

# Team Crossover

## FORMULA 1



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# Our Team



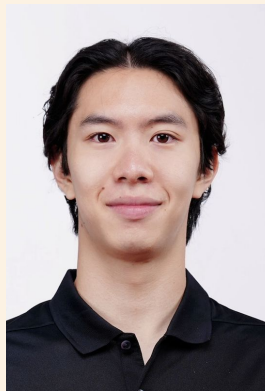
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# Agenda



1. Problem-Solving Framework

2. Feasibility Study/Recommendation Report

3. Target Persona

4. Marketing Strategy

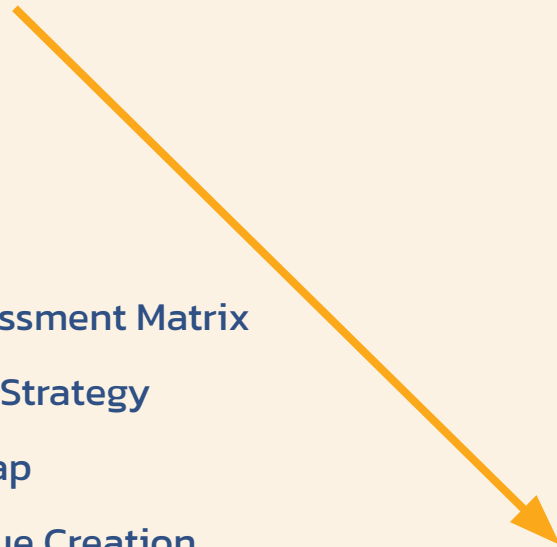
5. Multi-Pronged Budget

6. KPI Framework & Risk Assessment Matrix

7. Change Management Strategy

8. User Journey Map

9. Future Value Creation



# Problem Solving Framework



Using the **Phoenix Checklist**, developed by the CIA to explore all aspects of a problem before finding a solution:

## 1. Clarify the Need

Ensure the private equity firm makes a strategic and profitable healthcare investment. A well-chosen acquisition will maximize returns, leverage market trends, and drive innovation in the sector.

## 2. Gather Information

We have access to market trends, industry reports, and general financial benchmarks, but deeper due diligence is needed. Unknowns include company-specific financials, regulatory risks, and long-term scalability.

## 3. Frame the Problem

The acquisition must target small to mid-sized healthcare firms with high growth potential, excluding large, well-established players.

## 4. Break Down the Problem

The problem consists of market analysis, financial assessment, operational evaluation, and strategic fit. Each factor influences investment success.

## 5. Leverage Past Solutions

Past healthcare acquisitions show successful strategies in operational improvements, tech adoption, and market expansion. We can apply proven methods while avoiding common pitfalls in valuation and integration.

## 6. Visualize Solutions

Best case: A high-growth company with scalable innovation and strong financial returns.

Worst case: Financial instability, regulatory hurdles, and low market demand.

Most likely: Moderate success with manageable challenges and steady growth.

# Feasibility Study



Is this project realistic, achievable, and worth the investment?

## Executive Summary:

This report evaluates the feasibility of acquiring a healthcare company for the private equity firm, focusing on financial health, scalability, and regulatory risks. Our goal is to recommend a strategic acquisition that aligns with the firm's investment objectives and ensures long-term profitability.

## Problem Statement:

The firm seeks to invest in a promising healthcare company but must navigate market fluctuations, regulatory risks, and competition to secure a successful acquisition. Past investment challenges in the sector were due to high integration costs, overestimated market demand, and unforeseen compliance issues.

## Decision Criteria:

To determine the best acquisition target, we evaluated companies by assessing the following:

1. **Financial Health**
2. **Market Potential**
3. **Regulatory Risk**
4. **Scalability**
5. **Investment Needs**

## Options Considered:

### 1. MedTech AI Diagnostics

High market growth and innovation but requires heavy R&D investment and faces long approval timelines.

### 2. HealthTech Telemedicine

Scalable, widely adopted post-COVID, with strong recurring revenue, though it operates in a highly competitive space.

### 3. Biopharma Cardiometabolic Treatments

Profitable market with pharmaceutical partnerships, but long drug trial timelines and regulatory hurdles increase risk.

## Final Recommendation:

# SESAME

# Target Persona



Who are we building this solution for?

## Individual Consumers

- **Profile:** Uninsured individuals with high-deductible insurance plans.
- **Needs:** Affordable, accessible healthcare without reliance on traditional insurance.
- **Pain Points:** High out-of-pocket healthcare costs, lack of pricing transparency, complicated insurance processes.

## Businesses & Employers (B2B Clients)

- **Profile:** Employers, gig platforms, and retail partners.
- **Needs:** Affordable healthcare solutions for employees and contractors.

# Marketing Strategy



How will we attract and grow our customer base?

## **Direct to Consumer Approach**

- Leverage digital platforms for seamless booking and user-friendly experience.
- Promote transparent pricing and no insurance hassle messaging.
- Emphasize affordability and convenience for the uninsured and underinsured.

## **Partnership Development**

- Establish B2B partnerships with:
- Retailers (e.g., Costco).
- Employers offering healthcare benefits to employees and contractors.
- Drive adoption through corporate partnerships and bulk offerings.

## **Platform Differentiation & Growth Strategy**

- Platform Differentiation:
- Marketplace model empowering providers to set prices.
- Transparent and flexible options for consumers.
- Faster payments and reduced admin burdens for providers.
- Growth Strategy:
- Expand geographically across U.S. and explore international markets.

