

metatron



**Business Roadmap
Advisory**

cube



**Strategic Finance
Office**

octahedron



**Investment Banking
Advisory**

icosahedron



**Mergers & Acquisitions
Advisory**

**PRE
QUATE**

Ever wondered how you can accelerate with a capable strategic finance partner?

Organizations do not have adequate time or skill-sets to re-look at their own organizations from a first fundamentals and objective metrics view. **400+ organizations** have experienced the value that Prequate helped realign to their 10x goals.



* Names of businesses have been masked with generic names to protect client confidentiality and honour executed non-disclosure agreements. Further, information which is extremely specific to a company and could be considered as critical nature, indicative of trade secrets, proprietary intellectual property or a sensitive part of a current or closed investment banking related transaction that Prequate assisted on have been substituted with similar information.

01 Quattro

model: Health-tech
age: 4+ years/ 40+ employees
engagement: **Business Roadmap Advisory**

See this case study in detail >

[[Quattro](#)]

02 Apoyo

model: ~~Medical devices~~ Health-tech IaaS
age: 4+ years/ 40+ employees
offering: **Strategic Finance Office**

Prequate was brought in to assist on the business re-modelling as they began to look for investors and create more efficient capital structures that would be more venture capital friendly.

Results:

- ▲ Developed a new business model with a revenue model that was built on looking at hospitals as partners rather than clients with the assets being made available when not used for a subscription fee rather than a purchase price
- ▲ Developed a fully re-casted business model and financial model in under 14 days for presentation to investor groups in India and outside which was well received by various stakeholders and approved in the IC

03 Auber

model: Enterprise SaaS
age: 4+ years/ 20+ employees
engagement: **Investment Banking Advisory**

See this case study in detail >

[[Auber](#)]

04 Octa

model: Food-processing
age: 5+ years/ 75+ employees
offering: **Investment Banking Advisory**

Prequate was brought in to (1) recast their financial modeling based on key drivers, (2) help unlock new channels and the investment thesis, (3) create their geographic expansion plan and product extension plan post funding.

Results:

- ▲ Developed a fully re-casted financial model in under 5 days for presentation to investor committees which was well received by the investor groups and eventually proceeded to diligence conversations
- ▲ Helped model in capital efficiency using alternate funding sources that could be unlocked during structuring

05 Nile

model: Consumer SaaS
age: 10+ years/ Listed
offering: **Strategic Finance Office**

Prequate was brought in to (1) reorganize the business for higher IRR, (2) create a SEA expansion roadmap and (3) make it more suitable for PE investments.

Results:

- ▲ Created a 7-Geo expansion strategy with a time-crashed rollout project plan in under 90 days
- ▲ Negotiated a JV with a strategic partner bringing down cash required by ▼ \$12.1M
- ▲ Guided PR & investor comms teams to make capital efficient at the time of doing a placement
- ▲ Helped transform the organization from infrastructure model to a consumer SaaS model

06 Arma

model: Technology services
age: 7+ years/ 100+ employees
offering: **Strategic Finance Office**

See this case study in detail > [\[Arma \]](#)

07 Leaf

model: Enterprise Software
age: 20+ years / 500+ employees
offering: **Strategic Finance Office**

See this case study in detail > [\[Leaf \]](#)

08 Verde

model: On-demand Delivery
age: 5+ years / 800+ employees
offering: **Strategic Finance Office**

Prequate was brought in to (1) help evaluate a business model transition, (2) identify and evaluate key drivers, (3) evaluate efficient investment divisions, (4) monitor metric movement and (5) define the investment case for PE investments.

Results:

- ▲ Created a 6-City rollout strategy and plan for the updated business model built on user journeys and resourcing optimizations into a financial model in under 90 days
- ▲ Anchored the EV expectation on comparables that allowed company to a higher industry comparable for \$80M
- ▲ Performed a user LTV analysis showcasing how model transition can help drive up organizational moat and LTV
- ▲ Managed the effectiveness planning around decisions from rollout to pricing to business model leverages

09 Silver

model: Manufacturing
age: 7+ years / 100+ employees
offering: **Strategic Finance Office**

See this case study in detail > [\[Silver \]](#)

10 Alpha

model: Enterprise Software
age: 20+ years / 500+ employees
offering: **Strategic Finance Office**

See this case study in detail > [\[Alpha \]](#)

11 Recor

model: Artificial intelligence
age: 5+ years
offering: **M&A Advisory**

Prequate was brought in to conceptualize, negotiate and acquire 2 technology companies end-to-end.

