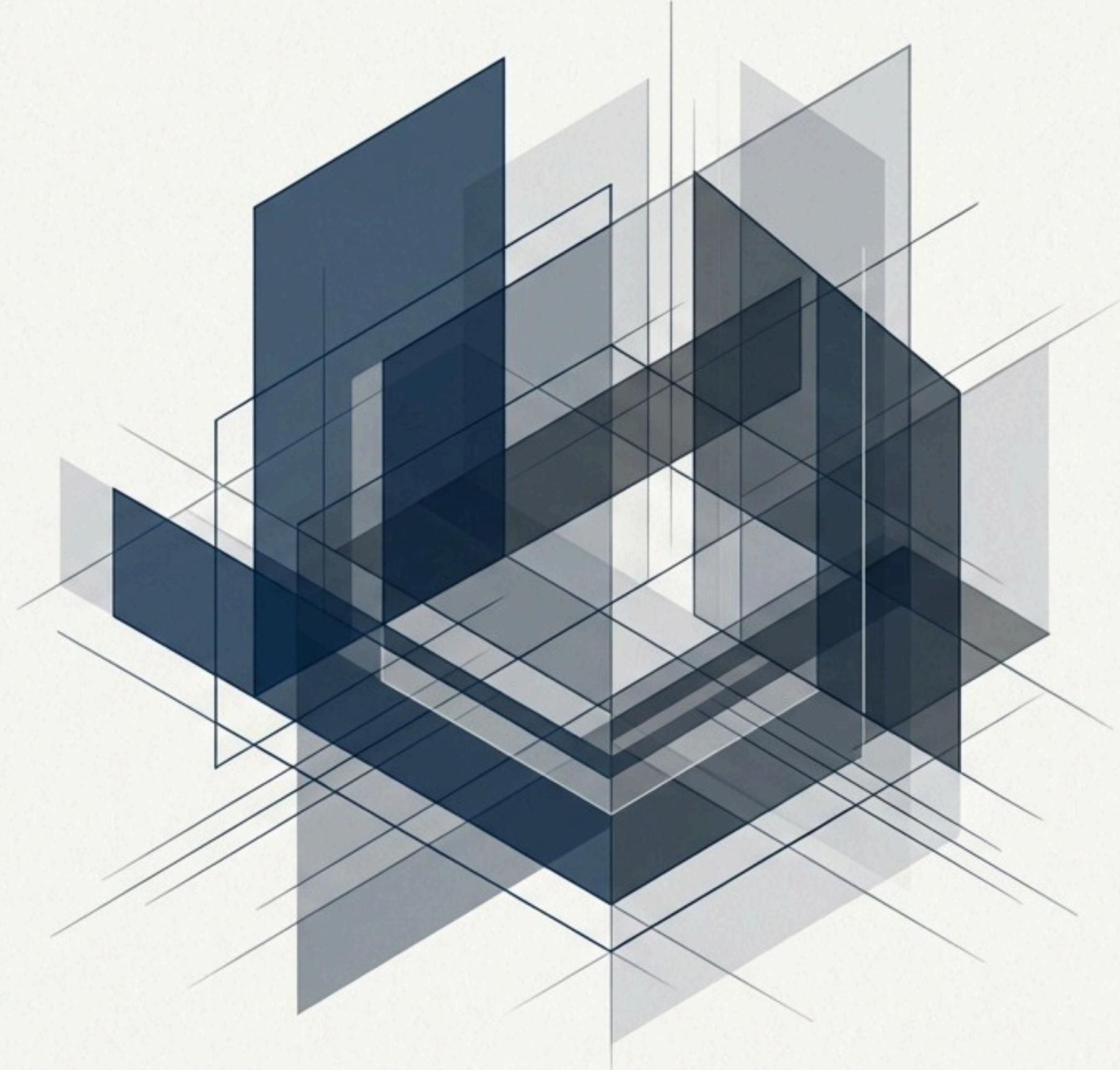


# Unlocking Value at [REDACTED]

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A Strategic Analysis of Two  
Global Workforce Models for  
Post-Acquisition Growth



# The Recommended Path: A Phased Hybrid Strategy to Maximize Value

## Our Recommendation



We recommend a two-phase approach: deploy a **Labor Specialization** model in Year 1 to fuel growth and build cultural buy-in, then layer in a **Remote Replacement** model through natural attrition in Year 2+ to capture cost efficiencies

### Plan 1: Remote Replacement



Offers **\$1.0M-\$1.2M** in direct annual cost savings, creating **\$4M-\$7.2M** in enterprise value.

