Valkyrie Revival Integration & Operating Model

Introduction

Prytaneum Partners acquires and operates B2B software businesses with real customers, real revenue, and real technical capability—but where cash flow has collapsed under financial strain. These companies are typically acquired out of bankruptcy or late-stage financial distress after multiple failed growth cycles, accumulated commercial debt, and obligations that can no longer be serviced.

The problem is not demand or product relevance. It is that historical growth decisions—often rational at the time—have left the business structurally unable to generate sustainable cash.

Our work begins with a deliberate operational decision: we do not chase new customers. We stabilize the customer base that already exists, refocus product investment on demonstrated customer usage, and remove extraneous expense that no longer serves cash generation. In practice, this means exiting unnecessary real estate, consolidating operations into Prytaneum's centralized team, rationalizing payroll and vendors, and shutting down marketing and growth initiatives that consume cash without near-term return.

We run each acquisition through the same operating approach because it lowers risk and makes outcomes easier to predict. The playbooks, reporting cadence, and control gates are standardized across the portfolio, so we are not reinventing the process deal by deal. As the portfolio grows, that standardization is what allows one operating team to manage multiple concurrent revivals with consistent visibility and accountability.

At the center of this system is **VALHROS**, Prytaneum's internal corporate operating system. VALHROS functions as execution infrastructure: a standardized environment that integrates data, reporting cadence, decision rights, and institutional memory across the portfolio. It does not automate judgment and it does not replace management teams. Experienced operators remain fully accountable at every decision point. VALHROS ensures that those operators apply the same proven playbooks, metrics, and control frameworks across every revival.

This document explains how that operating system is applied before, during, and after acquisition; how it enables multiple concurrent revivals without loss of control; and why the outcomes it produces are repeatable rather than dependent on individual discretion.

Summary of Operating Phases and Ongoing Operations

Phase / Activity	Primary Objective	Typical Timeline	Standardized Metrics Tracked	How This Scales Across Multiple Assets
Reclamation	Restore financial and operational clarity; stabilize liquidity	Day 0 – Month 3	Cash runway, weekly burn, collections velocity, headcount efficiency	Standardized data ingestion, identical cash models, and uniform dashboards allow multiple assets to be stabilized in parallel using the same playbooks
Consecration	Replace degraded systems, incentives, and processes	Month 3 – Month 12	Gross margin, customer contribution margin, roadmap throughput, retention	Standardized integration sprints, shared vendors, and common operating assumptions reduce marginal effort per additional asset
Ascension	Establish durable, independent operations with predictable cash generation	Month 12+	EBITDA margin, free cash flow, management depth, variance to plan	Portfolio-wide benchmarks enable operators to manage by exception rather than bespoke oversight
Ongoing Cash Governance	Maintain liquidity discipline and downside protection	Continuous	Daily cash position, forward runway, scenario variance	Centralized monitoring allows a small team to oversee many assets using identical escalation thresholds
Portfolio Performance Management	Deliver consistent, predictable LP reporting	Continuous	Margin stability, variance to plan, forecast accuracy	Uniform reporting definitions and cadence allow clean aggregation as portfolio scale increases

Detailed Discussion of Operating Phases

1. Reclamation: Restoring Clarity and Control

Purpose
Reclamation restores a single, accurate view of financial and operational reality. The objective is stabilization and control—not optimization—so that all subsequent decisions are made from verified information.

Key Activities and Examples

- **Financial and operational restructuring:** non-essential real estate is exited, including office leases that no longer serve operating needs; teams are consolidated into Prytaneum's central operating structure where appropriate, reducing fixed overhead and duplicated roles.
- **Cost and vendor rationalization:** vendors are reviewed immediately against standardized portfolio criteria; redundant, non-critical, or misaligned vendors are exited quickly to simplify operations and reduce spend.
- **Liquidity stabilization:** cash controls, collections acceleration, and spend discipline are implemented using standardized cash models applied across all acquisitions.
- **Product focus reset:** roadmaps are refocused around what existing customers demonstrably use and pay for, rather than attempting to match external market narratives or competitor feature sets.
- **Knowledge preservation:** structured interviews and documentation capture institutional knowledge before organizational changes are executed.

Timing
Typically completed within the first 90 days post-acquisition.

How It Scales
All Reclamations use the same financial models, reporting cadence, vendor standards, and decision frameworks. This allows multiple companies to be stabilized concurrently without creating bespoke processes or operator overload.

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2. Consecration: System and Incentive Replacement

Purpose
Once stability is achieved, Consecration focuses on replacing legacy systems and incentives that encode historical inefficiencies. Incremental changes are avoided in favor of comprehensive system alignment.

Key Activities

- Migration to standardized finance, CRM, support, and infrastructure platforms
- Rationalization of product roadmaps around profitable customer use cases
- Customer segmentation and repricing or exit of unprofitable cohorts

- Redesign of compensation and incentives to align with margin and retention

Timing
Typically spans months 3 through 12 post-acquisition.

How It Scales
Integration occurs through predefined sprints using portfolio-standard tooling. As additional companies are acquired, marginal integration effort declines because systems, vendors, and operating assumptions are already established.

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3. Ascension: Durable Performance and Independence

Purpose
Ascension ensures that businesses operate predictably without reliance on founders or extraordinary operator intervention. The emphasis shifts from transformation to consistency.

Key Activities

- Enforcement of margin discipline on all growth initiatives
- Regular review and pruning of low-impact product features
- Development and testing of internal management succession
- Portfolio benchmarking to identify drift early

Timing
Begins approximately 12 months post-acquisition and continues throughout ownership.

How It Scales
At this stage, oversight becomes comparative rather than hands-on. Operators manage by exception, focusing attention only where metrics deviate from portfolio norms.

Ongoing Portfolio Operations

Cash Governance

Liquidity discipline is maintained continuously across the portfolio. Daily cash visibility and forward runway modeling allow risks to be identified early, before intervention becomes disruptive.

Scaling Effect
Centralized monitoring allows a small operating team to oversee a large number of assets with minimal incremental effort.

Performance Management and LP Reporting

All portfolio companies report on the same cadence using the same definitions of performance. This produces consistent, comparable reporting for LPs and reduces the likelihood of unexpected outcomes.

Scaling Effect
Uniform reporting structures eliminate bespoke analysis, enabling clean aggregation as the portfolio grows.

Closing Perspective

Prytaneum's operating approach is designed to reduce variance, not to maximize drama. VALHROS provides structure, continuity, and discipline; experienced operators provide judgment and accountability. Together, they allow us to execute multiple acquisitions concurrently while maintaining control, predictability, and capital discipline.

The result is a repeatable process for transforming underperforming software businesses into durable, cash-generating institutions.

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