

CEO's Perspective

commerx
complete internet solutions

Robert Kulhawy

Married To Jill, 4 children

Chairman of Calco Environmental Group

President/CEO of Commerx

Structural Architect/ Past International President of EO

Founding Chairman of YPO fellowship forum

Past International Board Member of YPO Intl.

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Mission

Calco strives to provide our customers with the best environmental solutions available through the use of cost effective and innovative technology

Calco Environmental group is the largest manufacturer of environmental remediation equipment in North America.

Maple Leaf Environmental Equipment

Maple Leaf Equipment (US)

Filter Innovations Inc.

MLE Systems

New Terra Environmental Services

Pacwill Environmental

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Commerx

Mission

to provide the best products and services and to allow our clients to maximize their profitability using the internet

Vision

to be a leading provider of internet products and services to business

Services At A Glance

- web development
- storefront
- Marketplaces
- eCommerce
- web site management
- Hosting
- I.T consulting
- Real-time web monitoring
- Customs software applications
- mobile devices
- intranet
- work flow
- e-mail security
- video streaming
- web video content
- MATwerx
- supply chain management
- Graphic Design
- Flash

Before You Look At An Acquisition

Is your vision/mission clear?

Are you well planned?

Are you making progress toward your goals

What does your business need to get it to the next level?

Are you better to build or to acquire

Is it faster or cleaner to build or acquire

Before You Look At An Acquisition

What does your ideal acquisition target look like?

How do you find it?

- **Do you do the research/look yourself?**
- **Do you engage an investment banker?**

How are you going to fund or pay for it?

Who does the Negotiation?

What does the acquisition do for your business?

Before You Look At An Acquisition

Does the acquisition increase or decrease your credibility?

Does it give you more control over your clients or suppliers?

Is it a accretive to your shareholders and/or your earnings?

Does it help to exponentially grow your business or take it too the next level

This Is To Think About

What does it look like when the two companies are together?

Is there a cultural fit

Where are the savings

What are the synergies

Can $1 + 1 = 5$?

Negotiating The Deal

“Must be Win’ Win”

Clearly identify your objectives

What is objective of the other party

Have clear boundaries, “when will you say no or walk away”

If you don’t close it generously or wasted effort. “2nd doesn’t get silver”

Negotiating The Deal

“You get more flies with honey than you do with vinegar” Be somebody they want to do business with. You never know how many others are competing with you for the deal

Would your mother be proud of what you are doing?

“Let the other party speak first” Find out what the other party wants, what they have been offered, what there expectations are, what others think the value is what the market conditions are, have as much information as you can before you make an offer

Negotiating The Deal

Make offers that clearly meet the needs of the other party as well if at all possible

Do nothing you will regret later

Always write the business terms and draft agreements then send to attorneys to put “legaleaze in agreements”

Have a clear plan “Implementation, Integration with whatever you have just bought”

Negotiating The Deal

If it is a divestitures, what are you going to do, change etc. as a result of what you have just sold

Include all relevant or affected team members in the development and implementations of your plan

Always try and put “out clauses in the LOI”

Sleep on it before you make final decisions

Be objective and be brutally honest with yourself

Negotiating The Deal

Getting a deal done, may mean long hours, hard work, and lots of pressure

Do accretive deals, “does it add to the value of your business”

Remember it is easier to buy a business than to sell a business

Negotiating The Deal

Be watchful of investment banker's that will tell each side what it wants to hear. Then as the transaction is about to close both sides realize the deal is not actually as they anticipate. Rather than to let the deal go off the rails early the investment banker lets the deal go further knowing that when both parties have invested so much they are likely to find a way to do the deal at the 11th hour.

Be in control

You are the CEO

the buck stops with you

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