

Case Study

SALE PROCESS PREPARATION - HEALTHCARE STAFFING

SECTOR: HEALTHCARE SERVICES

Sell Side Readiness

Detailed Data Analysis

PE Team Extension

Team Size: 1 Director (EM), 1 Vice President, 1 Associate

Project Duration: 5 weeks

The Requirement – Prepare Company for Near-term Exit with Aggressive Go-To-Market Timeline

A \$140 million revenue healthcare staffing company had experienced significant growth as a result of industry-wide acceptance of a premium rapid-response model pioneered by the company. The company’s owner, a prominent PE sponsor, decided that the time was right to monetize its investment and wanted to bring the Company to market as quickly as possible given strong P&L performance, healthy valuation multiples and aggressive financing dynamics. The company had two distinct offerings, with different customer demand trends and cash flow profiles. With these varying characteristics, the sponsor was highly-focused on strategically positioning the Company around the core value proposition to garner a premium valuation as a unified business as opposed to the separately valued cash flow streams defined by their recurring or event-driven natures.

The Execution – Strategic Positioning, Materials Aggregation & Management Prep

- A three-person Accordion team was deployed on-the-ground to quickly get up to speed on the Company, develop a comprehensive workplan, and work hand-in-hand with management and the FP&A team to drive a streamlined prep process including:
 - Review, analysis and aggregation of all relevant financial and operating metric outputs for data room
 - Analysis of overhead allocation and projection methodologies to ensure defensible internal processes
 - Iterative discussions and analyses with management to understand and present trends materially contributing to validating historical and future growth stories
- Accordion differentiated itself through the utilization of consultants who had private equity backgrounds and could leverage a “buyer’s perspective” in strategically positioning the company’s equity story while preparing management for the transaction process
 - Efficient presentation of key metrics and trends beyond simple system outputs
 - Drill-down of non-financial datasets, such as depth and breadth of staffing database, to highlight key company differentiators and barriers to entry
 - Development of buyer’s question list to highlight hot-button topics to prepare management and proactively develop data-driven responses
- Accordion maintained and transitioned a full set of working files for the company and their transaction advisors to update as needed throughout the transaction process

The Resolution – Seamless PE Team Extension & Streamlined Prep Process

- Accordion professionals with direct PE experience were able to step into the “sponsor’s shoes” and drive an efficient process with minimal sponsor involvement
- With a wealth of data available at the company, Accordion was able to quickly drill-down and identify material contributors to the overall transaction story
- A third-party review with a buyer’s perspective challenged management throughout the process to re-assess how the company’s business model and performance should be communicated to prospective strategic and financial acquirors
- As a result, the company and sponsor were well-equipped to launch a formal transaction process within their original aggressive timeline

