



Thursday Insight January 19, 2023

The Secret Sauce to Exit Planning

Presented by Shelley Lightfoot and Melisa Silverman

### Care to Know





Thought Leader Community providing resources, education, and advice via collaborative think tanks, events, programs, online content, and introductions. www.SCInstitute.org



Providing valuation services for both successful families implementing wealth transfers and business owners planning for growth, regulatory compliance, litigation, acquisition, taxation, and transition strategies. www.AveMAdvisors.com



Solving for "what's next" for business owner clients through outsourced CFO and COO services.



Helping affluent families get to the heart of highly relevant matters and resolve messes in the areas of estate, business and tax planning, and family wealth counseling.

www.StrazzeriMancini.com



Leading business owners through all phases of transition where increased clarity, net cash flow, and market value expands and solidifies choices for business transition: if, when, how, how much, and to whom.

www.FoundersGroup.biz



#### For Successful Families & Business Owners and their Professional Advisors

#### SCI RESOURCES AND HISTORY

Culture and Funily of Resources | Timeline and Evolution of Programs
Meet Our Team | Advisor Particering Opportunities | Summary of
Certifications, Programs, and Conferences

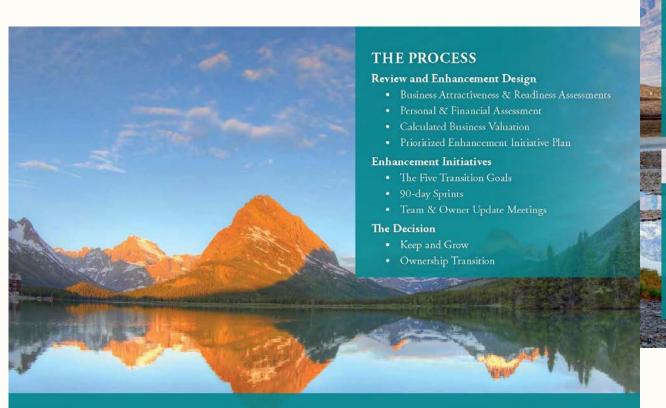
#### SCI ACADEMY

Register for Live and Virtual Events | Digital Education on Legal/Financial/Tax and Bosiness Planning Topics | SCI Subject Matter Experts | Membership Opportunities

We<sup>2</sup> FIVE POINT CREED

- We believe clients deserve an outer circle, not just an inner circle
  - We take pride in knowing what we don't know
    - . We say YES to the conversation before we say YES to the work
      - We refer based on right-fits over reciprocity
      - We courageously question the latest shiny objects, and

# Exit Planning Process Overview



FOUNDERSGroup

Leading business owners through all phases of transition where increased clarity, net cash flow, and market value expands and solidifies choices for business transition: if, when, how, how much and to whom.

num founders group hiz • 858-200-1915

### VALUE ACCELERATION & TRANSITION PREPARATION FIVE TRANSITION GOALS

Calculated Business Valuations (Pre-Due Diligence)

#### Increase Profitability and Net Cash Flow

Comprehensive Review of Financial Statements
Financial Statements Clean-up
Crisis Management (Turnarounds)
Cash Flow Analysis and Management
Detailed Cash Flows and Projections
Operational Reviews and Process Improvement
CFO Support
Improving Standardization of Process and Reporting
Customer and Vendor Relationship Management
Bank Negotiations
Advanced Tax Planning

#### Increase Enterprise Value

Intellectual Froperty Valuations
Quality of Earnings Analysis
(Business & Personal)
Risk Management Assessments
Business De-Risking and Contingency Plans
Assessment of Advisor Team
Management Team Development
Business Development
Marketing and Brand Development
Strategic Introductions
Culture Improvements
Buy Side Acadistitons and Due Diligence Suppor

#### Solidify Choices for Your Business Transition

Analysis of Iransition/Exit Options
Creation of the Sales Deck
Exit/Transition Plan Development, Advisory Servic
& Implementation
Due Diligence Preparation & Implementation
(Checklists and Documentation)

Certified Business Valuations (Benchmark)

#### Align Personal and Business Goals

Business and Personal Contingency Planning
Assure the Continuance of Your Lifestyle and
Protection of Your Assets
Tax and Estate Planning
Charitable Gift Planning
Succession Plans
Life after Transition Planning

