



# ThePortfolio Partnership

OUR SERVICES AND PEOPLE

# Our Services & Our People

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**Operational Grooming Services:** It's a service to ensure you maximize the cash proceeds when you sell the business, and you may never sell your business. And if you never sell, that's fine but your business will be safer, more predictable and growing faster with our input. It starts with a Discovery process using a proven 15 metric framework that measures why buyers overpay for businesses. Based on these results, we put in place smart processes, mentor people and reduce dependencies to ensure one day soon, the business is saleable at a high premium. The service is tailored to the time available. The longer the runway the greater the impact we can deliver. At the end of the exit process if you choose to sell, management needs to be focused on driving the business. TPP form a seamless part of your team, to ensure you can concentrate on the business not the buyer. We are your internal quarterback, dealing with the sometimes tortuous requests from potential acquirers, and to ensure all questions are answered in a timely and professional manner.

**Acquisition Support Services:** It's buy-side Investment Banking reimagined. We immediately broaden your management's bandwidth by building corporate finance and integration skills into your team. Based on our Acquirer's Playbook, published on Amazon, we build world-class best practices into your business. This creates specific outcomes that ensure the right targets are found, the right price is paid and the target is integrated seamlessly. Injecting this simple, compelling acquisition process into your business will change the odds of acquisition success. Whether you do one deal every two years or 10 deals per year, every acquirer needs a process map to align their efforts to ensure the strategic reason for the deal and post-acquisition integration strategy are aligned and commercially robust. You know most acquirers aren't doing this.

Acquisitions can quantum leap growth but they require a rigorous process that aligns a company's strategy with your corporate finance activity. TPP embed and manage this process allowing your management team to focus on understanding, and integrating targets successfully.

## The Team

Ian Smith  
Donald MacKenzie  
Charlie Guyer

John Toomey  
Geoff Besse  
Jim Trice

Walter Mills  
Alison Harris  
Megan Taylor

# Operational Grooming Services

**What is it?** It's a service to ensure you maximize the cash proceeds for your exit when you sell the business, and you may never sell your business.

**How do you do it?** We start with a Discovery process using a proven 15 metric framework that measures why buyers overpay for businesses. These are insightful KPIs that over time will measure shareholder value. Based on these results, we put in place smart processes, mentor people and reduce dependencies to ensure one day soon, the business is saleable at a high premium. Typically we spend one day a week in the business embedded as part of the team. We like a runway of 12 to 36 months to really change stuff that would otherwise undermine value. As you prepare to launch your exit strategy, our priorities start to change, as we engage in managing the sales process from start to finish using a covert controlled auction.

**What does it cost?** Relatively modest fixed monthly retainer plus a kicker based on the exit proceeds.

**What do I tell my staff?** Our story to staff is simple and honest. We are here to profitably scale the business. We are here to help them cope with the pressures of building and scaling a robust, effective and fun environment. It's an investment you are making as a leadership team to make their life easier. Your team will study our resumes, and see that we have been CFOs/COOs throughout our careers i.e. NOT consultants.

**What would your references say?** Our organic scaling playbooks covering sales, marketing, metrics and operations have doubled the growth rates of most clients, significantly improved margins and delivered much higher levels of predictability and safety. We have achieved significant premiums for businesses we have sold.

**Why are we credible?** In a nutshell, we are operators not bankers. We know how to move the dial! All staff are successful C-suite executives that have held leadership positions across the globe including, Thomson Corporation, Capita, Unify, Bowers & Wilkins, Wolters Kluwer, Monster, Nortel, United Technologies and several successful private software and technology companies.



# Acquisition Support Services

**What is it?** It's buy-side Investment Banking reimagined. We immediately broaden your management's bandwidth by building corporate finance and integration skills into your team.

