



Robert R. Ouellette

Partner

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Rob Ouellette is a partner in the Business Group and a member of the firm's Board of Directors and focuses his practice on complex corporate transactions, mergers and acquisitions, particularly private equity investments and transactions, and a range of financing transactions.

Rob actively assists clients from a wide variety of industries including manufacturing, distribution, logistics, financial services, high technology and professional services; and at all levels of the capital structure.

Education

- University of Michigan (B.A., 1987)
- University of Michigan Law School (J.D., 1991)

Admissions

- Ohio

Professional Affiliations

- American Bar Association, Mergers and Acquisitions Committee; Venture Capital & Private Equity Committee
- Former Vice-chair, Ice Miller Business Group

Awards & Honors

- Martindale-Hubbell AV® Peer Review Rated
- *The Best Lawyers in America*®, Corporate Law and Mergers and Acquisitions Law, 2007-2026
- *Columbus CEO's* Top Lawyers List, Corporate Law and Mergers & Acquisitions Law, 2023; Mergers & Acquisitions Law, 2024-2025
- *Chambers USA* America's Leading Lawyers for Business, Corporate/Mergers and Acquisitions, 2013-2026
- Legal 500 U.S. City Elite Rankings in Ohio for Corporate and Mergers & Acquisitions, 2025

Services & Industries

- Finance
- Mergers & Acquisitions

Key Matters

Representative Transactions

- Represented Stonehenge Opportunity Fund I, LLC in its mezzanine debt and equity investment in Fitness Quest, LLC.
- Represented Stonehenge Opportunity Fund I, LLC in connection with the merger of Brilliance Audio, Inc. with Amazon.com (NASDAQ: AMZN).
- Represented Hancock Park Associates in its acquisition of Fitness Holdings International, Inc., and multiple add-on acquisitions.
- Represented Pinnacle Data Systems, Inc. (AMEX: PDS) in connection with its merger with Avnet, Inc. (NYSE: AVT).
- Represented Purepay Capital in multiple acquisitions of payment processing, credit collection and financial services companies.
- Represented Stonehenge Opportunity Fund II, LP in its mezzanine debt and equity investments in Banksource, Inc.; Frozen Specialties, Inc.; E.B. Bradley Co.; Ryan Herco Flow Solutions; FCX Performance, Inc. and the Diamond Cellar.
- Represented Westerman Companies in its merger with Worthington Industries, Inc. (NYSE: WOR).
- Represented City Barbeque in its recapitalization with Freeman Spogli.
- Represented Express Wash Concepts in a strategic investment partnership with Wildcat Capital Management.
- Represented Live Technologies, LLC in its recapitalization with Capital Advisory Partners.
- Represented New Star Metals Holdings LLC in its management buyout.
- Represented Columbus Serum Company in its sale to Patterson Companies, Inc. (NASDAQ: PDCO).
- Represented 2Checkout.com in its sale to Chicago Growth Partners.
- Represented MedVet in its acquisitions of specialty and emergency animal hospitals in Columbus, Ohio; New Orleans; Louisiana; Lexington; Kentucky; Toledo; Ohio; Detroit, Michigan; Cleveland, Ohio; Indianapolis; Indiana, Chicago, Illinois and Dallas, Texas.
- Represented the Stewart-MacDonald Manufacturing Company in its sale to Champlain Capital Partners.
- Represented 3Stone Inflection Fund, LP in its acquisitions of GCAL, Inc. and Benchmark Analytics, LLC.
- Represented Stonehenge Opportunity Fund III, LP in its mezzanine debt and equity investments in Beacon Promotions, Inc.; Clad-Rex, Inc.; Chemtron Corporation; Mobility Works; El Dorado Packaging, Inc.; Certified Power, Inc., Duncan Solutions, Inc., and Bluff Manufacturing, LLC.
- Represented Stonehenge Opportunity Fund IV, LP in its mezzanine debt and equity investments in Burke America, Inc., Turning Point Brands, Inc., Gamma Aerospace, LLC, Revere Packaging Holdings, LLC, Simmons Feed & Supply and Southwest Foodservice Excellence Materials.
- Represented Mezzanine Opportunities, LLC in its mezzanine debt and equity investments in Galco Industrial Electronics, Inc.; Microdynamics, Inc.; and Sunbury Textile Mills, Inc.
- Represented Huntington Capital Investment Company in its mezzanine debt and equity investment in OGM, Ltd.
- Represented Huntington Capital Investment Company II in its mezzanine debt and equity investments in Virtual Officeware, LLC, Conneaut Leather Holdings, LLC and Vanner Partners Holdings, LLC., American Pet Resorts, LLC and New Castle Stainless Plate, LLC.

