

A photograph of a sailboat with a large white sail sailing on the ocean at sunset. The boat is on the left side of the frame, and the sail is fully deployed. The water is a deep blue with white foam from the boat's wake. The sky is a mix of orange and blue, indicating the time is either sunrise or sunset. The text "BUSINESS INTERMEDIARY SERVICES, LTD" is overlaid in white on a semi-transparent grey rectangular background in the center of the image.

BUSINESS INTERMEDIARY SERVICES, LTD

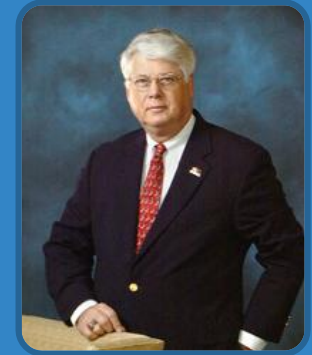
Welcome:

Business Intermediary Services, Ltd. (“BIS”) is a full service M&A advisory firm serving owners of privately-held, lower middle-market companies (revenues less than \$200 million).

My presentation today will cover two topics:

1. Strategic Planning and Corporate Development
2. Examples of implementing strategic planning and acquisitions

After viewing the presentation please contact me to schedule a confidential one-on-one meeting to discuss your goals and how strategic planning can create your plan to achieve that goal..



Erich K. Schmid

President



Business Intermediary
Services, Ltd

Strategic Planning, Corporate Development and Business Development

- ❖ Comparing Corporate Development and Business Development
- ❖ In the early 1960s formalizing Strategic Planning began
- ❖ Comparing Strategic Planning, Corporate Development and Business Development



Alfred Prichard Sloan, Jr.

May 23, 1975 – February 17, 1966

Quotes:

"I never give orders. I sell my ideas to my associates if I can. I accept their judgment if they convince me, as they frequently do, that I am wrong. I prefer to appeal to the intelligence of a man rather than attempt to exercise authority over him."

"I take it we are all in complete agreement on the decision here. Then, I propose we postpone further discussion of this matter until the next meeting to give ourselves time to develop disagreement, and perhaps gain some understanding of what the decision is all about."




Peter Lorange, DBA

(born April 17, 1943)

Dr. Lorange is the owner, President, and CEO of the Lorange Institute of Business Zürich. He has taught at the Wharton School, University of Pennsylvania and at the MIT Sloan School of Management.

Dr. Lorange has written or edited 18 books and some 120 articles. His area of special interest is Global Strategic Management, Strategic Planning and Entrepreneurship for Growth. He has conducted extensive research on multinational management, strategic planning processes, and internally generated growth processes.





The Planning Process

Steps in the planning process:

1. The Chief Executive states the corporate objective and calls for division plans from Division Managers.
2. The Division Manager defines division charter, objectives and strategy; and proposes division goals and resource requirement to the Chief Executive.
3. The Chief Executive approves division objectives and strategy; states corporate strategy and tentative corporate and division goals; and, calls for division programs from the Division Manager.
4. The Division Manager states division objectives and strategy; and calls for program alternatives from the Functional Department Manager.
5. The Functional Department Manager identifies program alternatives; and analyzes programs and recommends the best ones to the Division Manager.
6. The Division Manger selects the best mix of programs; and, recommends programs and resource requirements to the Chief Executive.
7. The Chief Executive approves the programs and resource requirements and calls for division budget from the Division Manager.
8. The Division Manager has Functional Department manager prepare budget and submits it to Chief Executive.
9. The Chief Executive approves budge and one-year allocation.

SELECTED TRANSACTIONS



Business Intermediary
Services, Ltd

Kinco Windows

Kinco Windows

(a division of Kinco Corporation)
Asheville, North Carolina

was acquired by

Carefree Windows, Inc.

(a Linsalata Capital portfolio company)
Charlotte, Michigan

The undersigned initiated and closed this transaction as a representative of the Seller

The Synergy

The Client:

- ❖ Kinco Windows manufactures aluminum windows sold to big box building supply chains and manufactures windows for manufactured homes. The company's market foot-print was from Southern Ohio to Southern Florida

The Buyer:

- ❖ Carefree Windows manufactures aluminum windows for big box building supply chains and windows for manufactured homes. The company's market foot-print was from Northern Michigan to Northern Kentucky.

Master Work-Holdings, Inc.

Master Work-Holdings, Inc.

Morganton, North Carolina

was acquired by

Cogsdill Tool Products, Inc.

Camden, South Carolina

The undersigned initiated and closed this transaction
as a representative of the Seller

The Synergy

The Client:

- ❖ Master Work-Holding manufactures work-holding fixtures that were installed on machining centers.

The Buyer:

- ❖ Cogsdill Tools manufactures tools used machining centers to machine metal shapes that are held in place by work-holding fixtures.

Sirrica Company, Inc.

Sirrica Company, Inc.