**How do you do it?** Based on our Acquirer's Playbook, published on Amazon, we build world-class best practices into your business. This creates specific outcomes that ensure the right targets are found, the right price is paid and the target is integrated seamlessly. Here are 10 specific outcomes we achieve by working inside and alongside your team:

1. We embed a playbook that works and that aligns strategy, acquisitions and integration.
2. We find targets that are aligned with your strategy.
3. We use integration fit to prioritize those targets.
4. We understand targets by diagnosing them with an operator's mindset.
5. We teach empathy and why it's key to moving people.
6. We ensure our client understands the potential value to acquiring and reflect the benefits to owning the target.
7. We ensure deal structure and pricing advice are aligned with the integration strategy and the post-acquisition costs.
8. We ensure that due diligence is informed by the integration strategy.
9. We trap all integration exposures that require to be trapped by the Sale & Purchase contract.
10. We design and assist in post-acquisition integration plans that make sense.

**What does it cost?** A fixed monthly retainer is charged based on the complexity of the assignment.

**What would your references say?** We were impressed with both the objectivity of their advice and the decisiveness of their negotiation skills. Rather than a traditional advisor role, TPP acted as our Corporate Development department bonding with the team. The sellers on the opposite side of the table continually saw one seamless acquisition team facing them, consistent, professional, courteous and effective.

**Why are we credible?** In a nutshell, we are operators not bankers with deep M&A experience. Acquisitions are for operators. All staff are successful C-suite executives that have held leadership positions across the globe including, Thomson Corporation, Capita, Unify, Bowers & Wilkins, Wolters Kluwer, Monster, Nortel, United Technologies and several successful private software and technology companies. The key to acquisition success is a robust process that places integration at the top of the agenda.



**Ian Smith**

Ian founded The Portfolio Partnership (TPP) in 2009 and over the last eight years, Ian and his team have scaled over a dozen New England based businesses, many with overseas offices in Europe and Asia. Ian's career covers a 30-year period of creating remarkable businesses in Europe and the U.S, including consumer magazines businesses with Thomson (now Thomson Reuters) as a divisional CFO, creating one of the first investment banking boutiques in London, building the FTSE 100 Capita Group and more recently turning around software businesses in Boston.

He believes businesses can be remarkable or invisible. You get to choose.

He graduated from the University of Strathclyde and is a member of the Institute of Chartered Accountants of Scotland. Ian holds both US and UK citizenship. Unusually for a trained accountant, he is a huge fan of strong story telling, and has published seven books and around 500 blog posts, covering M&A, venture capital and entrepreneurship. A family man, he's approaching his biggest achievement to date, 30 years happily married to Shona and being a dad to his two talented daughters Emily and Megan.

To relax, he competes as a track athlete at 400m and 800m and has maintained a top 20 masters world ranking since 2006!



**John Toomey**

John joined Ian at The Portfolio Partnership in 2015 to help scale ambitious private companies in the New England area. Using his operational experience coupled with his strong financial background he is able to work with earlier stage companies to move the technology from a prototype into deliverable products. Equally given his background he is comfortable working with mid-market companies in the sub 1000 employee space.

John has held senior level positions in technology based companies throughout his career including both private and public companies ranging from startup operations to established \$350 million businesses. John's previous credits include, CEO of Visible Inventory, where he raised the required capital, repositioned the product family, and lead the sale of the company to its largest customer. As COO/ CFO and one of three founding shareholders of White Mountain DSP John helped bring the company from a technology startup to a mature company. He was instrumental in the sale of the company to Analog Devices, Inc. Prior to that he was President of Ascom/ Warren Power Systems repositioning the company and successfully selling the business to a US buyer. John holds a BSBA in Accounting from the University of Massachusetts, Lowell and an MBA from Southern New Hampshire University.

# The Hub

Ian founded The Portfolio Partnership in 2009 to help management fulfill their potential, to scale their business, safely, operationally aligned to their strategy, creating a predictable economic model. I've worked with amazing people, dedicated to improving the lives of customers. I know how tough and lonely the job of CEO or any C-Suite executive role can be. Scaling a business organically or by acquisition requires a plethora of strategic and operational skills. That's why I've formalized the people I've worked with over the years to form The Hub. A special place, that represents a group of professional experts, with their own practices, that I know personally. I've grouped The Hub by expertise but importantly, they all possess a range of virtues you demand from your team: curiosity, respect, know-how, empathy, reliability and grit. Either individually or by collaborating in teams, they help clients scale their businesses organically or by acquisition using their unique skills. Check out their world-class resumes. Marketing, branding and PR expertise is comprehensively covered by Alison, Charlie and Walter. Finance, operations and M&A contains a deep bench of talent represented by John, Jim, Don and Geoff. Human Resources and payroll know-how is delivered by Megan.





