



Duncan Systems, Inc. is the leading provider of replacement RV, truck and specialty glass. The Company's customers include insurance companies, RV owners, RV dealerships, manufacturers, glass shops, RV repair centers and body shops. Duncan has Based on years of experience and vast knowledge of the industry, Duncan has developed a solid reputation for high quality service and offering safe replacement glass at a reasonable price.

CLIENT OBJECTIVE

The owners, Ron Duncan and Ron Dole, had explored the possibility of selling Duncan several times prior to engaging WindLake. In the years leading up to sale, and prior to WindLake's involvement, several strategic and financial buyers contacted the owners directly hoping to complete a transaction on a negotiated basis. Unfortunately, as is often the case, an extraordinary amount of time was squandered entertaining "bottom-feeders" and reams of sensitive data were shared by the owners with the hopes of completing a transaction. Through their unsuccessful attempts, the owners soon realized that trying to secure a suitable buyer themselves was both inefficient, and, most importantly, provided few reasonable safeguards to protect the owners and to ensure a successful outcome. Despite the owners' best intentions, no transaction ever materialized. As one might imagine, several failed attempts led to owner frustration and an inaccurate belief that they might never be able to achieve a successful sale of the company.

WINDLAKE'S ROLE

Brian Gross, Managing Director of WindLake Capital Advisors, called on the owners of Duncan to determine whether WindLake might be of assistance in helping them complete a sale – once and for all. Prior to being engaged by the company, Brian met with the owners over several meetings. In the first of these meetings, significant time was invested in listening and understanding the owners' objectives. Additional time was also invested in discussing the business model and developing an appreciation for the unique value drivers of the business. Finally, Brian and the owners had a candid discussion about the several failed sale attempts that had preceded their discussions, and together the team mapped out a different game plan for achieving a different result.

WINDLAKE'S PRE-ENGAGEMENT DUE DILIGENCE

Following the initial meeting, and still prior to engagement, WindLake went to work to develop a comprehensive and independent M&A valuation for the company, along with a recommended strategy for achieving the owners' objectives. The information was prepared and presented in WindLake's standard "M&A Valuation and Strategy Recommendation" document, a comprehensive analysis, valuation, and strategy recommendation prepared for each prospective client prior to engagement. The purpose of the document is to share all pertinent information with the owners in advance of engagement so that "all the cards are on the table" prior to being retained for any assignment. Following the review of the materials, the owners decided to enlist the services of WindLake to assist in the sale of the company.



WINDLAKE'S M&A PROCESS

In order to maximize the value of any company, it is essential that sufficient effort be expended in developing the most targeted list of buyers possible. This requires research, creativity, and tenacity. Differentiating itself from most M&A advisors, WindLake invests an extraordinary amount of time and effort identifying the best possible buyers for any given business. The rationale is that by studying each buyer and understanding the unique benefits each buyer would receive in completing the acquisition of a Client company, WindLake is better equipped to make a more compelling case for why that buyer needs to buy the Client company. This process produces a highly targeted list, which in turn leads to an extraordinary response rate, which in turn drives an ultra-competitive process that enhances valuation and improves certainty of closure.

THE RESULT

By utilizing the WindLake M&A Process, the owners successfully completed the sale of their company within 9 months of engaging WindLake to assist with the sale. By focusing on the best possible buyers for the business, the process produced the following extraordinary metrics:

- 36** Total Targeted Buyers Contacted
- 24** Expressed Initial Interest / Executed NDAs
- 14** Provided Value Indications
- 6** Were Extended Visits w/ Management
- 4** Issued Letters of Intent to Purchase Duncan (*Each LOI was in excess of the Client's targeted sale price.*)
- 1** Party Selected by Owner / Granted 60 Day Exclusivity to Close (*The 3 remaining back-up buyers were kept warm until the transaction closed successfully.*)

WITH THE HELP OF WINDLAKE AND A DISCIPLINED PROCESS, THE OWNERS OF DUNCAN SYSTEMS NOT ONLY ACHIEVED THE DESIRED RESULT OF SELLING THEIR COMPANY, BUT ACHIEVED MORE IN PURCHASE PRICE THAN THEIR BEST CASE SCENARIO PRIOR TO ENGAGEMENT.