

Who needs Ted J. Leverette?

The Original Business Buyer Advocate[®]

(People wanting to buy the right businesses the right ways.)

A knight returned to his king after a successful campaign. "Your grace," he said, "I have waged war in your name these past months, and conquered many foes. I have led assaults on castle after castle. Their lands and riches are yours. Your enemies in the east have been subdued."

The king, having taken the first part of this message with great excitement, suddenly widened his eyes. His jaw dropped. He sputtered, "But I have no enemies in the east!"

The knight swallowed and quietly replied, "You do now."

Buyer enthusiasm isn't enough.

It can lead to fatal cases of buyer fever.

- Too many people buy the wrong business or they buy the right business on the wrong terms.

I tell buyers to be careful if they act on what they know, because if they are wrong or don't know everything they should know about purchasing a business, they can make big mistakes.

Who needs a Business Buyer Advocate?

Everyone on the playing field of small and midsize company M&A.

The goal of a *Business Buyer Advocate*[®] is to facilitate the safe and profitable transfer of businesses as quickly as possible—so every party to the transaction gets a win-win deal.

Who competes with Business Buyer Advocates?

Other than a few people who occasionally arise (and then disappear), posing as a *Business Buyer Advocate*, no other professional advisor or player on the M&A field need fear competition from a legitimate *Business Buyer Advocate*.

The safest, fastest, most economical way to grow a small or midsize business is by mergers and acquisitions. It's also the most profitable growth strategy.

Who benefits?

Buyers

A *Business Buyer Advocate* does not divert buyers away from brokers. He advises the buyer to include by-owner sellers in the search because this expands the buyer's choices to include all the businesses for sale. A *Business Buyer Advocate* does not disrupt deals; asks reasonable questions; does not under-value businesses; and relies on reality for business valuations.

Sellers . . . because sales occur.

Business brokers, because a buyer who understands the buying process can expedite due diligence and dealmaking. (Uninformed buyers regretting their purchase are likely, after buying the business, to blame the broker for problems that arise with the business.)

Attorneys, Accountants, Appraisers

Business Buyer Advocates position their clients (searchers/buyers) to work well with other professionals. This means other professionals can have a lower exposure to liability; they don't have to cope with unrealistic or unprepared clients. The advisors on the opposing team, representing sellers, benefit because properly prepared and represented business buyers make it easier for sellers to sell and for the sellers' advisors to facilitate worthwhile done deals.

Sources of financing.

Bankers and other sources of financing can get a reality check on the sensibility of potential buy/sell transactions before funding the deal. The *Business Buyer Advocate* is not trying to sell anyone the business; does not work on commission and is looking at the quality of the deal in the context of alternative transactions.

The distinction

A Business Buyer Advocate's mission is to get the *buyer* the best value on the most lucrative terms.

A business broker's mission is to get the *seller* the highest price on the most lucrative terms.

Tips

Hire advisors having a proven history of working for buyers and sellers of the kind and size of deal you intend. Ask how they have FACILITATED deals that should and did occur. Hire dealmakers, deal closers.

Avoid advisors not knowing enough about dealmaking for small/midsize companies. Not wanting to make mistakes these poseurs are likely to poo-poo worthwhile deals or (worse) bless lousy ones.

Let's consider a common scenario.

The business buyers discovering they bought the wrong business or bought it the wrong way. Maybe they are in over their head and can't manage the company as they thought they could. They regret their purchase. So, what do they do?

If they share their grief with a lawyer, the lawyer will probably advise them to look for ways to rescind the transaction by looking for someone to blame for the buyer's mistake—someone like the seller or the seller's advisors. A business broker, for example, makes a very good victim.

So, these buyers and their attorney consider every document that the seller and broker produced or should have produced.

If the seller or broker failed to disclose a material fact, the attorney suggests filing a claim of misrepresentation, fraud or unfair business practices. If the buyers can't prove their claim, so what? It doesn't cost much to file a lawsuit, and a negotiated settlement is usually possible.

Disgruntled buyers rarely have much risk pointing a finger at sellers or brokers. After all, buyers control the seller's cash machine – the business – to pay for their attack on sellers or brokers.

When it comes to buy/sell transactions, few advisors have sufficient experience and expertise.

You can absolutely, positively count on me to do my best to help you achieve the success you seek.

Why an Advocate?

Business Buyer Advocates enable the seller's advisors to (wisely) avoid dual agency (trying to serve both sides of a buy/sell transaction).

