The Blackmore Process
Duration: Approx. 170 days (5-6 months)

1. **Idea and Strategy Formation (10 days)**
   - Introduce Blackmore Partners
     - Our process, team, projected results
   - Creation of initial “Deal Thesis”
     - Articulation of unique business vision
     - What’s the opportunity?
   - Deliverable: Is the executive (and their idea) ready & willing to go through our process?

2. **Transfer to Deal Partner (15 days)**
   - Further refinement of deal thesis/exec’s vision
     - Type of play: rollup, consolidation, etc.
   - Operational & Financial strategy
     - SG&A takeout, sales growth, synergies
   - Initial analysis of market landscape
     - Market growth/shrinkage, current events
   - Deliverable: High-level Execution plan

3. **“Deal Brief” Creation & Refinement (25 days)**
   - Transition of exec’s vision into a compelling 4-5 page pitch book
     - Gather market data (size, description, key players) and evaluate general outlook
     - Formation of back-able opportunity
     - Development of defensible strategy, execution process and acquisition plan
     - Comprehensive financial analysis with industry comps. and 5-year projections
     - Display exec’s industry knowledge and C-level attributes
   - Deliverable: A well-crafted, tangible, wealth generating opportunity worthy of funding
**Generate Acquisition Target & PEG List (15 days)**

- Generate list of potential acquisition targets
  - Financial performance (EV, EBITDA, etc.)
  - Size, location, private/public, future outlook
  - Prior relationship/connections (proprietary)
- Generate list of potential funding sources, in particular: Private Equity Groups (PEGs)
  - Targeted industries
  - Typical capital investment/structure
  - Strength and commitment of management
  - Range of offered products
- Deliverable: **A detailed list of acquisition targets and financing partners necessary to launch the exec’s business opportunity**

**Target Calling & PEG Introduction (35 days)**

- Contact prospective acquisition targets
  - Gauge company interest in sale
    - Preliminary valuation analysis
      - Operating/Financial due diligence on targets
    - If interested:
      - Face-to-face discussions
      - Issue and signing of CA agreement
- Contact selected PEGs
  - Introduce Blackmore & the executive
    - Present “deal brief” and exec’s CV
  - Assess PEGs interest in opportunity
    - If interested:
      - Further financial valuations
      - Discuss fee agreement & NDA
      - Plan face-to-face meeting with Blackmore and the executive
- Deliverable: **A refined list of financial sponsors interested in funding the opportunity/ acquisition**
“Deck” Construction & “Road Show” (20 days)

- Create PowerPoint slideshow of the deal brief, highlighting the key points of the opportunity for PEG presentation
- “Executive Coaching”
  - Prepare exec for PEG presentation
- Convene with most interested parties and present the business opportunity (the “Road Show”)
- If interested:
  - Sign NDA & fee agreement
  - Issue Non-Compete/Non-Circumvent
  - Draft operating agreement & finalize budget
- Deliverable: Selection of exclusive PEG

Execute Acquisition Strategy (20 days)

- Present selected PEG with target’s book
  - If interested, issue IOI
- Introduce acquisition target to PEG
- Management meeting with target & exec
  - If interested:
    - Perform internal due diligence
    - Issue LOI & acquisition bid

Final Structure Review & Implementation (30+ days)

- If bid is accepted:
  - Issue and sign PSA/binding agreement
    - Either stock or asset
  - Complete PSA formalities
  - Closing date: Transfer of shares/money
  - Begin implementation of exec’s strategy
- Deliverable: The successful acquisition of target and establishment of new enterprise