mid-sized companies cannot absorb an army of consultants. We provide concentrated capacity in the areas that matter most, working alongside existing management.
- **We stay.** Our involvement does not end at the recommendation document. We remain through implementation, coaching, correcting, and recalibrating until the changes hold.

Succession deserves special mention

A generation transition is the most consequential moment in a family business’s life. We help families separate personal dynamics from business imperatives, and we build the operational and governance structures that allow a new leader—whether the founder’s daughter, son, or an external hire—to lead effectively. The goal is a business that can succeed without relying on a single irreplaceable individual.

Practical.

Direct.

There until it works.

We would rather have a single honest conversation than send a dozen proposals.

For a confidential, no-obligation discussion about your business, whether you are navigating growth, succession, or a moment of real pressure

call our office at **+4917663846492** or reach out to us by email at **hello@turnaround-expert.eu**.