

**Guest,**

**Welcome to:**

## **Fumbling Strategic Acquisitions – The Do's and Don'ts**

Presented by  
Lighthouse Consulting Services, LLC



**Featured Guest:**

Robert Sher  
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Founder &  
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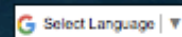
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## Strategy First

- Customer Intimacy
- Product Innovation
- Operational Efficiency
- One stop shop-full service
- Differentiation through specialization
- Acquisitions is not a strategy, Being bigger is not a strategy, Acquisitions is a tactic



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### Where are the best tactics to drive your strategies?

- Introduce new products/services
- Sell for effectively
- Operate more efficiently
- Update your business model
- Open a new territory
- Raise your prices
- Outsource non-core competencies
- Acquire companies

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## Growing Bentley Through Acquisitions

- Bentley Publishing Group
- Rinehart Fine Arts
- Leslie Levy Fine Art
- Aaron Ashley
- Romm Fine Art

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## Risky & Difficult

- Revenue and Profit
- Survey

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## What Kind of Company Do You Seek?

- Size
- Valuation
- Region
- Headcount
- Performance level
- Competencies
- More

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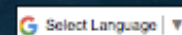
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## Risk Evaluation of Each Deal

- <http://www.ceotoceo.biz/mightytools.html>
- #1 M&A Skills and Experience
  - Experience at deal making
  - Experience at integration
  - Experience in your team/culture
  - Experience in your industry
- #2 Cultural differences
- #3 Relative Size of Acquisition

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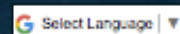
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## Risk Evaluation of Each Deal (continued)

- #7 Murky Due Diligence
- #8 Unpopular Actions Required
  - Layoffs
  - Plant closures
  - New strategies
  - Benefits reduction
  - Stronger oversight/controls
  - Social media will not be your friend!

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## Risk Evaluation of Each Deal (continued)

- #9 Change Required of Acquirer
- #10 Visibility of Change to Customer Base
- #11 Expertise in Acquired Business
- #12 Cash Available to Manage Complexity

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## Keys to Getting Deals Across the Line

- How well do you show?
- Seller to buyer relationship
- Trust
- Give them what they really want
- Talk about price later
- Find things to agree on first
- Cement a vision of the future post-deal
- Own your deal: understand motivations
- Time kills deals. Deal fever kills buyers

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## Just remember this

- Be strategic, not opportunistic
- Start small and low risk
- Walk away from dangerous deals
- Show respect for the complexities of M&A

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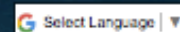
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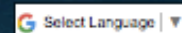
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