

Town Hall Discussion: **Mergers & Acquisitions / Partnerships**

Engaging in M&A talks with potential buyers is useful even if you don't end up going through with the deal. It is a good learning process, may give you new ideas and it forces you to put your house in order.

M&A is always about the right timing – coming across the right opportunity at the right time. But contacts can be made and seeds can be sown at any time. You can drop hints about whether you would be interested to stay on in the new entity after selling our company, or whether you are definitely looking for an exit from the industry.

Examples of partnerships we have experienced in our careers/companies:

- White labeling, where other companies sell your services.
- Bidding, where you can partner for nation-wide contracts that require coverage of different geographical locations or different time zones. Or a woman-owned company partnering with a bigger LSC for a government contract where gender proportions were a part of the bidding criteria.
- Knowledge sharing in areas like technology or financial management expertise. Worth considering extending this kind of cooperation to operational staff as well, and not only keep the sharing at executive level, like we tend to do.
- LSCs can partner with technology companies for joint presentations to new potential clients. Worth making sure that both parties have clearly defined roles in the presentation and execution of the bid so that the client doesn't end up confused about why there are two companies presenting and how they will work together in practice.

Summary: Leverage partnerships so that you never have to say NO to a client. There is no reason to say NO to any business, because through contacts made at events like this, we can arrange any kind of service for our clients. Initial profits may be small, but the long-term effects significant.