

### Project Florence

- |           |  |
|-----------|--|
| Issues    | <ul style="list-style-type: none"><li>▪ This listed operator of medical centres faced cash pressures following the roll-out of a new practice management system.</li><li>▪ The group lacked visibility in its operational cash performance and needed improved management reporting.</li></ul>   |
| Challenge | <ul style="list-style-type: none"><li>▪ Ensure short-term cashflow was managed, while implementing improved operational reporting.</li></ul>   |
| Outcomes  | <ul style="list-style-type: none"><li>▪ Identified a series of lead indicators and KPIs to monitor the cash performance of individual medical centres.</li><li>▪ Identified a number of under-performing centres that needed to be closed or merged.</li><li>▪ Focused management efforts on key business drivers, such as doctor retention and property management.</li><li>▪ Helped to position the business for a merger with a complimentary business.</li></ul> |
| Result    | <ul style="list-style-type: none"><li>▪ Took control of and improved cash and operational reporting processes to facilitate a merger.</li></ul>  |
| Solutions | <ul style="list-style-type: none"><li>▪ Cash Management</li><li>▪ Distressed M&amp;A</li></ul>   |