Results:

- ▲ Executed complex M&A and took the leadership position in the Pilot Committee for the acquisition plan
- ▲ Structured, negotiated & concluded the acquisitions with 2 organizations (10+ year old & 3+ year old) within a span of 45 days with share-swaps & other share-based earnouts
- ▲ Created a post merger 100-day plan for the organization to be able to align all 3 organizations covering management frameworks, people practices, goals and operational processes of the acquirer

Quattro

model: Healthcare products
age: 4+ years / 40+ employees

1 Problem statement

Started off as a typical healthcare products company with a strong product with a large need but faced challenges in being able to attract capital for a product-sale business.

2 Calling card for Prequate

Prequate brought in to tweak their business on core fundamentals and help create a more scalable and powerful business model.

Offering: Investment Banking Advisory

3 Key realizations

The product could potentially deliver various benefits over time and develop a strong data-led moat, but the revenue model was built on a one-time transaction only.

4 Approach

- ▶ **Performed a scalability assessment** with the key attributes that provide sustaining value and moat to the business
- ▶ **Fit an eco-system fundamental mindset** that allows for a deeper appreciation of the product for the need it solves
- ▶ **Redesign the business model** to allow for better monetization of the solution over time and the key challenges over time
- ▶ **Re-modelling** the financial story of the company to allow for extrapolation of the lasting business value
- ▶ **Redesign of the collateral** with a strong narrative of healthcare under a \$ to anchor thought process of potential investors

5 Results

- ▲ Cash required as equity dropped from ~\$10M to ▼ \$6M
- ▲ Projected EBITDA in Y5 grew by ▲ 10x
- ▲ PAT in Y5 grew 17% to ▲ 37% in Y5
- ▲ Every \$1 invested able to generate over \$8 over a 5Y period
- ▲ Selected among top 3 from 500+ applications for a coveted international non-equity grant for impact value

Auber

model: Enterprise SaaS
age: 4+ years / 20+ employees

1 Problem statement

Started off as a B2B e-tail company in an increasingly competitive market with no lasting moat – hence, difficulty in attracting capital

2 Calling card for Prequate

Prequate brought in to remodel the business based on core fundamentals and help create a sustainable business model.

Offering: Business Roadmap Advisory

3 Key realizations

Product solved only one of the problems that the service providers faced – time to physically buy and the product installed was essentially a piece of real-estate but was not being capitalized.

4 Approach

- ▶ **Deep-dive into key customer challenges** and problems faced in their day-to-day lives and opportunity to use technology
- ▶ **Refresh of the product thesis** to understand the real value being offered to the users than just the basic commerce needs
- ▶ **Value extension** to address new opportunity that was much stickier and covered a new industry landscape and whitespace
- ▶ **Re-modelling** the business with study on the value proposition, differentiation, GTM approach and key risks & mitigation
- ▶ **Financial modelling** with strong fundamentals that were driven on key drivers of the business today and going forward

5 Results

- ▲ Software ARR grew by ▲ 170% MoM (2,000%+ ann.)
- ▲ GM% increased from 14% to ▲ 26%
- ▲ Product use & adoption increased by ▲ 100% MoM
- ▲ Raised seed funding of over ▲ \$1M
- ▲ Valuation jumped up ▲ 7x
- ▲ Software drove revenues at a ▲ 90%+ GM rate

Arma

model: Technology services
age: 7+ years / 100+ employees

1 Problem statement

Consistently maintaining growth in a niche industry but narrowing margins over time and low predictability across sales channels.

2 Calling card for Prequate

Prequate was brought in to overhaul management reporting, bring in measurements and introduce management tools.

Offering: Strategic Finance Office

3 Key realizations

Largest channel – partners were being incentivised ‘as per industry standards’ & not reflective of the goals of the organization.

4 Approach

- ▶ **Detailed contract study** to inventorize all understandings and relationships with partners across the world
- ▶ **Development of operational responsibility matrices** to assess all the activities including before and after a sale
- ▶ **Assignment of influence indexes** against all the activities to identify potential for involvement of external partners
- ▶ **Creation of new incentive plan** that incentivizes partners as key members of a relationship and not for lead generation only
- ▶ **Deployment & communication** of new plan with all the partners of the benefits over time of the new scheme

5 Results

- ▲ Net profits increased by ▲ 5% as compared with earlier scheme across the organization
- ▲ ▲ ~80% adoption of new incentive scheme by partners
- ▲ Addition of new Board member from expert partner group
- ▲ Spike in new relationships introduced in 45 days after

“Prequate has always delivered results when it mattered most to us. They were able to bring a very different approach every time.”

Leaf

model: Enterprise Software
age: 20+ years / 500+ employees

1 Problem statement

Consistent growth but margins were staying constant and cash accruals were not reflective of the growth they were attained.

2 Calling card for Prequate

Prequate was brought into recognize opportunities for improving profitability with a perspective of cost optimization.