### Plan 2: Labor Specialization



Requires a **~\$1.5M** investment to unlock **\$4M-\$6M** in additional production capacity.

This hybrid model minimizes integration risk while capturing the upside of both margin expansion and top-line growth.

# ████████: A Strong Platform with an Optimization Opportunity



Run-Rate Revenue

**\$48.6M**



Locations

16



Total Headcount

**397 Employees**



Run-Rate Adj. EBITDA

**\$5.2M**

████████ has invested heavily in corporate infrastructure to support its acquisition strategy. This infrastructure, while robust, carries significant labor costs that can be optimized without impacting its core value proposition of ██████████.

# The Global Workforce Has Evolved Beyond Call Centers

Today's global talent market provides access to highly skilled professionals across all functions—**finance**, marketing, operations, and more. **The arbitrage is about geography, not a compromise on quality.**

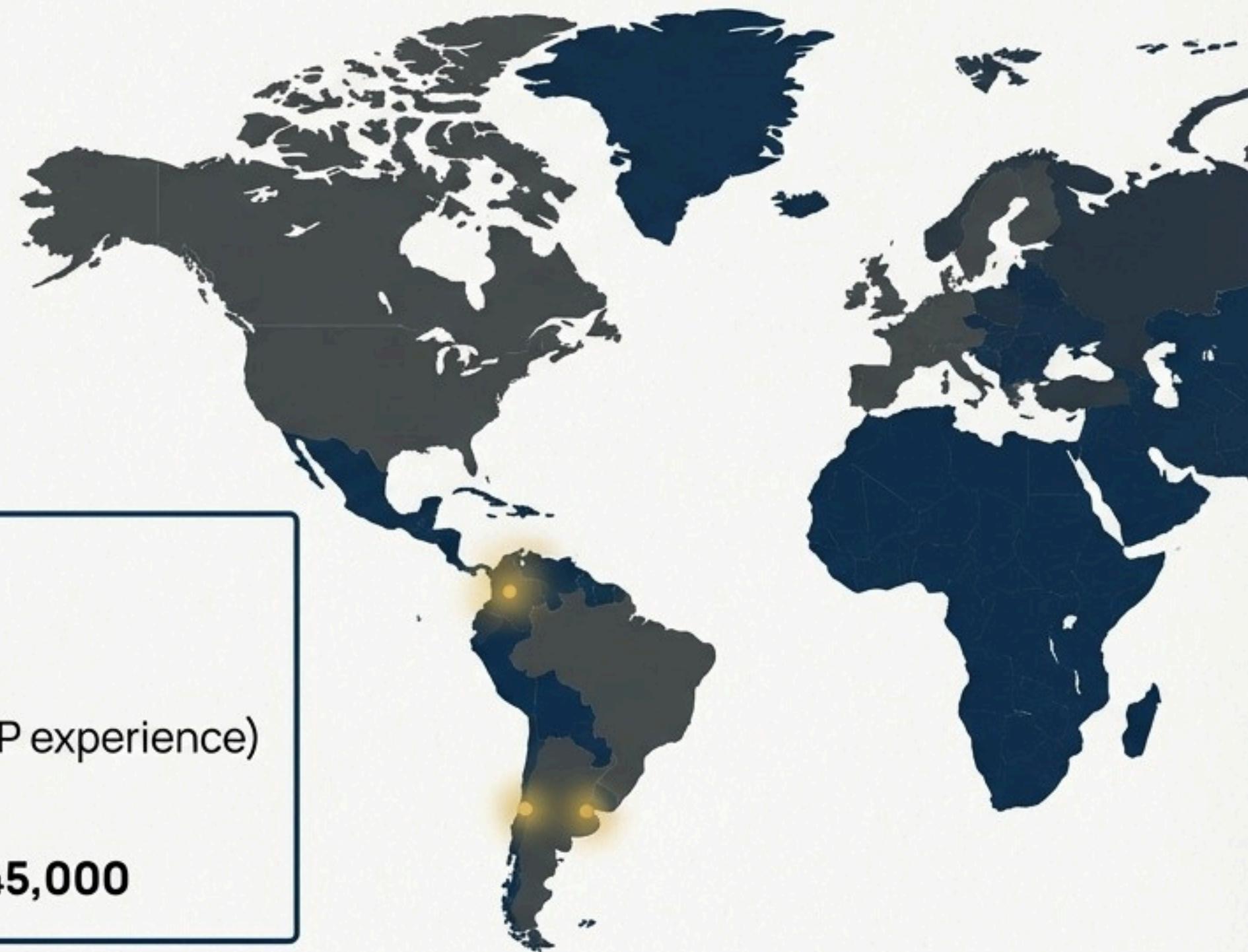
## A Concrete Example

### Key Talent Hubs

Role: Senior Accountant (CPA-equivalent, U.S. GAAP experience)

