

Case Study

Crisis & Transition

Stability starts with **transparency**. Strategy starts with **trust**. Evolve helped a listed pharmaceutical company **regain control, rebuild stakeholder confidence, and execute a sustainable turnaround**.

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High-Pressure Turnaround in Public Pharma Company

Restoring Financial Control and Steering a High-Stakes Recovery

Challenge

A €30M Prime Standard-listed pharmaceutical company with a three-product pipeline found itself in deep crisis. After a failed commercialization strategy in Europe — based on a costly hybrid direct-sales model — fixed costs exploded while revenue failed to materialize. Millions had been invested in internal and external sales structures, including costly licensing deals with ongoing development obligations. The board dismissed the CEO and appointed an interim executive, who engaged Evolve to take control of the financial and operational situation.

Approach

We entered the organization and immediately focused on rebuilding transparency and control.

- **Data consolidation:** Within 14 days, we integrated fragmented operational and financial systems using modern BI tools, generating real-time dashboards tailored to key crisis parameters.
- **Cost control:** We supported management in enforcing 100% PO compliance and introduced impact-driven liquidity measures through contract reviews and urgent spend controls.
- **Scenario planning:** Using a combination of internal data, industry benchmarks, customer interviews, and market access analysis, we built robust financial scenarios to assess paths forward.
- **Execution:** Our multi-disciplinary team implemented dashboards, controls, and KPI-driven monitoring frameworks, enabling daily decision-making under time pressure.
- **Stakeholder alignment:** With our deep industry and capital market experience, we supported supervisory board reporting, investor messaging, and operational decision-making with credibility and precision.

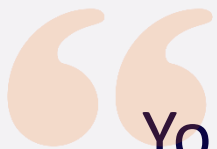
Outcome

- Full **operational visibility** restored within 2 weeks.
- Short-term **liquidity stabilized** and cost base aligned with revised commercial outlook.
- Scenario-based **financial planning** adopted as standard steering tool.
- Data-driven dashboards enabled independent **performance monitoring** across leadership.
- **Capital market communication reframed** based on actionable metrics.
- A **sustainable turnaround plan** was approved and initiated – within months of our engagement.

Why It Mattered

The company went from flying blind to data-driven control – in days.

With a hands-on, execution-led approach, we brought not only the tools, but the people, playbooks, and precision to stabilize a high-pressure situation. Our pharma and capital markets expertise allowed us to act as true sparring partners to both interim management and the board.



You didn't just bring a concept – you delivered a transformation. Fast.

– *Supervisory Board Member*

Learn more about Evolve's Advisory Solutions

www.evolve-finance.com/advisory-solutions