

CASE STUDY



CONSERO

The Rollup Play: Multi-location healthcare company needed an efficient way to integrate roll-ups and integrity in the financials to prepare for exit

Revenue: \$65M

Employees: 135

Industry: Healthcare



Client Background:

Executive team at a multi-location healthcare company was looking for a more efficient way to manage the finance function. The existing small finance team, led by the COO, lacked the tools to get a consolidated P&L and clinic-level P&L at the click of a button. Management reporting needed significant improvement. The COO had a dual CFO role, and his goal was to reduce costs and get a more professional set of finance & accounting skills with better management reporting deliverables to prepare for roll-up acquisitions and their potential exit in 2 to 3 years.

The Consero Solution

Consero's Finance as a Service:



PEOPLE

TECHNOLOGY

PROCESS

- 30-day implementation of a pre-integrated and cloud-based finance & accounting technology stack with workflows and automation to deliver real-time visibility into key financial data
- Delivered reliable back-office services: efficient transaction processing, 10-day month-end close with accurate, timely and audit-ready reporting
- Accounting systems expertise to automate and professionalize reporting: consolidated financials and clinic-level P&Ls
- A cost-effective and long-term finance & accounting solution that will scale as the business opens new locations

Challenges They Faced:

- Working in QuickBooks and Excel led to clunky manual processes with 20+ tab worksheets linked together to get consolidated P&L and clinic P&L
- Operational reporting came out of multiple transactional systems, which required manual reconciliation to ensure revenue reporting rolled up correctly
- COO/CFO faced the complexity of being bogged down with how to re-engineer the finance & accounting function
- The back-office finance & accounting function was not operating efficiently
- Did not have a plan to efficiently roll up acquisitions
- Had a business continuity risk with a shortage of skilled finance and accounting staff and an ineffective in-house finance and accounting approach

Results

Optimized Systems & Processes:

Optimized finance function in 30 days with best of breed financial, accounting, invoicing and expense software.

Increased Capacity: Consero took over all the responsibility under the CFO and Controller roles which gave the COO more time to focus on strategically impactful projects such as roll-ups vs. tactical implementation of technology & processes.

Improved Reporting and Data: Timely, audit-ready financials with automated reporting to reflect consolidated P&L and clinic-level P&Ls enabled leadership to execute on a fast diligence and a smooth exit.

Roll-Up Ready: Consero's reliable team of finance & accounting professionals provide expertise in supporting multi-location services-based businesses and roll-up acquisitions.

Automated Reconciliation: Established is a three-way reconciliation process between ops system, merchant processor and bank account which resulted in Consero discovering & addressing a \$25,000 revenue leakage each month.

34% Cost Savings: Virtual & skilled finance team along with a sophisticated software stack and efficient processes drove a 26% cost savings in year 1 and 34% savings in year 2 (and going forward) compared to building and maintaining an in-house finance & accounting function.

Pricing Comparison | Consero Finance as a Service (FaaS)

Software and services that support your daily business operations, allow you to understand company performance at-a-glance, and strategically grow your business.

Client Feedback: Chief Operating Officer

“You [Consero] rolled up your sleeves and learned the nuances of our business and helped us put structure in place so that we had repeatable, reliable processes to manage our books.”

“You put us in a strong position and enabled us to confidently go out to the market for growth capital and you helped us with so many ad hoc data requests along the way.”

“The integrity of our books shined through during the due diligence process as others “kicked the tires” on our business and your work helped us to execute a successful sale.”

Optimized State & Impact Comparison

IMPACT	IN-HOUSE	VS. CONSERO
CFO role	Hiring, Onboarding, Training, Business Operations, Growth, Stuck in tactical accounting	Receiver of F&A information & focus on business growth with forward-looking outlook
Scalable platform for growth: people	No: hiring with increased headcount	Yes: scaling under shared services model.
Time to optimization (new chart of accounts, process, reporting, consolidated P&L, clinic P&L, staffing, roll-up strategy)	6-9 months	30 days
Turnover Risk	More – Single point of failure	Eliminated – Fully managed back-office solution
Real time visibility into key financial data	No – Antiquated & disparate systems	Yes – Consero’s SIMPL® software stack

Pricing Comparison includes Budget/Forecast and Operational KPI packages

	IN-HOUSE	VS. CONSERO
Fractional CFO, Sr. Accounting Mgr, Accounting Clerk, Financial Analyst, Contractor (reconciliations)	\$365,900	Staff Included with Operational Finance Lead
F&A Tech Stack (GTL, AP, Expense, etc)	Utilize Existing Systems	Upgraded Systems Included
Re-Implementation One-Time Fees	None	\$29,850
Year 1 Cost Summary	\$365,900	\$269,955
Year 2 Cost Summary (& Ongoing)	\$365,900	\$240,105

