

From "Not Ready to Sell" to "Ready to Grow"

Why I Moved Beyond Traditional Buy-Side Advisory to a Full Lifecycle Platform

By Chris Caron

For years, my conversations with founder-owned industrial businesses followed a familiar pattern. A private equity firm or strategic buyer wanted to acquire a company. I would reach out to the owner, explain the opportunity, and begin discussing what a transaction could look like. Sometimes the conversation went somewhere. Often, it did not.

Not because the business lacked value. In many cases, these were exceptional companies with strong customer relationships, solid margins, and decades of operational expertise. The issue was timing. Most owners simply were not ready.

They were still energized by the business. They believed there was more growth ahead. They were not interested in giving up control or walking away from something they had spent decades building. Some had concerns about private equity. Others were thinking about succession but had not yet formed a clear plan.

Many knew they would eventually need a transition strategy, but they were not ready for that conversation today.

At my previous firm, the options I could offer were fairly narrow: sell majority ownership and partner with an investor or sell outright and exit the business entirely. If an owner was not ready for one of those outcomes, there was little else to discuss.

Where Strategy Meets Real-World Results



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Over time, I recognized a pattern and saw an opportunity. Many business owners were asking the right questions but not have access to understanding the full suite of strategic alternatives available. They did not necessarily need to sell their businesses immediately. They needed help understanding how to grow, de-risk, and position those businesses for the future.

That realization is why I chose to join G2 Capital Advisors.

I was attracted to G2's industrial sector expertise, but equally important, to G2's broader platform and the ability to help owners think beyond a traditional sale process. We can help business owners evaluate a wider set of strategic tools – working capital solutions, growth financing, acquisitions, restructuring initiatives, minority recapitalizations, and long-term transition planning, etc.

The conversation shifts from “Are you ready to sell?” to “What are you trying to build over the next five to ten years?” That is a much more valuable discussion.

One of the biggest misconceptions I see among founder-owned industrial businesses is the belief that meaningful growth capital only comes through selling control of the company. Many owners assume the choices are binary: stay exactly where they are or sell majority ownership to private equity. The reality is far more nuanced.

Today's middle market ecosystem offers a range of solutions that can help owners accelerate growth while maintaining significant control over their businesses. Refinancing existing debt, securing acquisition capital, funding expansion projects, improving liquidity, or bringing in minority capital can all create flexibility without forcing an immediate exit. For some owners, these tools become a bridge to a larger long-term value creation or multi-generational sustainable enterprise outcome.

I have developed deep relationships with middle market companies throughout my years of strategic M&A advisory service; when I speak with them today, our conversation is anchored on their goals and on how they might achieve them. Instead of asking whether they want to sell, we are evaluating how to help them achieve the next stage of growth. In multiple situations, we are exploring capital solutions that would allow the company to pursue acquisitions, expand capabilities, improve operational efficiency, or create partial liquidity for ownership – all while continuing to build enterprise value.

In other words, the goal is no longer simply monetization.

The goal is creating options, creating value, creating a competitive edge.

That distinction matters.

Many founder-led industrial businesses have built impressive organizations organically, but they often reach an inflection point where growth becomes harder to sustain with the existing capital structure. Customers demand more scale, broader capabilities, geographic reach, faster delivery, and increased investment in systems and technology. At the same time, owners are balancing personal wealth concentration, succession planning, and long-term family considerations.

The businesses that ultimately achieve the strongest long-term outcomes are usually the ones that prepare early. They professionalize operations before they have to. They strengthen management depth before beginning a sale process. They evaluate growth initiatives proactively rather than reactively. Most importantly, they build optionality while they still have control and momentum.

That preparation can dramatically change the range of future outcomes available to an owner.

A company that spends three to five years investing in infrastructure, expanding geographically, completing strategic add-on acquisitions, and improving financial visibility may ultimately command a materially different valuation and attract a much broader set of buyers than it would have otherwise. More importantly, ownership enters that process from a position of strength rather than urgency or happenstance.

That is where G2's platform is outstanding.

Industrial business owners do not need someone pushing them toward a transaction. They need someone willing to step back, listen, understand the bigger picture, and help map out the path that makes the most sense based on their goals, timeline, employees, and family.

That path may eventually lead to a sale. It also may involve years of additional growth before a transaction ever becomes the right decision. Either way, the most important thing is understanding that "not ready to sell" does not mean "not ready to do anything." It can be the beginning of a strategic journey to make a vision into a reality.

About G2 Capital Advisors

G2 Capital Advisors provides M&A, capital markets, and restructuring advisory services to the middle market. We offer integrated, multi-product, and sector-focused services by pairing highly experienced C-level executives with specialist investment bankers. We aspire to be our clients' trusted advisors of choice, including corporations and institutional investors.