

MEASURE · IMPROVE · REALIZE

Hawkins & Hayes

STRATEGIC REALIZATION

CASE STUDY

CLIENT BACKGROUND

The client, a family-founded precision components manufacturer, had matured into a highly efficient, technology-enabled business. With profitability and systems now stable, the partners wanted to realize part of their equity while safeguarding employees and future growth. Hawkins & Hayes was engaged to structure a strategic exit that preserved operational momentum and reflected the true enterprise value their transformation had created.

OUTCOMES AND DELIVERABLES

The engagement delivered both financial success and organizational continuity:

- **7.8× EBITDA valuation**, exceeding market comps by 22%.
- **60% equity stake sold** to a strategic investor committed to preservation and growth.
- **Structured leadership succession**, ensuring performance stability and cultural continuity.
- **Earn-out incentives** tied to future EBITDA targets, aligning all stakeholders for ongoing success.

EXECUTIVE SUMMARY

After three years of sustained improvement through Hawkins & Hayes initiatives — from operational baselining and process optimization to automation and leadership alignment — a precision manufacturing firm had more than doubled EBITDA and modernized its management infrastructure. With founding partners nearing retirement, the business sought to crystallize value through a controlled partial sale. Hawkins & Hayes led the *Strategic Realization* phase, transforming operational performance into investor-grade positioning. The result: a 7.8× EBITDA valuation, 22% above market benchmarks, and a seamless leadership transition ensuring continuity and cultural integrity.

THE CHALLENGE

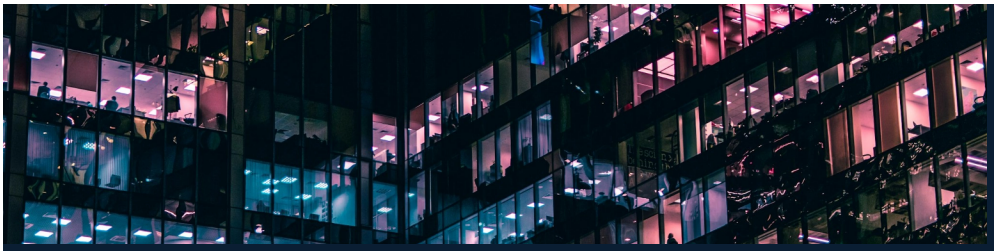
The business had outgrown its legacy narrative.

- Strong performance lacked investor-grade presentation.
- Transition risk centered on leadership succession and dependency on founders.
- Growth potential needed to be articulated through a credible, data-backed story.

The challenge was to convert years of operational excellence into a transaction that maximized value while protecting legacy and continuity.

HAWKINS AND HAYES APPROACH

Our mandate was to ensure transformation became tangible value — substantiated, strategic, and sale-ready.



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WHY STRATEGIC REALIZATION MATTERS

Capturing value is not just about exit timing — it's about readiness. Hawkins & Hayes helps business owners translate years of improvement into tangible enterprise worth through structured, credible positioning. By uniting data, story, and leadership continuity, we ensure that realization is not an ending, but the next evolution of success.

LEARNING & NEXT STEPS

Strategic realization is where transformation meets transaction. This engagement demonstrated how disciplined preparation and clear value articulation convert operational gains into superior outcomes. The firm now serves as a model for investor partnerships built on alignment, trust, and proof of performance — closing the *Realize* tranche and completing the Hawkins & Hayes Value Creation Journey.

CLIENT REFLECTION

"When we began, we were simply trying to run better. Hawkins & Hayes helped us realize we'd built something far more valuable — and guided us through capturing that value without losing who we were."

HAWKINS AND HAYES APPROACH CONTINUED

- **1. Exit Readiness Audit**

  Reviewed legal, financial, and operational domains to surface potential deal risks and validate performance gains.

  Assessed customer concentration, backlog strength, and EBITDA sustainability through stress testing.

- **2. Strategic Positioning**

  Reframed the company from *family-owned manufacturer* to *platform for advanced precision growth*.

