

# True North M&A Case Study

## Project Bryant – Wholesale Insulation Distributor Acquired by Public Company



**Industry**  
Distribution



**Type**  
Industrial Insulation

### RESULTS AT A GLANCE

**7**

INDICATIONS OF INTEREST WERE SUBMITTED  
DURING THE PROCESS

**6**

LETTERS OF INTENT WERE SUBMITTED  
DURING THE PROCESS

True North Mergers & Acquisitions (TNMA) was the exclusive advisor successfully facilitating the strategic sale of an industrial insulation distributor to a NYSE-listed public company. TNMA executed an 8-week marketing campaign, engaging over 200 strategic and financial buyers across multiple channels, demonstrating effective targeted outreach in a competitive M&A landscape. During final negotiations, an unexpected financial buyer submitted an aggressive offer, illustrating the potential for late-stage developments in complex transactions. TNMA's process is adaptable, managing latearriving offers without compromising deal progress by leveraging confidential bids in negotiations to achieve the highest value and most favorable terms while minimizing closing risks.

### Key Takeaways:

#### Market Impact

This transaction capitalizes on the insulation market's growth trajectory, which boasts a 6.4% CAGR despite its maturity (grandview). The acquisition aligns with prevailing industry trends, where strategic buyers are actively pursuing acquisitions to strengthen their market positions and capitalize on the sector's continued expansion. The buyer's accretive strategy included vertical integration, revenue and market diversification, geographic expansion, improved supply chain flexibility, and cost optimization.

## Buyer Synergy:

### Public Strategic Buyer

Private equity firms and strategic industry players with an existing presence in the sector were keen to offer high valuations for the company due to its steady revenue growth, healthy financials, operational excellence, and experienced management team. They were willing to pay premium prices because they saw significant potential for growth. However public strategic buyers have a Buy it vs. Build it philosophy and are often willing to pay a premium. Their intimate understanding of the market landscape and ability to offer compelling valuations catapulted them to the top of the acquisition candidate leaderboard.

## CEO Process Insights

### Preparation Phase

The deal team researched the significant players, industry trends, analyzed seller, and buyer activity and constructed a robust target list, and interviewed over 150 qualified potential buyers.

### Marketing Phase

TNMA's three-phase confidential QuietAuction™ process drove negotiations to generate multiple competitive offers, ultimately resulting in the final bid being higher than the seller's target price.

### Execution Phase

The acquisition process involved a deep dive into due diligence, quality of earning analysis, and an emotional rollercoaster for the sellers with TNMA leading tough negotiations before being acquired.

### QuietAuction™ Negotiations



Market value is an estimate of the current price at which an asset or enterprise company can be bought or sold

## Results:

TNMA's marketing and QuietAuction™ process ignited fierce competition, attracting diverse buyers, and yielding a spectrum of offers. Each bid reflected unique perceptions of the company's value and potential, providing the client with buyer options.

The client ultimately chose an offer balancing financial and strategic considerations. They selected a buyer whose values and plans resonated strongly with the company's ethos, underscoring the importance of finding a culturally and strategically aligned partner. TNMA's deal team guided the process to a successful closing, meeting the client's objectives while ensuring a smooth transition.