

GO DO DEALS

The Entrepreneur's Guide to Buying & Selling Businesses

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JEREMY HARBOUR is a merger & acquisition expert, specializing in small- to medium-sized enterprises (SMEs). He is the founder of the Unity Group of Companies, a firm which creates opportunities for SMEs to scale and grow. He is also the founding investor of MBH Corporation PLC, and the founder of the Harbour Club which teaches how to conduct acquisitions. Jeremy Harbour has business interests in twelve countries with more than 130 employees generating in excess of \$15 million in annual sales revenue. He has personally completed more than one hundred acquisitions, and also acted as an adviser on more than two hundred acquisitions. He is the author of *Idea to IPO in 12 Months*, *Agglomerate*, and *Why You Shouldn't Buy a Business That's For Sale*.

The website for this book is at: www.HarbourClubUSA.com.

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MAIN IDEA

The easiest and most creative way to grow the revenues of any small- to medium-sized enterprise (SME) is to make an acquisition. If you do this well, it's possible to double your company's revenues and profits in a day.



Learning how to buy good-to-great companies in a low-risk and high-reward way can be a game changer. It can help you step up to the next level with immediate effect, and curiously the best deals are never just about money. To really do this well, you have to understand people's motivations, and create a deal structure which works for them just as much as it works for you.

Go do deals. It can change your life.

"There are loads of books on starting up a business, sales and marketing, systematization, management, leadership, and every variation of working harder or smarter, but there's not much in the way of, "and now what?" books. You have a business. You have sales. You have a brand. Now what? I believe the next step, that next rung of the ladder, is adding deal-making to your entrepreneurial repertoire. Buying and selling companies is a core component of taking the entrepreneurial experience to the next level. If you look at any successful entrepreneur, you will see that they grew by acquisition or created wealth through an exit of some sort, whether a sale (like Elon Musk or Richard Branson) or an initial public offering (an IPO, like Bill Gates or Mark Zuckerberg). I believe that an acquisition is the only way a business can double its size "in an afternoon" and the way it can break through to the next level."

– Jeremy Harbour



1. Why do deals? Page 2

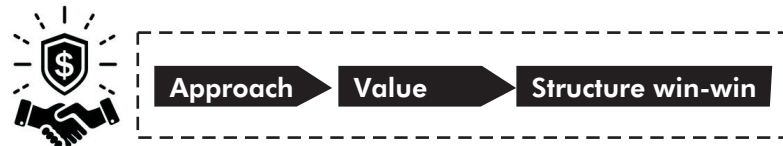
The guys who runs businesses, and grind it out operationally, never make big money. They're too busy working in the business. Real wealth comes about when someone buys your business, or you use the value of your business to get into the much larger game of mergers and acquisitions. You should do deals to move up to the next level.

2. Where to find great deals. Page 3

Strangely enough, you shouldn't look for businesses for sale. Instead, you should network, and identify yourself as an investor. Create a deal stream of multiple opportunities, and focus on finding bolt-on acquisitions, which add value to your present offerings, or strategic acquisitions which add immediate scale.

3. How to put together deals Pages 4 - 7

Everyone will start out wanting cash upfront for an acquisition, but that's rarely the best approach. Instead, you should clarify what the seller's real motivations are. Once you know that, there are then lots of different ways to structure the deal. Good deals have to be win-win, but most of the time deal structure is more important than price. Your challenge is always to maximize the perceived value of your deals.



4. What to do after the deal Page 8

Don't get emotionally attached to the companies you buy. Fix their problems, add value, and then create a capital event which you can use as your exit strategy. Learn something valuable you can apply the next time around, and move on. The right time to sell is now, and your best customer will be the person who buys your company.