Franata

COMMERCIAL VALUE CREATION

Turning technical capability into stronger commercial results

I work with investors, boards and management teams in connectivity and technology-enabled services to get a clear view of what is working, what is getting in the way and what should happen next.

UK growth and lower-middle-market businesses
Typically £2m-£20m revenue

Vince Potter
Founder and Commercial Value Creation Adviser

Where I can help

I am usually most useful when the business has a good product, capable people and real market potential, but the commercial picture is not as clear or scalable as it needs to be.

1. There should be more recurring revenue, but nobody has properly worked out where it will come from.
2. Too many customer relationships and sales opportunities still depend on the founder.
3. Partners are important, but it is not clear who owns the channel, whether it is profitable or how it should grow.
4. The growth plan looks sensible, but the pricing, pipeline or underlying information needs testing.
5. The business is technically strong, but that strength is not yet producing predictable, valuable revenue.
6. The board needs a practical plan after an acquisition, when growth has stalled or before a future sale.

A focused 10-day commercial review

PRACTICAL AND FIXED SCOPE

Timing assumes timely access to management and the information needed.

1. **Get the facts | Days 1-2**
   Look at where the revenue and margin come from, the contracts, concentration, pricing, pipeline, partners and management information.
2. **Test the assumptions | Days 3-5**
   Work through the recurring-revenue opportunity, retention, founder dependency, delivery capacity and whether the forecast stands up.
3. **Work out what matters most | Days 6-8**
   Identify the changes most likely to improve revenue, margin, cash and longer-term value, including anything still needing validation.
4. **Agree what happens next | Days 9-10**
   Work through the findings with management and agree the priorities, owners, measures and a practical 100-day plan.

The end result

The aim isn't to produce a thick report. It is to give the investor, board and management team a clearer picture of the business and a sensible plan they can act on.

What you receive

- A straightforward view of what the information supports, where the risks are and which assumptions need more work.
- A clearer picture of revenue quality: recurring income, contract terms, concentration, retention and margin.
- A short list of the opportunities worth pursuing first, with the likely benefit and key dependencies.
- A practical 100-day plan showing what needs to happen, who owns it and how progress will be measured.
- A working session with management and a concise presentation for the board or investor.

Measures that matter

- Contracted recurring revenue
- Margin
- Retention
- Customer concentration
- Cash conversion
- Pipeline coverage
- Forecast accuracy
- Clear ownership

Why my perspective is useful

More than 25 years building and running businesses, including start-ups, recurring-revenue models, acquisition integration and a successful exit.

2 x £5m+

Businesses built from inception to more than £5m revenue.

95%

Contracted revenue in a partner-led business model.

50%

Recurring-revenue mix before a successful business sale.

+80% ARR

Annualised recurring revenue increased to about £500k at about 43% gross margin.

It starts with a conversation

Thirty minutes to understand the situation, decide whether I can add value and agree what information would be needed.

linkedin.com/in/vincepotter