U.S. Fully-Loaded Cost: **\$85,000–\$110,000**

Bogotá, Colombia Fully-Loaded Cost: **\$35,000–\$45,000**



# A Business of Two Halves: Physical Craft vs. Digital Knowledge Work

## Cannot Be Relocated

The [REDACTED] and [REDACTED] and specialized equipment. This is [REDACTED] core value.

**251 Technicians**

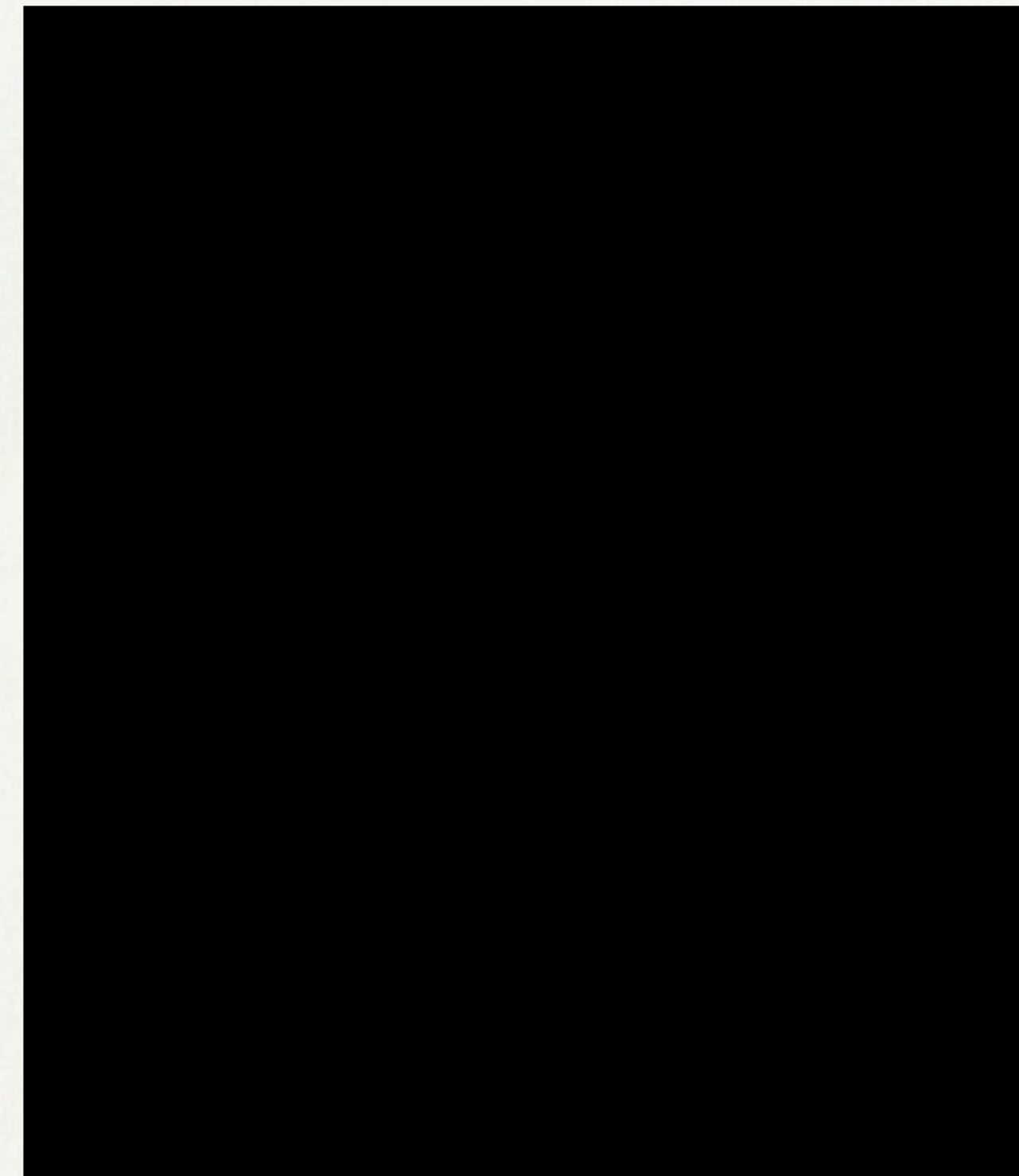
## Can Be Performed Anywhere

Customer service, case coordination, digital design, accounting, and marketing require computers, not physical presence. This is the optimization opportunity.