**Walter Mills**

Walter Mills is the founder of &Walter, a Boston based brand and marketing strategy consultancy. After receiving his MBA with High Distinction from Babson College, Walter embarked on a marketing communications career successfully crafting marketing strategies and marketing solutions for global brands. He has developed integrated marketing solutions for hundreds of new product introductions and brand repositionings. He has experience in a wide variety of categories ranging from financial services, technology, education, and health care to major consumer brands. Walter has managed both national and global brands with significant experience marketing in North America, EMEA, the Pacific Rim, and Latin America. An expert in providing strategic marketing advice and brand counsel, Walter has worked with major brands like: AIG, Fidelity Investments, New Balance, EMC, Subaru, Charles Schwab, Olympus, Titleist, Intuit, Blue Cross Blue Shield, and Agilent Technologies to name a few, but he always smiles when asked about how he helped The Harvard Business School launch their 2+2 MBA and The Boston University School of Management to reposition their brand.



**Donald MacKenzie**

Don founded Seaforth Consulting in 2014 to work with owners and management teams to help build and improve their companies, and avoid the pitfalls that cause many businesses to underperform or even fail. His focus is on strategy, operations and finance and strives to ensure small and middle market clients are well positioned for growth, IPO or exit. As an advisor or interim executive, Don has worked with private and public companies in the fields of technology, biotech, manufacturing, distribution, retail, business services, and venture capital.

After graduating from the University of St. Andrews in Scotland, Don joined a “big four” CPA firm in London, qualified as a Chartered Accountant, and worked in the mergers and acquisitions practice for ten years, during which time he relocated to the USA. In 2000 Don joined a private-equity portfolio company as worldwide CFO, and has subsequently enjoyed operating roles in venture capital and business services. Don lives near Boston with his wife and their four sons. He is an avid golfer and soccer fan, coach, and team driver.



**Geoffrey (Geoff) Besse**

Geoff has proven comprehensive experience and success in various financial management roles with a record of implementing fiscal accountability, best-in-class financial practices, and strategic financial planning that has driven sustainable growth in different organizations. His career has spanned both public and private businesses, and he has exercised leadership in start-up, turnaround and continuing-operation environments for Putnam, Hayes & Bartlett; Stone & Webster Engineering; C-Systems; Metcalf & Eddy; Abt Associates; and Net Atlantic, Inc.

Geoff has a history of establishing financial excellence, financial transparency, and finance-based decision making in the various finance disciplines including, treasury, finance, general accounting, tax, contract management, and government contracting. Geoff also has experience as an Operations Manager directing human resource, legal, purchasing, facilities, and IT departments and activities for different size organizations. Geoff guided an organization through a massive data breach without any damage to brand or reputation.

Geoff holds a B.S. in Accounting from Bentley University.



**Alison Harris**

Alison founded Harris Marketing Services in 2000 to help businesses become more successful. The company's core services of driving earned media in targeted publications and developing thought-leadership assets are more important than ever in today's content-marketing environment. Her company has helped dozens of businesses generate awareness, establish market share, capture leads, and build their customer base. Harris Marketing Services has expanded its portfolio of B2B Marketing Solutions to include B2B Marketing Strategy and Virtual CMO Services.

Prior to launching Harris Marketing Services, Alison was the editor then publisher of trade magazines in the IT and call center marketplaces. She lives in a suburb of Portland, Maine and recently concluded her leadership of a networking event for the state's startup community and business entrepreneurs. She is big fan of Maine's rocky coast and craft beer scene, and loves to cook and downhill ski in her spare time. She will entertain your thoughts on the best band of all time, but is steadfast in her belief that the Beatles win hands-down.





**Charlie Guyer**

Charlie founded the Guyer Group in 2014 to address the communications needs of technology companies. Today, companies of all sizes are challenged with achieving differentiation in a crowded and noisy market. Guyer Group helps companies stand out from the crowd by providing executive-level communications counsel and programs. Offering a complete portfolio of Communications service offerings for companies of all sizes, Guyer Group provides the experience and flexibility that allows organizations to strategically invest in only the areas that are aligned with their business objectives.

