

3 x Growth by Acquisitions



UK's #1 Sameday Distribution Group

Business challenge

- Preparing to do an MBO
- CEO and 3 Exco members all to Exit
- Replacements for each needed with credibility to lead the MBO

Accelerating Experience Action

Strategic advisory role, including:

- Prepared new CEO and FD to lead the MBO
- Advised CEO re building new Executives into a High Performing Team
- Designed, delivered two day offsites pa, including strategy, business development, leadership
- Mentoring for Executive Team members
- Accelerated the next layers' transition from managers to leaders

Result

- 21 successful Acquisitions
- Sales up from £52 to £146m in 6 years
- Commensurate growth in EBITDA to £17m
- CEO named EY Entrepreneur of the Year, London and SE 2014
- £170m Exit in 2016, PE return 2.8x

Endorsements

“Strengthening the business leadership capability in our executive team has been a key component in our growth story.”

Patrick Gallagher

CEO, CitySprint

EY Entrepreneur of the Year 2014

Business Services – London / South East

“To us, investing in management teams is mission critical for sustainable business success. Accelerating Experience’s contribution has generated extra value and de-risked this MBO.

We are delighted with the results.”

Nicol Fraser

Partner, Dunedin LLP

Private Equity House of the Year

M&A Awards 2014

Complex Cross-border Divestment

PrimeFundSolutions

global subsidiary of



Back office processing for Hedge Funds
in 7 international jurisdictions

Business challenge

- Business being sold post credit crunch and nationalisation of its parent, Fortis Bank
- CEO departed and not replaced
- Huge uncertainty during extended sale

Accelerating Experience Action

- Advised CEO and HRD initially 1-1
- Following CEO's departure, advised Global Management Team for 11 months between exclusivity and completion
- Advisory support on all people and change activities

Result

- Retention of key Executives / Management
- Delivered each of three parallel activities:
 - : ongoing business as usual
 - : the sale transaction and
 - : the top team's transition to new owners

Endorsement

"Played a key role in ensuring the success of this long complex cross-border divestment"

Frans van der Horst
Senior MD, ABN Amro Bank

£10m swing in EBITDA from loss to profit

Future

International media group and leading digital business

Business challenge

- New CEO
- Refocused business strategy, given the shift from print to digital distribution
- Major transformation including asset sales, headcount reduction, premises move
- New Executive team, many new at that level

Accelerating Experience Action

Advisory role including:

- 1-1 support for CEO
- Building new Executives into a High Performing Team
- Strengthening Executive leadership capability individually and collectively
- Mentoring first time directors to accelerate experience and performance

Result

- £10m swing in EBITDA from loss to profit
- Levels of openness and trust much higher 12 months on
- New organisational culture being embedded
- Transformation programme completed, now able to focus on high growth areas
- Business refinanced and recapitalised with £3m additional equity capital raised

Endorsement

"Adopting a creative partnership approach from the outset, working with us (not doing to us) created more thoughtful responses to the issues we faced.

They brought an assured external presence during a period of high change, creating a more secure environment for our transformation. This programme was aligned with organisational objectives throughout, and ensured a faster pace of delivery in a lasting way".

Zillah Byng-Thorne
CEO, Future PLC

Building a High Performing Global Executive Team



A leading provider of integrated engineering, procurement, construction and installation (EPCI) services for upstream field developments worldwide

Business challenge

- New global Subsea division, with stretching performance targets
- New EVP (Subsea), new Group CEO and new corporate structure
- New Executive team, many new to the organisation and in disparate locations
- Business strategy to share, implementation and re-organisation to plan
- Collaborative leadership style to replace command and control of the past

Accelerating Experience Action

Advisory role including:

- 1-1 support for EVP
- Top team alignment around new vision and three year plan
- Smoothing the path
- Agreeing ways of working
- Capability increase (communicating and delegating shared responsibility)
- Building new Executives into a High Performing Team

Result

- Objectives, roadmap and key performance indicators to deliver the business plan agreed with all Executive members aligned
- Ways of working together agreed
- Shared understanding of selves and each other, including actions to create a High Performing Global Executive Team
- Core communications to cascade and engage next tier in business plans and core targets

Subsequent drop in oil price by 70% brought a change of business strategy and another group re-structure

Endorsement

“Provided leadership support and facilitation to allow the new Subsea division to meet its agreed goals and objectives. Accelerating Experience’s engagement was one of the key enablers in our success”

Tony Duncan
Executive VP, Subsea
McDermott International Inc