CASE STUDY 03 OF 04 / THE $100M BUSINESS

AT $100M, VALUE RARELY DISAPPEARS IN ONE PLACE. IT LEAKS BETWEEN FUNCTIONS.

A capable executive team had built a substantial company. CannaShark helped leadership see the enterprise as one economic system - then convert complexity into margin, cash, growth, speed, and strategic readiness.

THE 12-MONTH SEPARATION

$19.5M	$9.1M	$5.4M
MORE ANNUAL REVENUE	BETTER OPERATING PROFIT	ADDITIONAL LIQUIDITY

WHY $100M IS DIFFERENT

The biggest constraints live across the enterprise.

At this scale, a company can hit its budget while underperforming its potential. The question is no longer which department is broken. It is where the enterprise loses value between strategy and execution.

$100M	$10.0M	10.0%	325	6	4
ANNUAL REVENUE	OPERATING PROFIT	OPERATING MARGIN	EMPLOYEES	OPERATING SITES	BUSINESS UNITS

WHERE VALUE WAS HIDING

Eight enterprise pressure points.

01 **Enterprise economics**

Contribution by unit, customer, product, channel, and site was not consistently decision-grade.

02 **Capital allocation**

Initiatives competed for capital and executive attention without one return threshold.

03 **Commercial architecture**

Pricing, mix, concentration, key accounts, and pipeline quality lived in separate conversations.

04 **Supply chain and cash**

Inventory, procurement, capacity, receivables, and service targets created hidden tradeoffs.

05 **Operating model**

Locations developed different processes, controls, metrics, and escalation paths.

06 **Systems and data**

ERP, CRM, inventory, and reporting tools produced multiple versions of performance.

07 **Leadership and succession**

Critical knowledge and cross-functional decisions remained concentrated in a few executives.

08 **Governance and readiness**

Board reporting, controls, risk, diligence, and strategic options lagged revenue growth.

THE CANNASHARK DIAGNOSTIC

We looked for the few enterprise moves worth millions.

Every finding had to connect to an economic consequence, a practical owner, and a realistic path to value capture. The work joined strategy, finance, operations, commercial performance, systems, leadership, and risk.

01 Enterprise value tree

A single bridge for EBITDA, cash, growth, risk, and strategic value across business units.

02 Portfolio and capital

Return thresholds, initiative ranking, capex cases, stop decisions, and resource allocation.

03 Decision-grade economics

Customer, product, channel, site, and cost-to-serve profitability with clear KPI definitions.

04 Cash and supply chain

Working-capital segmentation, S&OP, procurement, capacity, inventory, AR, and service tradeoffs.

05 Commercial engine

Pricing, mix, concentration, key-account growth, pipeline quality, channel strategy, and incentives.

06 Operating architecture

Enterprise standards, decision rights, handoffs, escalation rules, scorecards, and execution cadence.

07 Leadership system

Organization design, spans, accountability, incentives, succession, and capability transfer.

08 Strategic readiness

Governance, controls, diligence, integration readiness, risk ownership, and strategic options.

THE EXECUTIVE MANDATE

Challenge our assumptions. Quantify the biggest value gaps. Align the leadership team. Stay close enough to execution that results show up in cash, margin, growth, and enterprise value.

THE ENGAGEMENT MODEL

Enterprise rigor without enterprise bureaucracy.

CannaShark did not replace the executives or deliver a presentation and disappear. We added independent analysis, integration capacity, and execution discipline around the agenda leadership already owned.

01

FIRST 60 DAYS

Establish the enterprise value baseline.

Executive interviews, business-unit economics, customer and product profitability, systems mapping, leadership review, and risk assessment became one quantified agenda.

EBITDA + CASH + GROWTH + RISK + STRATEGIC VALUE

STATUS QUO

27 initiatives

WITH CANNASHARK

9 priorities

02

DAYS 60-180

Capture cash, margin, and decision speed.

A margin bridge, rolling forecast, working-capital program, value-capture scorecard, decision rights, and weekly cross-functional cadence moved into operating rhythm.

$5.8M CASH RELEASED + $4.6M ANNUALIZED COST ADVANTAGE

STATUS QUO

32-day decisions

WITH CANNASHARK

9-day decisions

03

MONTHS 4-12

Scale the commercial and operating model.

Pricing, mix, key accounts, capacity, network design, procurement, systems priorities, and incentives became one governed growth system.

$19.5M MORE ANNUAL REVENUE THAN STATUS QUO

STATUS QUO

-4.5% revenue

WITH CANNASHARK

+15.0% revenue

HOW CANNASHARK SUPPORTED THE TEAM

One value-creation partner across the leadership table.

Each executive remained accountable for their function. CannaShark connected the decisions, economics, dependencies, and execution paths that no single department could own alone.

CEO / BOARD

Enterprise priorities, capital allocation, governance, strategic options, and value-creation reporting.

CFO / FP&A

Profit bridges, rolling forecasts, cash conversion, capex cases, unit economics, and management reporting.

COO / SUPPLY CHAIN

Network, capacity, procurement, inventory, quality, service levels, S&OP, and operating standards.

COMMERCIAL

Pricing, customer economics, mix, key-account growth, channels, pipeline quality, and incentives.

DATA / SYSTEMS

KPI architecture, systems rationalization, data ownership, integration priorities, and automation.

PEOPLE / LEADERSHIP

Organization design, spans, accountability, executive cadence, incentives, succession, and capability.

CORP DEV / INVESTORS

Diligence readiness, acquisition integration, risk visibility, investment cases, and a clearer enterprise value narrative.

OUR ROLE **Independent advisor + enterprise integrator + execution office + capability transfer**

The goal was not dependency. It was a stronger internal management system and a leadership team better equipped to capture the next wave of value.

TWELVE MONTHS LATER

A stronger result - and a more valuable company.

The financial advantage mattered. The durable advantage was a leadership system able to see performance earlier, make tradeoffs faster, and execute across the enterprise with less friction.

BUSINESS OUTCOME	STATUS QUO	WITH CANNASHARK	ADVANTAGE
Annual revenue	$95.5M	$115.0M	**+$19.5M**
Operating profit	$7.9M	$17.0M	**+$9.1M**
Operating margin	8.3%	14.8%	**+6.5 pts**
Working capital released	$0.4M	$5.8M	**+$5.4M liquidity**
Annualized cost advantage	$0.8M	$4.6M	**+$3.8M**
Forecast accuracy	61%	94%	**+33 pts**
Monthly close	20 days	6 days	**14 days faster**
Decision cycle	32 days	9 days	**23 days faster**
Initiatives on plan	39%	86%	**+47 pts**

THE $9.1M OPERATING PROFIT SEPARATION

The team did not need basic advice. It needed enterprise integration.

CannaShark helped leadership connect finance, operations, commercial performance, systems, organization, and risk - then maintain accountability until enterprise decisions became measurable outcomes.

A SERIOUS OPERATING PARTNER FOR A SERIOUS ENTERPRISE

Your company is already substantial. We help reveal 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.