**146 Employees**



# A Fork in the Road: Two Distinct Paths to Value Creation



## Plan 2: Labor Specialization

**Objective:** Accelerate Top-Line Growth.

**Mechanism:** Augment the existing U.S. team with global support to increase capacity and output.

## Plan 1: Remote Replacement

**Objective:** Drive Margin Expansion.

**Mechanism:** Systematically transition eligible roles to capture direct labor cost savings.

# Path 1: Driving Efficiency Through Remote Replacement

A Detailed Analysis of the Direct Cost Savings Model

# Plan 1 Objective: Capture Savings from Overbuilt Infrastructure

## Objective

Systematically transition eligible administrative and support roles to a global workforce, reducing fully-loaded labor costs by **~65%** on targeted positions.

## Strategic Rationale

[REDACTED] current infrastructure was built to support a much larger platform. This plan right-sizes the cost structure for its current scale by delivering well-defined, measurable functions more efficiently through global talent.

## Key Insight

This is not about cutting vital functions, but about delivering existing functions at a globally competitive cost.

# Plan 1 Mechanics: A Function-by-Function Transition

## Customer Service (21 Positions)

### Current State

21 U.S. reps at ~\$60k fully-loaded.

### Recommended Transition

Retain 5-7 senior U.S. reps for escalations.  
Transition 14-16 roles to a Latin American  
team for time zone alignment.

**Estimated Annual Savings:**  
**\$350,000-\$450,000**

## Data Specialists (8 Positions)

### Current State

8 U.S. specialists managing digital case files.

### Recommended Transition

Retain 2 U.S. leads for quality control.  
Transition 5-6 roles to a global team.

**Estimated Annual Savings:**  
**\$150,000-\$200,000**

# Plan 1 Mechanics: A Selective and Strategic Approach

## Accounting & Finance (4 Positions)

**Action:** Retain CFO and 1 senior accountant. Add 2 global professionals (AP/AR, staff accountant).

**Impact:** \*Increases\* finance capacity while delivering **\$100,000-\$150,000** in savings.

## Marketing (2.5 Positions)

**Action:** Retain Director for strategy. Transition execution (content, campaigns) to 2 global specialists.

**Impact:** **\$80,000-\$120,000** in savings.

## Ops, HR, & Front Office (29 Positions)

**Action:** Selectively transition 8-10 roles with computer-based duties (e.g., route scheduling, vendor comms).

**Impact:** **\$250,000-\$350,000** in savings.

# Plan 1 Financial Summary: A Direct \$1.1M Path Path to EBITDA Accretion

Function	Current (US)	Post-Plan (US/Global)	Annual Savings
Customer Service	21	6 / 14	\$350K-\$450K
Data Specialists	8	2 / 5	\$150K-\$200K
Acct. & Finance	4	2 / 2	\$100K-\$150K
Marketing	2.5	1 / 2	\$80K-\$120K
Ops/HR/Front Office	29	20 / 8	\$250K-\$350K
<b>Total</b>	<b>64.5</b>	<b>31 / 31</b>	<b>\$1.0M-\$1.2M</b>

At \$5.2M run-rate Adjusted EBITDA, this  
represents a **19-23% EBITDA accretion**.

# Translating Savings into Enterprise Value

**(\$1.0M – \$1.2M  
Annual EBITDA  
Improvement)**



**(4.0x – 6.0x  
Acquisition  
Multiple)**

**\$4.0M – \$7.2M in Enterprise Value Creation**  
**Enterprise Value Creation**

This operational improvement alone can generate a significant return on the investment.

# Path 2: Fueling Growth Through Labor Specialization

An Analysis of the Capacity Expansion Model

# Plan 2 Objective: Make Every U.S. Employee More Productive

## Objective

Retain all existing U.S. employees while deploying global support staff to increase output, improve quality, and enable domestic workers to focus on their highest-value activities.