  Developed a concise Investment Teaser and detailed Information Memorandum highlighting recurring revenue, IP protection, and scalable automation.

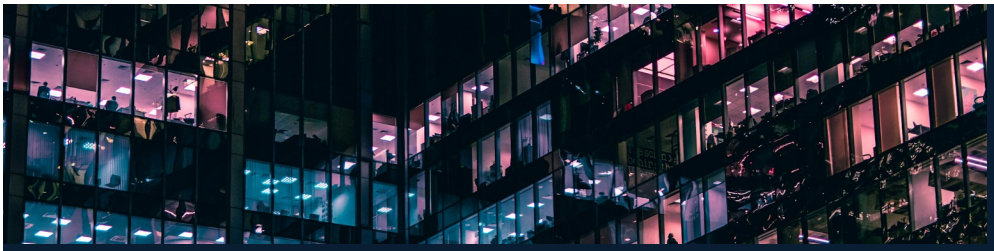
- **3. Transaction & Transition Support**

  Prepared investor data-room materials and management presentations.

  Structured leadership succession and aligned incentives to ensure a smooth handover and continuity post-transaction.

KEY FINDINGS

Insight	Description	Outcome
Valuation	Achieved above-market multiple based on verified operational strength.	7.8x EBITDA (+22% vs. peers)
Transaction	Partial sale of 60% equity stake to strategic buyer retaining brand and workforce.	Controlled liquidity event with continuity.
Leadership Transition	Smooth transfer of operational control to second-generation management.	Full transistion within six months, no disruption.
Earn-Out Structure	Aligned incentives between founders and investor for continued EBITDA growth.	Shared Upside, Stable Governance



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TIMELINE & WORKING WITH HAWKINS & HAYES

WEEK

1-2 · Week 1–2 · Orientation & Alignment
We begin with clarity — defining objectives, stakeholders, and value metrics. A kick-off workshop establishes scope, data access, and cadence of communication.

3-6 · Week 3–6 · Discovery & Diagnostics
Our team maps current-state performance through data analysis, stakeholder interviews, and benchmark comparisons. Early findings highlight where value is created, lost, or hidden.

11-14 · Week 7–10 · Design & Recommendation
Insights become solutions. We develop targeted initiatives — operational, financial, and leadership — prioritized by impact and feasibility.

7-10 · Week 11–14 · Implementation & Enablement
Change is embedded, not imposed. We standardize workflows, train teams, and integrate dashboards for visibility and accountability.

15+ · Week 15+ · Realization & Ongoing Support
Once improvement is sustained, we help clients track enterprise value, communicate results to stakeholders, and prepare for strategic options such as growth, transition, or exit.

START THE CONVERSATION

Start the conversation to discover how Hawkins & Hayes helps business owners quantify, protect, and grow enterprise value — from baseline clarity to strategic realization.

Hawkins & Hayes

Transforming operational progress into measurable enterprise value.

A STRUCTURED PATH FROM INSIGHT TO ENTERPRISE VALUE

When clients engage Hawkins & Hayes, they experience a disciplined, transparent process built to convert performance improvement into measurable enterprise value. Every engagement follows a clear execution rhythm and a proven methodology — ensuring focus, alignment, and accountability from day one.

THE HAWKINS & HAYES METHODOLOGY

Measure → Improve → Realize

A continuous cycle designed to identify opportunity, build capability, and convert progress into long-term enterprise value.

Phase	Focus	Modules
MEASURE	Establish truth before change	Operational Baseline Data & Diagnostic Analysis Opportunity Identification
IMPROVE	Embed systems, structure, and scale	Process Optimization System Alignment & Automation Capability & Accountability
REALIZE	Convert progress into enterprise value	Sustain & Scale Value Tracking & Reporting Strategic Realization

OUR PRMOISE

Clarity — Independent insight revealing where and how value is created.

Discipline — Systems and structure that sustain performance beyond engagement.

Results — Tangible financial and organizational impact that enhances valuation readiness.