



Label Traxx, Siteline, and Batched Optimize Individual Outcomes by Selling Together

In 1993, Ken Meinhardt founded Label Traxx. What began as an order management application became today's leading MIS/ERP solution for the labels and flexible packaging segments.

When Jenifer Matt began consulting with one of Ken's customers in 2016, she decided to build an e-commerce component for Label Traxx. With Siteline for Label Traxx, customers could manage the entire label and packaging process online.

Then, through another shared client, Ken and Jeni met Matt Murphy. As the three of them began collaborating, Matt founded another product uniquely designed to work with Label Traxx—called Batched—which enables planning and scheduling capabilities.

Soon they were operating as a unified team, offering the industry a robust technology package. Matt describes their relationship like this: "Both Siteline and Batched's customers were also Label Traxx customers, so neither company would exist without Label Traxx. Many times, I'd be trying to solve a problem with Batched that was better suited for Siteline and vice versa. It became clear that we would be much stronger together—stronger product and stronger team."

While they rallied around shared clients, they also began to discuss the next phase for each company. Ken, who had run Label Traxx for more than thirty years, was ready to explore an exit—and because of Siteline's close ties, he and Jeni had already considered selling together. Bringing Batched into the conversation was a natural extension.

Seeking Advisory

As concrete exit discussions began to take shape, Matt introduced Ken and Jeni to RKCA, with whom he had a prior relationship. During their very first meeting, in 2019, Label Traxx, Siteline, and Batched laid out how the businesses were doing and provided visibility into their respective financials. RKCA told Ken, Jeni, and Matt what kind of outcome they could likely expect individually—and what kind of outcome they might get together.

THE GOAL

Integrate three entities to operate as one business in preparation for an optimal exit.

THE OUTCOME

Three entities sold as one, achieving a far better outcome together than they would have individually.



“The math spoke for itself at that point,” says Matt. Under RKCA’s advisory, they began to operate as a single company.

RKCA recommended two years of unified operations before going to market to accelerate the businesses and frame the right narrative. Looking back, Jeni is grateful they engaged RKCA as soon as they did: “The one piece of advice I’d give someone considering this process is, ‘start early.’”

Three years before the sale, RKCA, Ken, Jeni, and Matt began meeting quarterly. These touchpoints drove the strategic decisions that all three sell-side parties attribute directly to their success.

Banding Together as One

The most impactful decision was moving to a shared leadership team. The first step was hiring a new president for Label Traxx—someone who could move the business (ie. all three businesses) forward and enable Ken to begin to transition away from the company.

The second step was implementing EOS (the Entrepreneurial Operating System). “The EOS forced us to fully integrate,” says Matt. “We fought RKCA’s advice at first, because bringing in a new system seemed like an unnecessary formality. We now realize it’s probably the biggest reason we were so successful.”

In fact, Jeni says one regret was choosing not to take RKCA’s advice to become a single entity legally. She explains, “We’re all three trustworthy. It’s not to say there wasn’t tension and disagreements, but in the end, I knew that I wasn’t going to get screwed by anybody.”

Even though they truly stayed unified throughout the process, having legally combined would have made the transaction smoother for the buyer—and therefore for the sellers. “When RKCA gives you advice,” Jeni says, “Ask, ‘What pain are we going to experience later if we don’t listen?’ Every one of us, during the transaction, thought, ‘Wow, this would have been far easier if we had listened to RKCA.’”

Fighting to Finalize a Deal

As Ken, Jeni, and Matt pursued a transaction, they also grew revenue, added new products, and increased overall customer size while retaining high customer satisfaction. When it was time to go to market in 2021, they were ready.

RKCA provided us a long-term, consultative approach to the process of bringing three companies together and preparing us for the sale process. They were our trusted advisors—sometimes therapists—and true partners, which resulted in the right sale, to the right partner, at the right time.

Ken Meinhardt,
Label Traxx Founder



Despite the complexity of positioning three companies to sell as one (referred to as a synthetic cashless merger), RKCA secured a letter of intent from a buyer within several months. But while Ken, Jeni, and Matt were spokespeople for their respective businesses, every substantive decision during negotiations required buy-in from about 25 stakeholders across three entities.

Matt says RKCA's ability to manage expectations was remarkable, especially during a tense due diligence process: "Maintaining our legal autonomy created a lot of extra work. RKCA mediated on behalf of numerous individuals, all with a vested interest in the outcome. If somebody felt uncomfortable with a decision we made, RKCA took the time to discuss the rationale until we reached alignment."

Once an agreement had been finessed, however—and nearly final—new information emerged on behalf of the prospective buyer. Ken, Jeni, and Matt were at a crossroads, forced to decide whether to move forward or walk away from months of work. Jeni says she fully trusted RKCA's guidance: "I felt like RKCA was part of the family. I was completely confident that they had our best interests in mind."

Validating her confidence, RKCA encouraged them to turn down the deal and end the relationship. "I suspect most investment bankers wouldn't be willing to begin a second wave of diligence and negotiations simply because it's in the best interest of their clients," says Jeni. "RKCA persisted resolutely until a deal was finalized."

One Deal, Three Satisfying Outcomes

Now that the deal is complete, Jeni and Matt are temporarily consulting for the new buyer, Amtech Software, to ensure a seamless transition.

Amtech's system streamlines the packaging process for more than 600 manufacturing plants, making it a worldwide provider of software and hardware solutions for the corrugated manufacturing industry¹. With the acquisition of Label Traxx, Sitaline, and Batched, it's positioned to provide software solutions to more than 750 customers and 1,200 manufacturing sites spanning packaging end markets across the globe¹.

Looking back on the process, outcome, and potential growth, Ken, Jeni, and Matt are all pleased. "RKCA provided us a long-term, consultative approach to the process of bringing three companies

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Matt Murphy,
Batched Founder



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Jenifer Matt,
Siteline Founder