## Strategic Rationale

This approach treats global talent as a force multiplier, not a substitute. It addresses the organizational disruption inherent in a replacement model by focusing on augmentation.

## Core Premise

Every employee spends time on tasks below their skill level. We can reclaim that time and convert it into revenue-generating output.

# Plan 2 Mechanics: Building a Support Infrastructure

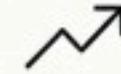
## Program A: Executive Support for [REDACTED] Leadership

### Intervention



Provide each of the 8 [REDACTED] with a dedicated remote Executive Assistant/Operations Coordinator.

### Outcome



Frees [REDACTED] from administrative tasks (est. 40-50% of their time) to focus on production oversight, technician development, and [REDACTED] relationships.

## Program B: Technician Support Infrastructure

### Intervention



Create centralized global teams for Digital Pre-Processing, Documentation, and Case Coordination.

### Outcome



Technicians receive "ready to design" cases and are freed from non-production tasks, enabling a **15-25% increase in output per technician**.

# Plan 2 Mechanics: Accelerating Commercial Operations

## Program C: Sales Acceleration Support



### Intervention

Create global SDR and Sales Operations teams to handle lead qualification, CRM management, and quote preparation.

### Outcome

Field reps' time in revenue-generating activities increases from ~45% to **80%+**.



## Program D: Tiered Customer Service Model



### Intervention

Add a global Tier 1 team to handle routine inquiries (case status, shipping).

### Outcome

Frees the 21 existing domestic reps (Tier 2) to focus on complex issues and high-value account management.



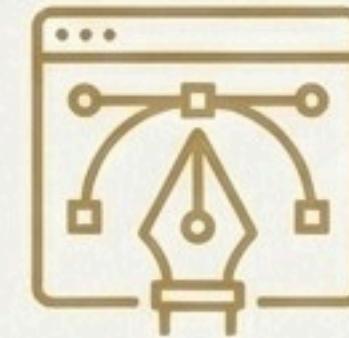
# Plan 2 Unlocks Capabilities   Cannot Currently Afford

Beyond support, global talent makes new strategic functions economically viable.



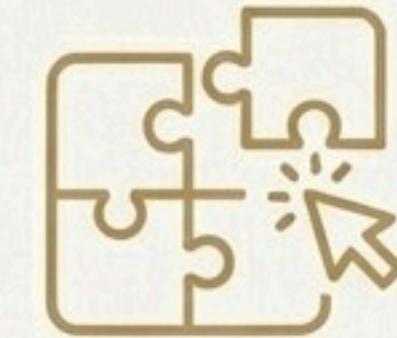
## Centralized Quality Assurance Team

To standardize quality across 16   and maintain a <2.5% remake rate.



## Marketing Content Team

To execute ongoing digital marketing and support brand initiatives.



## M&A Integration Support Team

A critical capability to support the roll-up strategy by assisting with pipeline research, diligence, and post-acquisition onboarding.

# Plan 2 Investment & Return: Trading Cost for Capacity

## The Investment

Total Annual Investment

**\$1.4M – \$1.7M**

Total Global Headcount Added

**48-62**

## The Return

**The investment thesis is capacity expansion.**

A 20% productivity improvement from the Technician Support program alone unlocks

**\$9.7M** in additional production capacity  
(251 technicians  $\times$  \$193,600 avg. revenue  $\times$  20%).

Capturing even half of that unlocked capacity

represents **\$4.8M** in potential revenue  
on a ~\$500k program investment.



# The Recommended Path: A Phased Hybrid Strategy

Combining the Best of Both Models to  
Maximize Value and Minimize Risk

# Plan 1 vs. Plan 2: A Direct Comparison

Metric	Plan 1: Remote Replacement	Plan 2: Labor Specialization
<b>**Objective**</b>	Direct Cost Savings	Capacity Growth
<b>**Annual Investment**</b>	~\$0	~\$1.5M
<b>**EBITDA Impact**</b>	<b>+\$1.1M</b> (Direct Savings)	<b>+\$4-6M</b> (Potential from Growth)
<b>**Primary Risk**</b>	Organizational Disruption / Morale	Execution Complexity / ROI Lag
<b>**Core Benefit**</b>	Immediate Margin Expansion	Long-Term Top-Line Growth

