

## Value Creation In Middle Market Private Equity

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It originally appeared in the January/February 2020 issue of Middle Market Growth. W. hile business acumen and financial resources have long been part of the private equity playbook, today\is market requires investors to pay particular attention to another type of capital\ human capital. \Before five years ago, the driver of value creation in private equity was predominantly financial engineering and M&A,\ says Dan Hawkins, founder and president of Summit Leadership Partners.

The Human Side of Value Creation | Middle Market Growth

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Value-creation in Middle Market Private Equity by John A. Lanier holistically examines the ecosystem relationships between middle market private equity firms and their portfolio companies. Small business is the job creating engine in the US economy, and consequently is a prime target market for private equity investment. Indeed, private equity backs over six of each 100 private sector jobs. Both the small businesses in which private equity firms invest, and the private equity firms making the investments, face inter- and intra-company fiduciary leadership challenges while implementing formulated strategy. The architecture of each private equity firm-portfolio company relationship must be uniquely crafted to capitalize on the projected return on investment that is memorialized in the investment thesis. Given the leveraged capital structure of portfolio companies, the cost of a misstep is problematic. Individual private equity professionals are typically members of multiple investment teams for the firm. Not only may each investment team have its own unique leadership style, but its diverse members have to assimilate styles for each team in which they participate relative to a specific portfolio company. Acquisitions and their subsequent integrations add exponential complexity for both private equity investment and portfolio company leadership teams; indeed, cultural integration ranks among the most chronic acquisition obstacles. Accordingly, the stakeholders of private equity transactions do well to embrace leadership best practices in applying value-creation toolbox best practices. The perspectives of both the private equity investment team and the portfolio company leadership team are within the scope of these chapters.

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Praise for Private Capital Markets Valuation, Capitalization, and Transfer of Private Business Interests SECOND EDITION "In the years since publication of the first edition of Private Capital Markets, the concepts and ideas that it presents have been widely accepted by progressive members of the business valuation community. Now with the Second Edition, author Rob Slee has included empirical data on capital markets for midsized businesses. This book remains a must for everyone involved in appraising, buying, selling, or financing privately owned businesses." \Raymond C. Miles, founder, The Institute of Business Appraisers "The Graziadio School of Business has used the Private Capital Markets book for several years with great success. This course, along with the Pepperdine Private Capital Markets Survey project, has helped our students better prepare for careers in middle market companies." \Linda Livingstone, Dean of the Graziadio School of Business and Management, Pepperdine University "Our international association of independent M&A professionals recommends this text as the most comprehensive foundation for understanding the private capital marketplace. This book is essential reading for middle market M&A advisors, investors, and other decision-makers in the private capital markets." \Mike Nall, founder, Alliance of M&A Advisors A practical road map for making sound investment and financing decisions based on real experiences and market needs Now fully revised and in a second edition, Private Capital Markets provides lawyers, accountants, bankers, estate planners, intermediaries, and other professionals with a workable framework for making sound investment and financing decisions based on their own needs and experiences. This landmark resource covers: Private business valuation Middle market capital sources The business ownership transfer spectrum And much more Private Capital Markets, Second Edition surveys the private capital markets and presents the proven guidance you need to navigate through these uncharted waters.

Establishing an effective partnership and achieving improved outcomes for investors and management teams during the hold cycle Private equity represents a productive and fast-growing asset class\building businesses, creating jobs, and providing unlimited opportunity for investors and management teams alike, particularly if they know how to work together in candid and effective partnerships. Restructuring the Hold demonstrates how investors and managers can best work together to optimize company performance and the associated rewards and opportunities for everyone, not just the investors. Through brief references to the parable of the Gramm Company, a middle market portfolio company, readers will follow the disappointments and triumphs of a management team experiencing their first hold period under private equity ownership, from the day they get purchased through the day they get sold. Restructuring the Hold provides the reader both general knowledge and more detailed better practices and frameworks relating to specific time periods during the hold. Within this book readers will find: An examination of a typical middle-market private equity hold period Guidance for newly acquired management teams on what to expect during the hold period Descriptions of better practice operating cadence between investors and management teams Examples of effective partnerships between investors and management teams Discussions of topics relevant to typical hold periods, including organizational structures, operations improvement, selling pipelines and acquisition integrations With guidance from Restructuring the Hold, private equity principals and portfolio company executives can take steps toward greater collaboration and better outcomes. Through updated practices and strong relationships, they can partner effectively to improve portfolio company performance, which will lead to better outcomes for both investors and management teams.

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You may be looking to sell your business...But that doesn't mean your business is ready to be sold!Why? Because you built your business to support your lifestyle...not for a sale.But, now you're ready to exit, it's about money, and, increasing the value of your business!Correctly staging your family business for sale is the key to selling it for its maximum value. The revolutionary book:"Exit The Family Business: How to transform your business built for lifestyle to a business built for sale" provides a systematic process to maximize the value of your business by optimizing each of the 7 key high-leverage areas of your business.We call these the 7 Pillars of Value Creation, and this book will show you exactly what you need to do in your own business to improve them all.You will discover exactly what you NEED to do to increase your exit valuation, while also reducing the risk to any potential buyer, making your business much easier to sell.This information is so powerful that if implemented properly, the 7 Pillars of Value Creation have been proven to increase the value of lower-middle market businesses by 25% - 50% or more.But here's the problem:Most middle-lower market businesses were built to provide an incredible lifestyle to the founders and their family. However, when an

owner-operated business is built for lifestyle, rather than built for sale, it naturally has characteristics that increase the risk to any potential buyer after the owner's departure - and this increased risk, in turn, causes reduced valuations. This is the reason so many owners are horrified to discover their business is often worth half as much as they assumed it would be worth. One major contributing factor to this issue is that many accountants are not correctly factoring buyer-risk into family-business valuations, thus leaving their clients with overinflated valuations and a false sense of security. For many baby boomers considering retirement in the next few years, this is turning into a global retirement emergency as there are millions of business owners having their retirement put at risk. Exit The Family Business is a Mergers & Acquisitions (M&A) and Business Exit Route planning firm focused on helping lower-middle market owners stage their business for sale at its maximum value. Our team has over 100 years of combined experience, and we have helped start, grow, or sell hundreds of businesses. We typically work with businesses that have gross annual revenues of \$5 - \$25 million and are looking to exit within a 6 - 24 month time period. Using a combination of our proprietary A. I technology, our internal database of millions of business owners and senior decision-makers, and our 7 Pillars of Value Creation process, our goal is to increase our clients' business value by at least 25% - 50% or more before taking it to market. Due to our partnership with GrowthMachines.io, we have access to strategic business buyers and investors both nationwide, as well as globally. Thanks to this unique depth of capital access, we are often able to match business buyers and sellers without the risk of local competitors being made aware that a business is for sale. This helps protect employees, customers, and the business owner throughout the transaction. Through our revolutionary M&A 2.0 business model, unlike many traditional M&A firms, our fees are primarily performance-based, which means we make most of our profit from helping our clients increase the value of their business. And this book reveals how you can quickly and easily install the 7 Pillars of Value Creation into your own business. Grab your copy now by clicking the buy now button at the top right of the screen.

Drawing on the author's four decades of experience as a practitioner and academician working with private equity investors, entrepreneurs, and policymakers in over 100 developing countries around the world, this book uses anecdotes and case studies to illustrate and reinforce the key arguments for private equity investment in emerging economies.

These ten chapters explore sequential aspects of the M & A process, from the pre-combination phase, to issues that should be taken into account when considering a merger or acquisition, to post-merger integration concerning the determinants of acquisition performance.

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