My work for buyers may also protect the seller and the seller's advisors. A buyer may not have as strong a claim of misrepresentation against a seller or business broker if the buyer has his own, independent (and competent) business acquisition advisory team.

When to Act

Most of my clients are experienced business people. They want a real business, one that can substantially increase their net worth. The good news is they have the money and talent to buy and manage businesses. The bad news is some of them raise to an art what's known as "analysis-to-paralysis."

Some see themselves as master negotiators. They can drive a seller and broker nuts. That's where I come in.

My buyer clients think they have many choices. Some would act like loose cannons without my guidance.

- My job is to bring clients (and, sometimes, the other side of the dealmaking table) down to earth, so they behave in ways that are useful, sensible and practical.

Here is an example: "Price is the amount at which a business changes hands between a willing seller and buyer when the seller is not under any compulsion to sell and the buyer is not under any compulsion to buy, both parties having knowledge of relevant facts."

The above definition is the textbook answer that, of course, rarely appears in the real world.

In reality, compulsion works both ways:

- Sellers try to create buyer fever and buyer competition.
- Buyers look for owners who must sell. Sooner rather than later.

My job and the appraiser's job is to define the *reasonable* range within which the buyer and seller (and their advisors) can negotiate a fair transaction price.

Competent and legitimate appraisers abide by standards of appraisal promulgated by professional appraisal societies. Documentation must support the appraiser's opinion.

The appraiser has a duty to investigate, not merely accept the client's (or anyone else's) representations.

- Multiples and rules of thumb are a poor substitute for a proper appraisal.

Due diligence

It's better to be "SAD" now than sad later.

Seek:

Substantiation
Accountability
Disclosure.

Ask people who purchased small or midsize companies to tell you about the degree to which they bought what they expected to get. Ask them about the morning after.

One of the best-kept secrets among advisors to buy/sell transactions is the astonishing fact that most business acquisitions do not live up to the buyer's expectation.

What buyers bought is generally not what they expected to buy.

The reasons for buyer disappointment can be traced to one or more of four deficiencies:

1. The acquirer bought the wrong business.
2. The acquirer bought the *right* business the *wrong* way.
3. Insufficient management *transition* assistance from the seller.
4. The acquirer did not employ street-smart post-acquisition *techniques* to handle the transition of new management into the business. An example is an acquirer that does not properly and promptly (Week 1) communicate with employees, key customers and key suppliers.

Warning Signs

According to an article in the *Wall Street Journal*, "Warning Signs for Mergers & Acquisitions," some acquisitions are hugely successful; others are disasters. Knowing the warning signs can help you enjoy the former and avoid the latter. Proceed cautiously before you acquire or merge with a company if too many of these warning signs are present:

- Lack of experience with acquisitions
- Abusive earnings management
- Company with unrealistic growth-by-acquisition strategies
- Deal-happy executives
- Fast-track integration
- Hot growth industries
- Industries (and companies) that predict or have promised (but did not achieve) an earnings turnaround
- Industries whose accepted accounting practices are questionable
- Initiation of a deal comes from outsiders you did not hire
- Off-strategy rationale
- Preoccupation with "bigness"

Unprepared sellers: pending disasters

Business buyers not fully aware of the realities in the buy/sell arena risk buying a company from an unprepared seller, which exposes the buyer to additional risk unless the buyer's advisors know how to evaluate the company and structure the deal.

According to "Want to Sell a Business? You May Not Be Ready" in the *Wall Street Journal*:

"Buyers are getting more demanding than ever. Seven of 10 midsize businesses will transfer ownership during the next decade, and at least 90% are now ill-prepared. When entrepreneurs are ready to sell, they should get professional help to figure out how much the business is worth and how to handle the sale. Owners often think the company is worth more than it will really fetch in the market, which makes them ill-prepared to sell."

I can help you . . .

. . . deploy my proprietary **Street-Smart 22-Step Acquisition Sequence**.

- Feel free to share this article with searchers, clients and advisors.

My books at my website:

[How to Prepare Yourself and Find the Right Business to Buy](#)

[How to Buy the Right Business the Right Way—Dos, Don'ts & Profit Strategies](#)

[21st Century Entrepreneur Ideas for Kids and Aspirational Adults](#)

[How to Get ALL the Money You Want For Your Business Without Stealing It \(USA and Canadian versions.\)](#)



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The Original *Business Buyer Advocate* ®

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