Wilson, North Carolina

was acquired by

Mill Store Products, Inc.
Bedford, Massachusetts

The undersigned initiated and closed this transaction
as a representative of the
Seller

The Synergy

The Client:

- ❖ Sirrica is a direct mail marketer of affinity products with the logo of universities and colleges.

The Buyer:

- ❖ Mill Store Products manufactures unfinished wood products sold primarily to retail hobby stores.

Polythin Films, Inc.

Polythin, Inc.

Polythin Films, Inc.
and
Aberdeen Bags, Inc.
Aberdeen, North Carolina

was acquired by

Plastic Packaging, Inc.
Hickory, North Carolina

The undersigned initiated and closed this transaction as a representative of the Seller

The Synergy

The Client:

- ❖ Polythin Films specialized in the manufacture of polyethylene film in gauges from 0.00025" to 0.003". Aberdeen Bag made plastic bag from film manufactured by Polythin Films.

The Buyer:

- ❖ Plastic Packaging printed labels on polyethylene film that are sold to food packaging companies.

Jarrell Oil, Inc.

Jarrell Oil, Inc.

Jarrell Oil, Inc.
Kwik-Fill, Inc.
and
Florence Transportation, Inc.
Florence, South Carolina

was acquired by

B & B Convenience Stores, Inc.
Greenville, South Carolina

The undersigned initiated and closed this transaction as a representative of the Seller

The Synergy

The Client:

- ❖ Jarrell Oil controlled Shell and Citgo petroleum dealerships. Kwik-Fill owns and operates 6 owned and operates 6 leased convenience stores. Florence Transportation is a petroleum transportation company serving the 12 Kwik-Fill convenience stores.

The Buyer:

- ❖ B&B Convenience Stores owns and operates convenience stores and truck stops in Greenville area.

Elkhorn Construction Company, Inc.

Eagle Pipeline

Kennedale, Texas

was acquired by

Elkhorn Construction Company, Inc.
(a subsidiary of Elkhorn Holdings, Inc.)
Evanston, Wyoming

The undersigned initiated and closed this transaction
as a representative of the Buyer

The Synergy

The Client:

- ❖ The Company is a oil-field construction company that specializes in natural gas infrastructure projects.

The Buyer::

- ❖ Eagle Pipeline lays gathering pipe line connecting the well head to natural gas processing plants.

Elite Lighting Company, Inc.

Elite Lighting

Mullins,
South Carolina

was acquired by

Lightserve Corporation
Raleigh,
North Carolina

The undersigned initiated and closed this transaction
as a representative of the Seller

The Synergy

The Client:

- ❖ The Company is a distributor of efficient lighting products to commercial and industrial customers in South Carolina, North Carolina, Georgia and Florida.

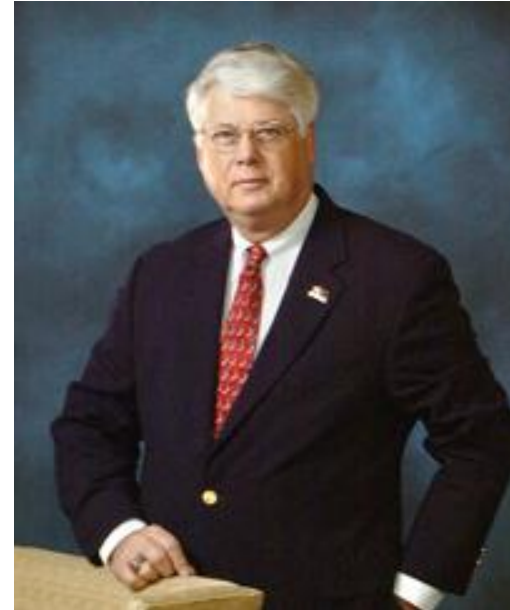
The Buyer:

- ❖ Lightserve's business provided lighting services to commercial, industrial and retail customers.

Erich K. Schmid

Professional & Education Qualification

- ❖ Co-founder and president of BIS.
- ❖ 30+ year veteran in the mergers and acquisitions (M&A) arena with over 150 closed transactions.
- ❖ B.S. and M.S. from The University of Akron.
- ❖ Studied strategic planning at the Massachusetts Institute of Technology's Sloan School of Business.
- ❖ Numerous advanced M&A courses.
- ❖ Life member of the Institute of Business Appraisers (IBA)
- ❖ Member - Alliance of Merger & Acquisition Advisors (AM&AA)
- ❖ Certified Merger & Acquisition Advisor (CM&AA) credential
- ❖ Co-founder and 1st President of the Carolinas-Virginia Business Brokers Association (CVBBA).
- ❖ Licensed Real Estate Broker in SC and NC



Business Intermediary
Services, Ltd

A photograph of a sailboat on the water during sunset. The sun is low on the horizon, creating a warm, golden glow. The sailboat's deck, rigging, and a large white sail are visible in the foreground. The water is dark blue with some whitecaps.

Thank you for your attention!

Presented by:

Erich K. Schmid, President

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