# 3 Year Budget



How will we allocate funding to support growth?

**GOAL:** Support Sesame's expansion into new markets, enhance platform reliability, and increase consumer acquisition.

Year 1: \$1.15M

- \$400k – Marketing campaigns (Google Ads, Costco, Social Media, Influencer Outreach)
- \$300k – Platform Engineering (AI-driven improvements, UX/UI)
- \$250k – New Provider Onboarding + Incentives (scale network)
- \$200k – HIPAA Compliance upgrades, Risk Audits

Year 2: \$980k

- \$300k – Expansion into 3 underserved U.S. regions
- \$250k – National branding campaign
- \$200k – Strategic Partnerships (labs, pharmacies, B2B outreach)
- \$230k – Provider Retention & Loyalty Tools

Year 3: \$640k

- \$250k – Enter international pilot market
- \$200k – Sustaining tech operations + QA team
- \$190k – Loyalty & Premium Membership Expansion



# KPI Framework

How will we measure success and track performance?



KPI	OBJECTIVE	TARGET	TIMELINE
Customer Growth Rate	Increase patient acquisition through marketing and BofA cross-promotion	25% YoY growth in active users	Annually
Customer Acquisition Cost	Reduce cost to acquire a new patient via improved digital funnel	<\$30 per new customer	Within 12 months
Provider Network Expansion	Expand provider base across 5 new U.S. regions	+3,000 net new providers	By Q4 2026
Platform Uptime	Maintain reliability and trust in platform infrastructure	≥ 99% uptime	Quarterly
Booking Conversion Rate	Improve efficiency of user journey from visit to consultation	45%+ conversion rate	Quarterly
Revenue Growth	Scale platform profitability through increased service volume	Reach \$300M revenue	By FY 2027
EBITDA MARGIN	Preserve strong unit economics through disciplined scaling	Maintain ≥ 30% margin	Annually
NPS SCORE	Maintain high patient satisfaction and retention	70+ Net Promoter Score	Bi-annually
Membership Renewal Rate	Improve loyalty among Sesame Plus subscribers	75% renewal rate	Rolling 12 months

# Risk Assessment Matrix

What are the key risks to our strategy, and how will we manage them?



Risk	Likelihood	Impact	Mitigation Strategy
Data Security Breach	Medium	High	Invest in HIPAA-compliant infrastructure; regular audits
Regulatory changes (telehealth policy shifts)	High	Medium	Build agile legal/compliance team to adapt
User growth stagnation	Medium	Medium	Invest in targeted marketing + partnerships
Physician dissatisfaction/retention issues	Low	High	Improve onboarding, create incentive structures
Platform glitches/tech failures	Medium	High	Scale engineering team + rigorous QA testing

# Change Management Strategy



## Stakeholder Alignment



- Involve clinicians, developers, and patients early when rolling out feature or policy changes.

## Phased Implementation



- Roll out major updates (like UI redesigns or policy responses) gradually, with pilot testing.

## Clear Communication Plan



- Transparent updates across the board—especially with providers and customers during product iterations.

## Feedback Loops



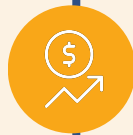
- Regularly collect input from providers + patients to iterate on product and service delivery.

## Training and Support



- Equip internal teams and partner clinicians with resources to navigate new tools or regulatory changes.

## Culture of Agility



- Foster a mindset of innovation and adaptability—especially with remote, hybrid, and asynchronous care models.

# User Journey Map: Sesame Patient Experience



Stage	User Goal	Touchpoints	User Actions	Company Role
<b>Awareness</b>	Discover affordable healthcare options without insurance	Ads, social media, Google search, Costco promotion	Clicks ad, reads reviews, visits sesamecare.com	Build trust with transparent pricing and convenience
<b>Consideration</b>	Understand pricing, services, and provider options	Homepage, pricing page, provider profiles	Browses services, compares providers, reads bios	Upfront pricing, service descriptions, provider ratings
<b>Booking</b>	Schedule a visit that fits time and budget	Service selection page, calendar, checkout	Selects service, picks time, enters info, pays	Real-time scheduling, instant confirmation
<b>Consultation</b>	Receive quality care	Virtual visit platform, in-person clinic	Joins call or attends appointment	Ensure seamless tech and positive provider interaction
<b>Post Care</b>	Get prescriptions, next steps, or referrals	Follow-up messages, email, account dashboard	Views visit summary, fills Rx, books follow-up	Deliver the visit summary, e-prescription, care plan
<b>Loyalty</b>	Return for future care, recommend to others	Email campaigns, membership upsells	Joins Sesame Plus, refers friends, rebooks	Provide incentives, membership benefits, personalized offers

# Future Value Creation Map



<b>Market Expansion</b>	Launch in underserved US regions; Explore international expansion
<b>Partnerships</b>	Create strategic alliances with labs, pharmacies, and telehealth platforms; Enter employer-sponsored benefit programs (B2B Opportunities)
<b>Tech &amp; AI</b>	Improve user experience; Personalized recommendations for user health journeys
<b>Revenue Growth</b>	High margin bundled care; Loyalty programs; Cross-Selling; Expand premium membership
<b>Branding</b>	National digital campaigns;

# Questions?



**Thank you for listening to our presentation! We would love to answer any questions you may have.**

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