

Staffing Hub

The word "LIVE!" is displayed in a bold, sans-serif font. The letters are colored in a gradient: 'L' is orange, 'I' is light orange, 'V' is pink, 'E' is magenta, and the exclamation mark is purple. The entire logo is enclosed within a white rectangular border.

LIVE!

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Scaling Through Acquisition

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Founder @ G Palmer & Associates

The Maze is Complicated





4 Secrets for Scaling up Your Business

all good deals ...

- Either share assets or transfer skills
- Have a clear strategy before closing
- Respect the cultures
- Have discipline around valuation

REALITY
CHECK



The Theory

It's not uncommon to think that an acquisition will magically enhance shareholder value.

Buyers can down play the risks that lie ahead.

Therefore... at the beginning of the process a Reality Check is in order.

Why is it so challenging?



What do you have to Believe ?





2 Types of Acquisitions

Add-Ons

Roll-Ups



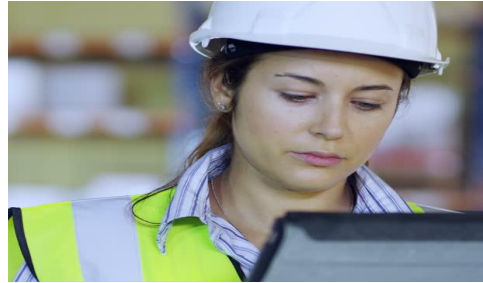
Example #1: Healthcare Add-On

- Large platform
- They saw an opportunity in related category
- Multiples were high
- The target company was undercapitalized



Example # 1: Healthcare Add-On Results

- Revenue is behind plan
- Overpaid for asset
- Board and CEO are frustrated



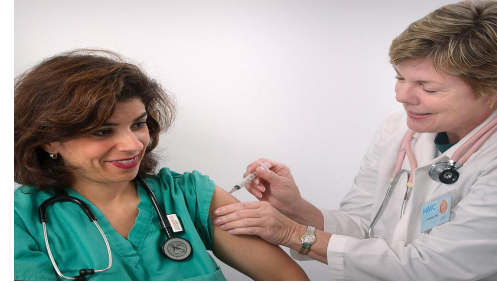
Example #2: Commercial Staffing Add-On

- Large commercial staffing company
- Approached by subcontractor to buy them
- Paid a fair multiple



Example #2: Commercial Staffing Add-On Results

- Owner left
- Year 1 was great
- Year 2 horrible
- Year 3 turnaround



Example #3:

Healthcare Staffing Add-on

- Large healthcare staffing platform
- Opportunity to enter west coast
- Fair multiple



Example # 3: Healthcare Staffing Add-On Results

- Healthcare market shifted
- Working through turnaround plan



2 Type of Acquisitions

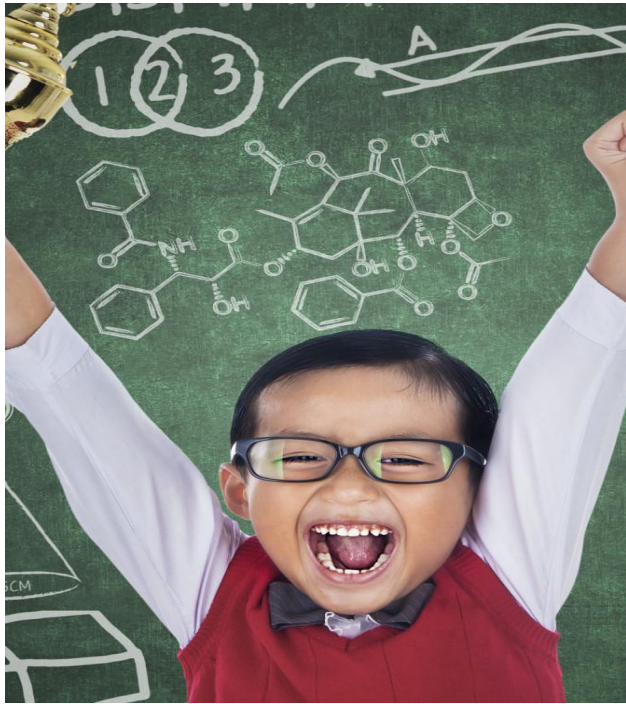
Add-Ons

Roll-Ups



Example #4: Behavioral Healthcare Roll-Up

- Started with an idea to put 2 small firms together
- Created the strategy
- Set up infrastructure
- Completed 5 acquisitions to date



Example #4: Behavioral Healthcare Roll-Up Results

- Revenues \$12 to \$150M
- Organic growth – 15% CAGR

The Maze is Solvable





That's all Folks!