Charlie has more than two decades of experience working in strategic communications roles in the technology industry. He has held Executive-Level positions at the industry's most prominent companies, including Cisco, Alcatel-Lucent and Goodman Networks, and has worked in both agency environments and at venture-backed start-ups. Throughout his career he has successfully designed impactful programs tailored to meet specific business objectives. He holds a M.S. in Marketing Communications from Boston University, and a B.S. in English, from the University of New Hampshire.



**Jim Trice**

Jim created JBT Associates, LLC to provide interim executive CFO leadership and consulting to companies requiring financial guidance to drive both organic and inorganic growth. Jim has over twenty years of experience in addressing strategic financial issues, which have led to directly improving revenue streams through strategic cost management and quantifiable customer profitability analysis. Jim has successfully worked with companies to position them for immediate sale or acquisition.

As an interim CFO, Jim has a track record of creating business value through long-term free cash flow, an effective capital structure and cost reductions. Jim's broad experience includes addressing risk and return issues, the project viability, capital budgeting, capital structure issues and the feasibility of new ventures or acquisitions.

Jim has over twenty years' executive leadership experience working with middle-market public companies and private growth companies in the technology, high-tech manufacturing, life sciences and retail sectors. Jim's previous credits include, Ann Taylor, Viking Range, Med Source Technologies and Johnson Controls.

Jim holds an MBA from Babson College and a Bachelor of Science in Accountancy from Bentley University. Currently Jim frequently lectures on business strategy, finance and financial accounting at the graduate level.

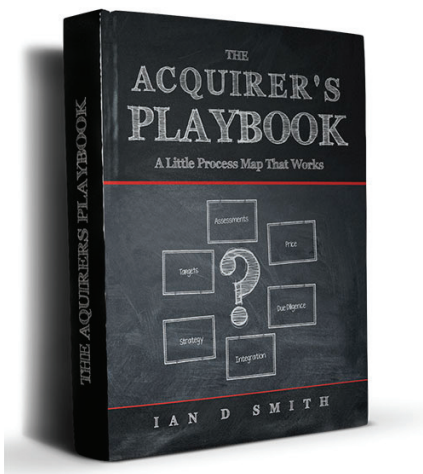


## Megan Taylor

Megan, an experienced lawyer and HR consultant, founded Taylor HR Group (THRG) in 2015 to help start-ups and growing organizations stay compliant and current with HR obligations so that management can focus on their core mission. THRG helps clients with HR issues such as hiring employees, managing them in an inspiring and productive work environment, assisting with the right benefits package and handling personnel issues as they arise. Megan's practices covers most industry sectors, and includes both domestic companies and international businesses with US operations.

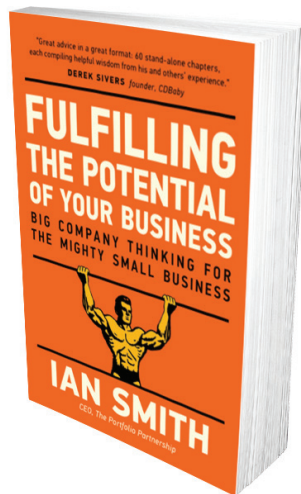
Megan graduated from Suffolk Law School and is a member of the Massachusetts Bar. Prior to THRG, Megan's experience includes practicing law for several law firms and acting as in-house counsel and HR Director for an international software company with offices in the US, Europe and Japan. Outside of work, Megan enjoys traveling to visit family, friends and clients in the UK and beyond and spending lots of time with her two rescue dogs, Aubrey and Tybalt.

## Our Books



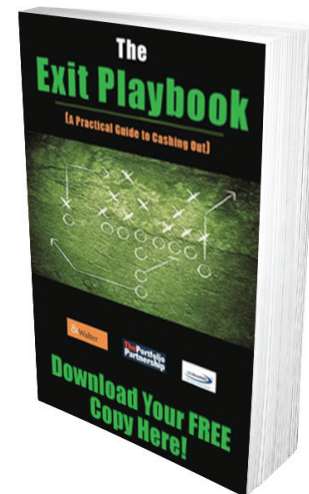
### The Acquirer's Playbook

Acquisitions can quantum leap growth. Acquisitions allow a transformation of scale.



