

## CASE STUDY · CARE &amp; COMMUNITY SERVICES · THE TARGETED ACQUISITION PROGRAM

# From Mandate to Signed Heads of Agreement.

*AcquirerCo was based in Queensland.  
No one on TargetCo's board had heard of them.  
They won anyway.*

<b>\$0</b>	<b>\$2.5M+</b>	<b>4/0</b>	<b>1</b>
Acquisition capital deployed	Asset base acquired	Incumbents defeated	National provider status

## THE CLIENT MANDATE

## A clear strategy. No target yet.

A national not-for-profit provider of community and home care services engaged Zenify to run a Targeted Acquisition Program. The client had a defined strategic objective - they needed to establish a presence in Victoria to achieve national provider status. What they did not have was the target, the process, or the dedicated resource to find and close the right one.

Zenify delivered on all four fronts - in sequence, on mandate, through to a signed Heads of Agreement. Here is what each phase produced.

## THE PROGRAM IN ACTION

## Four phases. One outcome.

PHASE	WHAT ZENIFY DID
<b>PHASE 01</b> Market Scan	Zenify worked with the client to define precise acquisition criteria - what they were looking for, why, and what a successful acquisition would mean strategically. From that mandate, Zenify mapped the full investment universe of businesses potentially fitting the criteria. Fast, high-quality, comprehensive.
<b>PHASE 02</b> Analytics & Shortlisting	From the longlist, Zenify refined and shortened to priority targets through detailed analytics - assessing what each business was doing, how it was positioned, and how a well-structured approach might be formulated. Not a gut feel ranking. An evidenced one.
<b>PHASE 03</b>	Once the shortlist was approved, Zenify developed tailored approach strategies for each target and set up meetings on the client's behalf. This included preparing the

<p><b>Approach &amp; Meetings</b></p>	<p>presentation used in the board meeting with the preferred target - the presentation that won the deal.</p>
<p><b>PHASE 04 Heads of Agreement</b></p>	<p>After agreement between parties, Zenify supported execution of the Heads of Agreement and delivery of due diligence on the business. The deal closed. Zero cash deployed. \$2.5M+ in assets acquired. National provider status achieved.</p>

**THE COMPETITIVE CHALLENGE**

**Phase 3 produced the target.  
Winning it was a different problem.**

On paper, AcquirerCo had no right to win this process. The market scan and analytics phases had identified a Victorian home care provider - TargetCo - as the priority target: approximately \$1.5M in annual revenue, a property owned outright at approximately \$2M in value, and an organisation at an inflection point where regulatory pressure had created genuine seller motivation. The timing was right. This was the gold.

TargetCo’s board had already attracted five interested parties. Four of them were Victorian-based organisations with every structural advantage - local presence, board recognition, existing relationships, and geographic proximity. AcquirerCo was based in Queensland. No one on TargetCo’s board had heard of them. The Targeted Acquisition Program does not stop at finding the target. It gets the client to a signed Heads of Agreement - and that meant winning a competitive process that favoured everyone else in the room.

<p><b>What the incumbents had</b></p> <ul style="list-style-type: none"> <li>Victorian base - already local</li> <li>Board recognition - known entities</li> <li>Geographic proximity - same state</li> <li>Scale advantage - larger operations</li> <li>Existing relationships with TargetCo</li> </ul>	<p><b>What AcquirerCo had</b></p> <ul style="list-style-type: none"> <li>Queensland base - two states away</li> <li>No board recognition</li> <li>No geographic proximity</li> <li>Smaller than several competitors</li> <li><b>Zenify’s preparation</b></li> </ul>
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**WINNING THE PROCESS**

**We didn’t sell the client’s capabilities.  
We sold the target’s future.**

Zenify’s view was that the process would not be won on credentials or proximity. The incumbents could match or exceed AcquirerCo on both. The only way to win was to demonstrate a depth of understanding of TargetCo’s business - and a specificity of vision for its future - that the other four bidders simply could not match.

Zenify conducted a detailed financial review of TargetCo - meeting multiple times with TargetCo’s CEO to understand the operating model, identify growth constraints, and map the key cost and revenue drivers. This was not a surface-level review. It was the kind of analysis typically reserved for formal due diligence.

From that analysis, Zenify built a two-scenario financial model:

- **Scenario one - TargetCo merges with AcquirerCo:** operational improvements, back-office support, cross-referral potential, and scale benefits - all quantified and projected forward. A specific, compelling future.
- **Scenario two - TargetCo continues independently:** increasing regulatory pressure, limited capacity to invest in compliance and growth, a realistic projection of where the organisation would be in three to five years without a merger partner. An uncertain, pressured future.

The contrast between those two futures was the centrepiece of the board presentation. It was not a sales pitch. It was a quantified picture of TargetCo's own future - in both directions. Zenify developed the full presentation deck. AcquirerCo's CEO and Chairman flew to Victoria to present it in person - a visible signal of commitment that no local incumbent had any reason to make.

*"We didn't sell AcquirerCo's capabilities.  
We sold TargetCo's future. And we backed it with numbers."*

- Zenify's approach to the board presentation

## THE OUTCOME

### The program delivered. On every phase.

TargetCo's board selected AcquirerCo as their preferred merger partner - ahead of four Victorian-based providers with every apparent structural advantage. The outsider from Queensland won.

The acquisition was completed on a zero-cash merger structure. AcquirerCo acquired a \$2.5M+ asset base - including a \$2M property and an established operating business - without a capital outlay. More significantly, AcquirerCo became a national provider. The Victorian footprint, achieved through a single acquisition identified and closed by the Targeted Acquisition Program, repositioned the organisation in ways that influenced its growth trajectory, contract opportunities, and ability to attract further acquisitions for years to come.

The client engaged Zenify again for their next acquisition mandate. When a client returns, it means the program delivered something they could not have gotten anywhere else.

## WHAT THIS ILLUSTRATES

### What the Targeted Acquisition Program actually delivers. Four things.

#### 01 Judgment to spot the gold.

The market scan produced a longlist. The analytics produced a shortlist. But identifying TargetCo as the right target at the right moment - a business at the precise inflection point where regulatory pressure had created genuine seller motivation - required judgment that goes beyond a database search. It required understanding the sector well enough to know which businesses were approaching a decision point before they announced it.

## 02 Strategy to snatch it up before it is gone.

TargetCo was available because the conditions were right. Those conditions would not last indefinitely. Moving at the right moment - before the target had exhausted its options or committed to another party - was as important as finding it. Speed without quality is reckless. Quality without speed loses the deal. The Targeted Acquisition Program delivers both.

## 03 Process discipline beats proximity.

Every other bidder likely made a case for why they were capable. Zenify and AcquirerCo made a case for what TargetCo's future would look like - grounded in TargetCo's own numbers. One answers the question "who are we?" The other answers "what happens to you if you choose us?" The second question is the one that wins competitive processes.

## 04 Reframe the decision, win the decision.

The two-scenario model changed what TargetCo's board was deciding. It was no longer "which acquirer do we prefer?" It became "do we want this future, or that one?" When you show a board two quantified futures - one specific and compelling, one uncertain and pressured - the preferred acquirer becomes the one who brought the better future.

## Ready to run a Targeted Acquisition Program?

### From Mandate to Signed Heads of Agreement.

Zenify offers a confidential introductory conversation - no pitch, no obligation.  
We will tell you honestly whether the program is the right fit for your mandate.

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