Published In

- "Four Myths When Selling Your Company," *Inside Indiana Business*, December 13, 2018
- "4 Myths When Selling Your Company," *Columbus Business First*, October 1, 2018
- Quoted in "Central Ohio M&A Seen Rising Amid Slow Growth, Big Elections," *Columbus Business First*, January 1, 2016
- Co-Author, "Annual Survey of Judicial Developments Pertaining to Mergers and Acquisitions," *The Business Lawyer*, Vol. 62, No. 2, February 2007; Vol. 61, No. 2, February 2006; Vol. 60, No. 2, February 2005; Vol. 59, No. 4, August 2004; Vol. 58, No. 4, August 2003
- "Concern Over Stock Options Has Some Wishing for 2002's Good Old Days," *Business First*, October 27, 2006
- "Sarbanes-Oxley Sure to Affect Variety of Transactions," *Business First*, August 29, 2005
- "The M&A Process: A Practical Guide for the Business Lawyer," American Bar Association, July 2005

Speaking Engagements

- Smart Business Dealmaker's Conference, September 25, 2019
- Fifth Annual Central Ohio M&A and Capital Markets Forum, June 19, 2019
- "On the Front Lines: An Investors' M&A Roundtable," Smart Business ASPIRE Conference, September 25, 2018
- "How Deals are Getting Done," Fourth Annual Central Ohio M&A and Capital Markets Forum, June 20, 2018.
- "Value Creation Strategies for Business Owners," Fifth Third Bank, November 14, 2017 and April 22, 2015.
- "How Deals are Getting Done," Third Annual Central Ohio M&A and Capital Markets Forum, June 21, 2017.
- Central Ohio M&A and Capital Markets Forum: "The Current Debt and Equity Markets", June 15, 2016
- "Business Basics for Lawyers," Guest Speaker, the University of Michigan Law School, January 11, 2016.
- "Mergers and Acquisitions - Fundamental Deal Points," Ice Miller CLE Forum for In-House Counsel, Columbus, Ohio - Dec. 1, 2015 and Indianapolis, Indiana - Dec. 11, 2015
- "Central Ohio M&A and Capital Markets Forum: How Deals Are Getting Done," Columbus, Ohio, June 23, 2015.
- "Professionalism and the Art of Negotiation: Lessons from the Transactional and Trial Lawyer Perspective," CO-ACC Data Privacy and Professionalism CLE Presentation, Columbus, Ohio, March 19, 2015
- "Crowe Horwath Annual Accounting, Tax and Business Planning Seminar," Columbus, Ohio, Dec. 12, 2014
- "Outside the Courtroom: Professionalism in the Transactional Practices," Ice Miller CLE Forum for In-House Counsel, Columbus, Ohio, Dec. 4, 2014
- "Taking on Water: Director and Officer Considerations on a Sinking Ship", Ohio Turnaround Management Association/ Cleveland Metropolitan Bar Association, Nov. 20, 2014
- Moderator, "ACG Columbus: M&A Trends in the Lower Middle Market," April 17, 2014
- "Managing in the Capital Markets," The Ohio State University, Fisher College of Business, May and July, 2008, June 2009, June 2010, June 2011
- Panelist, "Cross-Border Distressed Acquisitions: Latest Trends and Developments," American Bar Association, Spring Meeting, April 2009
- Panelist, "Initial Deal Considerations: Planning for a Sale, Dealing with other Interested Parties, Triggering the Sales Process," Ohio State Bar Association, Mergers and Acquisitions Seminar for Continuing Legal Education, April 2008

- Panelist, "Environmental Issues Don't Have to Tank a Deal: Managing Environmental Risk and Closing Deals," American Bar Association Spring Meeting, March 2007
- Panelist, "SEC's Continuing Pressure on Corporate Counsel," Updates for Corporate Counsel on Intellectual Property, Information Technology and Securities Exchange Commission Trends, May 2006
- Panelist, "Closing the Deal: A Practical Guide to Bringing the Acquisition Transaction to a Successful Conclusion," Teleconference and Live Audio Webcast, May 2006.
- Panelist, "Closing the Deal: A Guide to the Not-so-Scientific Process of Bringing a Transaction to a Successful Conclusion," American Bar Association Spring Meeting, April 2006.
- "We're All on the Same Team Here," Emerging Legislative Trends and Regulatory Investigations, Association of Corporate Counsel, Central Ohio Chapter, July 2005.
- "Protecting the Corporate Jewels: Corporate Governance, Compliance and Risk Management," Association of Corporate Counsel, Central Ohio Chapter October 2004