### Fulfilling The Potential Of Your Business

Scaling a business is tough. Scaling isn't just growing. There's more to it than that.



### The Exit Playbook

This complimentary playbook will guide you through the whole process of building a business buyers love to buy and successfully selling it.

# Testimonials

*As a client of Ian's for most of the 1990s, I've always been impressed with both the objectivity of his advice and the decisiveness of his negotiation skills. Rather than a traditional advisor role, Ian acted as our Corporate Development Director bonding with the team. The sellers on the opposite side of the table continually saw one seamless acquisition team facing them, consistent, professional, courteous and effective. Apart from his role as an M&A advisor, Ian provided very valuable advice to the major shareholders of our company, relating to value enhancement and ultimate exit strategies.*

**Peter Keenan**, Ex CEO, Parc Aviation

*Ian Smith is a CEO that gets it! He possesses that rare blend of strategic thinker with superb operational skills. This is necessary in today's business environment. Connecting the dots between operations and sales/marketing is a vital coordination in today's business environment and Ian is able to manage these areas while keeping fiscally sound in the process.*

*HR Knowledge has worked with Ian Smith in the past/present and will do so in the future. He helps to bring a balanced perspective that is needed in Corporate America today.*

**Jeffrey C. Garr**, Founder & CEO, HR Knowledge, Inc.  
HR Outsourced Services, Inc. 5000

*Having worked with John on many projects, working with him as CEO of Celeriss, Inc has been the most exciting. Leading the development of a strategy for the company's patented technology, John is steering the company in a direction that will maximize its value to the shareholders. There is no doubt that this ongoing project will result in a very favorable outcome.*

**Fausto Molinet**, President Matrix International

*Working with John at Visible Inventory was a great experience. Under his leadership, we were able to take a stalled start up and turn it into a viable company. John's strong financial and operations experience was crucial in refocusing the company and securing customers. John lead the team in selling the company to our largest customer.*

**Jack Delgizzi**, Vice President of Operations, Visible Inventory

*ACIS has partnered with TPP to help reposition itself in a fiscally tight economic environment. I have been in this business for 30 years and yet TPP brought me a completely fresh perspective on my company and it's positioning in the market. It's the quality of their operational expertise which has allowed my staff to perform at a much higher level and of course they enjoy it. Since 2011 to our most recent events, we have partnered with TPP to successfully deliver results.*

**Peter Jones**, CEO, ACIS – 3rd largest student travel Co in US

*ADMET has successfully deployed TPP's sales and marketing playbooks to accelerate the scaling of the business in a controlled, safe and aligned way. I want to grow a sustainable business for the long term and partnering with TPP has allowed me to execute that plan. This is an ongoing operational partnership.*

**Rich Gedney**, CEO, ADMET - Material Testing Systems Inc 5000

*Ian is a high-energy, high-impact leader who combines great analytical and execution skills. He has the ability to cut through complexity and communicate in plain English. He drove the growth of Teamstudio from the front but always brought out the best in his team to support him.*

**Mark Collison**, Director of FP&A, National Grid USA

## Summary

Ian founded The Portfolio Partnership (TPP) in 2009 to assist private company owners scale their business to ensure shareholder value is always increasing. Scaling a business through the lens of an acquirer keeps you focused on the right stuff. TPP executes the right operational actions to make businesses bigger and more profitable. Where appropriate we do this by buying companies to scale quicker and to dominate a sector. Our public company practice focuses purely on acquisitions, helping senior management build M&A capability into their group. TPP is staffed with successful C-suite executives with deep operational and M&A expertise in both private and public companies.

## Next Steps

It always starts with a conversation - email me open slots for a complimentary chat – [Ian@TPPBoston.com](mailto:Ian@TPPBoston.com).

Ian D. Smith  
Founder

The logo for The Portfolio Partnership, featuring the text "ThePortfolio Partnership" in a bold, sans-serif font. "The" is in red, "Portfolio" is in white, and "Partnership" is in white. The text is enclosed in a white rectangular border.

**ThePortfolio  
Partnership**