# The Optimal Approach: A Sequence Designed for Success

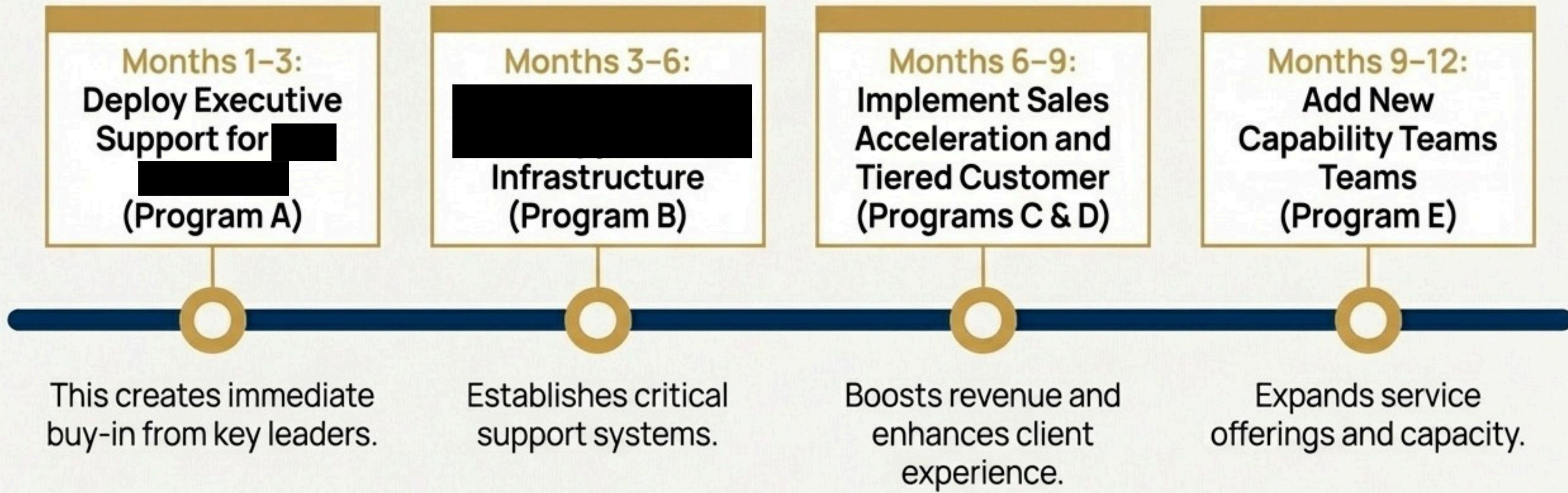
This phased approach captures the benefits of both models while using the initial phase to mitigate the risks of the second.



**Year 1 (Specialization):** Stabilizes operations, proves the value of global talent to the existing U.S. workforce, and builds the necessary infrastructure.

**Year 2+ (Replacement):** Layers in cost savings through a non-disruptive, attrition-based model once cultural acceptance is achieved.

# The Roadmap: Year 1 – Building the Foundation for Growth



**\*\*Year 1 Investment\*\*:** \$1.4M–\$1.7M

**\*\*Expected Outcome\*\*:** Measurable productivity gains, enhanced service, and workforce stability.

# The Roadmap: Year 2+ – Capturing Efficiency Through Attrition

Once the global infrastructure is proven and accepted, shift from augmentation to optimization.

## Mechanism

- When an administrative position opens via resignation or retirement, evaluate it for a global replacement instead of a domestic backfill.
- Do not conduct active layoffs, preserving workforce morale.

## Expected Outcome

A gradual capture of **\$500K-\$800K** in annual cost savings, funding continued investment and driving margin expansion without cultural disruption.

# Proactively Mitigating Key Risks



## Cultural Resistance

Frame as “support,” not “replacement.”  
Ensure technician roles are explicitly secure.  
Communicate early and often.



## Quality Concerns

Establish clear KPIs before launch.  
Implement robust training and create rapid escalation paths for any issues.



## Integration Complexity

Start with functions that have clear, objective processes. Build institutional knowledge before tackling more nuanced roles.



## “Made in USA” Positioning

Emphasize that 100% of physical production remains domestic. Global talent supports administrative functions only, leaving the core marketing message intact.

# Beyond █: A Repeatable Playbook for Platform Growth

The global talent strategy developed for █ is not a one-off solution. It is a systematic playbook for value creation.

## Strategic Vision

- The █ industry is fragmented with aging owners, ensuring continued M&A opportunities.
- Each new add-on acquisition can be integrated into this global support infrastructure.
- This creates a scalable, repeatable process for driving operational improvements and EBITDA growth across the entire █ platform.

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