CANNASHARK CONSULTING

CASE STUDY 02 OF 04 / THE $20M BUSINESS

THE BUSINESS WASN'T BROKEN. IT HAD OUTGROWN ITS OPERATING MODEL.

At $20M, the dangerous problems rarely look like a crisis. They hide between departments - in margin, cash, capacity, accountability, systems, and growth decisions. CannaShark helped a proven owner and leadership team find the few constraints capable of moving millions.

THE 12-MONTH SEPARATION

$5.70M	$2.90M	$1.25M
MORE ANNUAL REVENUE	BETTER OPERATING PROFIT	WORKING CAPITAL RELEASED

WHY $20M IS DIFFERENT

The biggest issues live between the functions.

Both companies had a respected founder, experienced executives, durable customers, and multi-location operations. Neither needed generic advice. The decision was whether to keep solving enterprise complexity internally or add CannaShark as an embedded value-creation partner.

$20.0M	$1.60M	8.0%	75	3
ANNUAL REVENUE	OPERATING PROFIT	OPERATING MARGIN	EMPLOYEES	OPERATING LOCATIONS

WHERE VALUE WAS HIDING

Eight enterprise pressure points.

01 **Financial visibility**

Accurate financials, but limited margin visibility by customer, product, channel, and location.

02 **Cash and working capital**

Inventory, receivables, purchasing, and payment terms quietly absorbed growth cash.

03 **Founder concentration**

Capable executives still relied on the owner to integrate major cross-functional decisions.

04 **Operating capacity**

Sales, labor, throughput, quality, inventory, and service levels were managed separately.

05 **Commercial quality**

Top-line growth obscured discounting, account economics, concentration, and pipeline quality.

06 **Systems and data**

Finance, CRM, operations, and inventory tools did not produce one trusted performance view.

07 **Organization and talent**

Roles, spans, incentives, succession, and accountability had not fully caught up with scale.

08 **Strategic readiness**

A fundraise, partnership, acquisition, recapitalization, or exit would expose avoidable gaps.

THE CANNASHARK DIAGNOSTIC

We looked for the few issues worth millions.

The work connected finance, operations, commercial performance, leadership, systems, and risk. Every finding had to explain an economic consequence and a practical path to capture value.

01 Decision-grade economics

Margin bridge, cost-to-serve, customer and product profitability, location economics, and KPI definitions.

02 Cash control

13-week cash forecast, inventory and AR segmentation, purchasing controls, and cash-conversion ownership.

03 Leadership architecture

Decision rights, escalation rules, executive scorecards, meeting cadence, and initiative accountability.

04 Operating model

Capacity, constraint analysis, labor, procurement, inventory, quality, service, and cross-functional handoffs.

05 Commercial engine

Pricing, customer economics, key-account growth, pipeline coverage, channel performance, and incentives.

06 Systems roadmap

Systems map, reporting architecture, automation priorities, data ownership, and practical integration sequencing.

07 Organization design

Role clarity, leadership capacity, spans, performance ownership, succession, and capability transfer.

08 Strategic readiness

Control review, concentration risk, diligence readiness, documented operations, and strategic-option planning.

THE MANDATE

Challenge our assumptions. Identify the largest value gaps. Strengthen the leadership system. Help us capture the opportunity.

THE ENGAGEMENT MODEL

Diagnose deeply. Prioritize economically. Stay through execution.

CannaShark did not replace the executives or hand over a presentation. We added analytical horsepower, cross-functional structure, execution capacity, and an independent view of what mattered most.

01

FIRST 45 DAYS

Build the enterprise value-creation agenda.

Leadership interviews, financial and operating analysis, customer economics, workflow review, systems review, and risk assessment were combined into one quantified portfolio.

EBITDA + CASH + RISK + FEASIBILITY + STRATEGIC VALUE

WITHOUT CONSULTING

12 areas

Competing priorities

WITH CANNASHARK

6 priorities

Ranked and owned

02

DAYS 45-180

Create an execution office leadership can use.

CannaShark installed the margin bridge, 13-week cash forecast, initiative scorecard, decision rights, and weekly value-creation cadence while helping remove the underlying constraints.

$1.25M CASH RELEASED + $1.05M ANNUALIZED COST ADVANTAGE

WITHOUT CONSULTING

21 days

Decision cycle

WITH CANNASHARK

6 days

Decision cycle

03

MONTHS 3-12

Fund the right growth and build strategic readiness.

Pricing, customer profitability, account concentration, pipeline coverage, capacity, incentives, systems, and capital allocation became one governed growth model.

$5.70M MORE ANNUAL REVENUE THAN THE STATUS-QUO COMPANY

WITHOUT CONSULTING

-5.5%

Revenue change

WITH CANNASHARK

+23%

Revenue growth

HOW CANNASHARK SUPPORTED THE TEAM

One partner across the leadership table.

The leadership team remained accountable. CannaShark supplied the analysis, facilitation, operating structure, and implementation support needed to convert executive decisions into measurable results.

OWNER / CEO

Enterprise priorities, capital allocation, decision rights, owner-dependency reduction, and strategic-option planning.

FINANCE

Forecasting, margin analysis, cash conversion, management reporting, investment cases, and performance visibility.

OPERATIONS

Capacity, throughput, labor, procurement, inventory, quality, service levels, and cross-functional handoffs.

COMMERCIAL

Pricing, customer economics, key-account growth, pipeline discipline, channel performance, and sales incentives.

LEADERSHIP TEAM

Executive cadence, role clarity, initiative ownership, escalation rules, KPI accountability, and capability transfer.

BOARD / INVESTORS

Value-creation reporting, risk visibility, growth cases, diligence readiness, and confidence in the operating model.

OUR ROLE

Independent advisor + analytical partner + execution support + capability transfer

The goal was not to make leadership dependent on CannaShark. It was to leave the company better informed, better coordinated, faster at capturing value, and more ready for its next strategic move.

TWELVE MONTHS LATER

A stronger result - and a stronger company.

Performance improved, but the durable result was better cash visibility, faster decisions, clearer ownership, more reliable forecasting, and less enterprise risk concentrated in the founder.

BUSINESS OUTCOME	STATUS QUO	WITH CANNASHARK	ADVANTAGE
Annual revenue	$18.90M	**$24.60M**	**+$5.70M**
Operating profit	$1.04M	**$3.94M**	**+$2.90M**
Operating margin	5.5%	**16.0%**	**+10.5 pts**
Working capital released	$0.00M	**$1.25M**	**+$1.25M liquidity**
Forecast accuracy	62%	**92%**	**+30 pts**
Monthly close	18 days	**7 days**	**11 days faster**
Cross-functional decision cycle	21 days	**6 days**	**15 days faster**
Founder approvals / week	24	**8**	**16 fewer approvals**

THE $2.90M OPERATING PROFIT SEPARATION

The owner did not need basic advice. The enterprise needed integration.

At this scale, every department can be well run while the enterprise still leaks value between functions. The status-quo company kept capable people, but cross-functional economics remained harder to see and slower to act on.

CannaShark helped leadership see the whole business, isolate the highest-return opportunities, build the management infrastructure to execute, and stay accountable until value showed up in cash, margin, growth, and strategic readiness.

A SERIOUS OPERATING PARTNER FOR A SERIOUS BUSINESS

Your company already works. We help expose what it could be worth.

cannasharkconsulting.com

Illustrative composite case study. Companies and figures are hypothetical and demonstrate the potential impact of CannaShark's methodology. Actual results vary.