Offering: Strategic Finance Office

3 Key realizations

We realized that though key metrics such as utilization, billability, account growth had improved, the cash accruals was not growing. Economies of scale had become fairly linear over time.

4 Approach

- ▶ **Structure & standardize the language of measurement** across the organization to measure every aspect of the business
- ▶ **Executed a detailed LoB study** with a principle of cost allotment than a cost allocation to single out and study a unit
- ▶ **Identified and isolated** the key drivers, profitability and management time specific to each business unit
- ▶ **Executed a scenario analysis** to identify and model out possible decisions and its impact on the organization over time
- ▶ **Execute a 100-day plan** to achieve targeted outcomes by coordinating with all the stakeholders

5 Results

- ▲ Gross profits increased by ▲ \$110k per month
- ▲ Selling costs reduced by ▼ \$40k per month
- ▲ ▲ ~18% total management time rescued from managing business vertical
- ▲ 5k idle hours a month rescued from better utilization

“Over the last year, Prequate is now ingrained in our core business and our go-to-guys before any business decision.”

Silver

model: Manufacturing / Machine tools
age: 7+ years / 100+ employees

1 Problem statement

Consistent growth in revenue but flat-lining growth of margins despite dedicated measures to increase productivity and sourcing

2 Calling card for Prequate

Prequate brought in to overhaul management reporting and make finance team proactive as growth investments were planned.

Offering: Strategic Finance Office

3 Key realizations

Stagnant margins are an indication that business practices are not optimized to clearly reflect changes in business. Systems were not reflective of growth and there are leakages in current systems.

4 Approach

- ▶ **Deep-dive into management reporting** to analyse all key cost and revenue drivers across the organizations
- ▶ **Detailed operations study** to understand the current state of operations and bearing on organizational performance
- ▶ **Identification of gaps** to address new business realizations in costs or step-down profitability or pricing sensitivity
- ▶ **Deployment of real-time data availability** with a pile-on of a sophisticated costing and pricing tool for decision-making
- ▶ **Reorganization of business practices** to allow for adoption and quicken the TAT along with opportunity analysis

5 Results

- ▲ Sub-contracting costs reduced by ▼ 16%
- ▲ Sourcing costs reduced by ▼ 10-12%
- ▲ Material wastage at production line reduced by ▼ 12%
- ▲ TAT for sales team custom quotations reduced by ▼ 3 days

“As Prequate began working with us, we saw things in a whole new way and greatly improve our cost-effectiveness and boosted our profitability on every unit we made.”

Alpha

model: Enterprise Software
age: 20+ years / 500+ employees

1 Problem statement

Growing working capital outages despite being well managed as an organization leading to constant dependence on banking facilities.

2 Calling card for Prequate

Prequate was brought on board to manage strategic operations using the finance function to help boost profitability.

Offering: Strategic Finance Office

3 Key realizations

Age-old mantra of follow-up = payment stops yielding results beyond a point and becomes counterproductive affecting CSATs. It also keeps the finance team in a constant state of pressure.

4 Approach

- ▶ **Inventorize all contracts** across the organization with accounts
- ▶ **Performed an impact analysis** to compute the real cost of the credit offered and the cost of not receiving on time
- ▶ **Extracted key activities – operational & financial** and mapped them out by impact on cash collection across stakeholders
- ▶ **Reorganize the activities** so that items that have an impact on the collection cycle can be performed well in advance (for example, time estimates shared before a month end, milestone intimations shared a month prior etc.)
- ▶ **Get buy-in, recraft KPIs & celebrate small wins** by making DSO & collectability as a key part of account management

5 Results

- ▲ Net savings released of ▲ ~\$120k per annum
- ▲ DSO reduced by ▼ 32%
- ▲ RTO increased by ▲ 47%
- ▲ Working capital released of ▲ ~\$320k

“Prequate helped us get out of the perennial cash flow worry cycle [....] once and for all.”

“

Prequate has always delivered results when it mattered most to us. They were extremely accountable to the initiatives and were able to bring a very different approach every time.

”

“

I am yet to come across a team that does work as good [...]. You guys really are a work of art. It's simply a pleasure working with you.

”

“

It's powerful to have a partner who understands what we do and brings together such advanced skill-sets to our company.

”

PRE QUATE

website

If you want to
see what else we do

See our thought
leadership

see more

book time

If you want to book
a quick call with the team

About Prequate

Prequate is a management ^ finance advisory that acts and manages as a Business Finance, Strategic Finance & Management Assist group. Over the last 10+ years, Prequate has worked with 350+ businesses in 20+ industries across 25+ countries and has been covered by various publications for its breakthrough approach to advisory.

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