

Exploring Legacies Beyond Ledgers: The Transformation of Deal-Making in Manufacturing through **Corporate M&A Brokerage**

The stakes are sometimes far higher than money in the complex world of mergers and acquisitions, especially in the manufacturing industry. These are not only company transfers; they represent the passing of family histories, legacies, and decades of arduously won trust. Selling is a very personal, emotional choice for many owners, and it's fraught with issues of continuity, value, and identity.

Corporate M&A Brokerage has become one of Canada's most reputable advisory firms in this complex and high-stakes industry. The company has focused on enabling customized, people-first transactions for industrial companies in Canada and abroad since 1986. With an uncompromising dedication to solid human ties, in-person interactions, and brutally honest advice, Corporate M&A Brokerage stewards transitions rather than merely brokering transactions. Their staff ensures that the firm and its legacy are in capable hands by bringing cultural knowledge, emotional sensitivity, and financial acumen to every discussion.

In this exclusive interview with Business Fortune, we sit down with Jason Koo, the leader behind Corporate M&A Brokerage, to explore how values like integrity, empathy, and strategic foresight have defined their journey—and what the future

holds for M&A in a rapidly evolving global market. Below is an excerpt.

Corporate M&A Brokerage has built a reputation as one of the top M&A advisory firms in Canada, especially within the manufacturing sector. Could you walk us through the core values that have shaped this journey—and how those values manifest in your day-to-day operations?

Strong Interpersonal Relationships

We pride ourselves on creating very strong personal relationships with our clients. From day one we travel to meet our clients face to face to learn everything we can about them – their goals, expectations, business, and much more. We have had great success in our dealings by ensuring strong relationships stay as our top priority when communicating with others.

Terms and Conditions

We work very hard on behalf of our clients to ensure all Terms and Conditions of their deals are in their best interest. Whether it's the income tax consideration, retirement plans for the owner, and various other factors we focus on to ensure the client receives what is above and beyond what they are looking for.

You've emphasized that M&A in manufacturing is not just

about numbers but about people and legacies. How does your firm tailor its strategy to honor the deeply personal and emotional side of business transitions?

We prioritize meeting with our clients in person whenever possible. While emails and phone calls are suited for clarifications and confirmations on smaller issues, we believe that important decisions and in-depth discussions should always take place face-to-face. Whether it involves driving 13 hours round-trip for a 20-minute meeting or taking a same-day round-trip flight, in-person communication is crucial for our team. This approach allows us to engage in deeper conversations, ask the right questions, and gain a better understanding of our clients' expectations and goals. Ultimately, this commitment has significantly strengthened our relationships with our clients.

You've navigated deals across Canada, the U.S., South Korea, Israel, and more. How has international exposure influenced your perspective on manufacturing deals, and what global insights do you bring to Canadian clients?

I have had the opportunity to engage with a variety of cultures, languages, and industries around the world. These experiences and the knowledge I have gained have been invaluable in building connections with people in this business. They have allowed us to expand into diverse industries

Jason Koo, Broker of Record | In his own Words

I was born and raised in South Korea. Due to various circumstances, I was unable to complete high school through traditional means. Instead, I worked for four years in a factory, delivered newspapers, and served as a janitor in a local factory and library. During this time, I completed my high school equivalency through self-study and was then able to enter university in Korea.

Later, I became an international student at Iowa State University in Ames, Iowa, where I successfully graduated. After completing my studies, I married and relocated to Toronto. I gained valuable experience working at several brokerage firms before founding my own company in 2000.

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Jason Koo
President & Broker of Record

Detailed info About Corporate M&A Brokerage

Company Name: Corporate M&A Brokerage Inc.

Founding Year: 2000

Website: www.corporatebrokerage.ca

Email: info@corporatebrokerage.ca

Founder/CEO: Jason Koo, President and Broker of Record

Target Audiences: Small to medium-sized businesses in the manufacturing & Industrial Distribution industry

Top Clients: N/A

Office Locations: Toronto

rather than being confined to just a few. This background has enabled me to understand different cultures, markets, and the needs of buyers in various sectors, allowing me to provide informed advice and recommendations to meet their requirements.

Many of your clients are family-owned businesses navigating emotional transitions. How do you design succession plans that balance financial optimization with family legacy and long-term company health?

We act as negotiators and mediators between buyers and sellers to ensure that both parties benefit from the deal. We take pride in creating personal relationships with both sides to maintain focus on what is important to them throughout the process. The more we learn about each party, the better we can look out for their best interests

and provide them with various options regarding what to sell, buy, retain, and more. There have been many instances where the options we provided were not initially considered by the client. In one case, a deal that did not seem profitable in the short term ended up yielding extremely positive long-term results, much to the client's satisfaction.

How does your firm's buyer network—ranging from private equity to strategic investors—help you achieve better outcomes for clients? What's your process for matching sellers with the 'right' buyers, beyond just the best price?

Since we have been in business since 1986, we have built a large database of contacts worldwide across a wide range of industries.

By getting to know potential buyers on both a personal and professional level, we can identify the types of sellers that would be an ideal fit for their portfolio. Conversely, we also invest time in understanding our potential sellers in order to grasp their expectations, reservations, and any other considerations regarding potential buyers and the selling process.

You're known for providing brutally honest advice to clients—even if it means walking away from a deal. How do you balance professional integrity with business interests in such high-stakes environments?

As stated, we always prioritize the client's best interests. Honesty is our top priority, and everyone we have communicated with so far has appreciated this approach and reciprocated it. It is not beneficial for us to continue discussions or complete transactions if there

is a risk of negatively affecting anyone involved. We take pride in maintaining positive relationships with past clients, even with those from whom we have mutually decided to walk away from deals during or after our business interactions. As a result, we have received numerous opportunities through positive references and referrals over the years.

Looking ahead to 2030, what major trends do you foresee shaping the M&A landscape—especially for manufacturing businesses—and how is your firm positioning itself to lead that change?

We have plans to expand our team in Canada, specifically in Toronto, Quebec, Alberta, and British Columbia. This decision is driven by the large number of companies in the manufacturing sector in these areas. By expanding, we will be able to connect with more buyers and sellers and meet face-to-face more frequently than we do now. Additionally, we anticipate opening our operations in the U.S. in 2025.

You've helped countless business owners secure the future of what they built with years of effort. What does success mean to you at this stage of your career—not just as a broker, but as a mentor and leader?

My hope is to pass this business on to my family members and perhaps some friends as well. I want all the hard work and positive relationships we've built to continue.

Success at this stage in my career would mean seeing future generations making connections and doing business with one another. For instance, the child of a buyer might reach out to us in search of new opportunities.

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