#### Align Owner, Team and Family

Tactical and Strategic Planning
(Nine Key Business Questions)

Obstacles and Opportunities
(Card Deck Discussion)

Business and Family Conflict Resolution

Business Performance Roundtables

#### We often partner with other advisors and professionals in these areas:

- Financial Planning
- · Investment Banking
- · Accounting
- · Legal Services
- Business Brokerage
- Dusiness Drokerage
- Insurance Services
- · Banking/Financing
- · Tax and Estate Planning
- Executive Coaching

## Business Succession Journey Partnering Toolkit and Workflow Process a

#### The Pre-Engagement Process

#### Step One

(The Five Limitations to Progress)

#### The Early Glue

- Finally a mutually safe, progress-proven approach to raising the biggest topic of your clients' lives.
- From silos to strategic: demonstrate you understand and honor the complete and profound context of their multi-faceted journey.

#### Tools

- · Co-branded marketing materials
- · The Anatomy of a True Start explanatory copy
- Seminar and/or individual meetings
- Diagram: The Anatomy of Choice,
   The Five Limitations to Progress
- Seminar and/or individual meetings
- · 13 Initial Qualifying Questions

#### Step Two

(The Anatomy of a True Start)

#### The Validator

- Gives client a self-exploratory olive branch to their own psyche.
- Gives advisor a documented, prioritized sneak preview of client's pain and aspirations.

#### Tools

- . The Anatomy of a True Start Tutorial Video
- The Anatomy of a True Start digital questionnaire (personalized link with texting option)

#### Step Three

(The Business Succession Journey)

#### The Bridge to Yes

- Structured track to empower and pose relevant follow-up questions.
- Demonstrates your wisdom for leading the entire journey from the onset.

#### Tools

- Ouestionnaire results email
- Diagram: The Anatomy of Choice,
  The Business Succession Exploration
- Embedded Checkpoints: The Anatomy of a True Start
- Process and marketing pieces converted to one comprehensive digital flipbook

#### Step Four

(Review and Enhancement Initiative Design)

#### The Engagement

- From the awkward cross-sell-later conversation to a consultative pre-sell dialogue.
- Your core discipline as an early and obvious integrated anchor that's essential to the collaborative journey.

#### Tools

- · Engagement Agreement
- Online Business Attractiveness &
  Readiness Assessments with Automated
  Reports (for exiting and incoming owners)
- Online Personal & Financial Assessment with Automated Reports (for exiting and incoming owners)
- Calculated Business Valuation
- Business Executive Summary Report
- Recommended 90-Day Sprints:
  Enhancement Initiative Program

#### Step Five

(Enhancement Initiatives)

#### The Work with a Capital W

- Value acceleration focus leverages selected sprints to maximize entity value. Defined time frames mirror entrepreneur's need for proof and outcomes.
- Momentum is sustained with ease using clear, quantifiable parallel tracks to progress. Dashboard records progress and pre-anticipates next essential moves.
- 360° approach broadens your lane by increasing urgency for existing opportunities and revealing new ones.

#### Tools

- Post-Assessment Summaries
- Selected 90-Day Sprints
- · Enhancement Initiatives Process
- · Nine Key Business Questions
- · Momentum Dashboard

#### Step Six

(Benchmarking)

The Engagement Process

#### The Quantifiable Wins

- Celebrates client's business as a body of work, not just an operating entity.
   Cements your role as coach, quarterback and financial sage.
- Focus on increasing business value expands client's choices regardless of what they choose and when. Client's confidence increases as integration, wisdom, and a clear path to progress exceeds their expectations.
- Knowing that entity value comes in three forms, tools update all facets of progress, both objective and subjective, internal and external.

#### Tools

- Enterprise Value, updated appraisal
- · Net Cash Flow Reports, updated
- Satisfaction & Clarity, The Anatomy of a True Start Questionnaire retake
- · Results & Conclusions Worksheet

#### Step Seven

(The Decision)

#### The Inspired Choice

- Guides client through complete breadth of options: keep vs. sell, in whole or in part, internally or externally, now or in the future.
- Harnesses your role as sage and mentor to your cherished clients. Cements your place as a multi-disciplinary strategist with the courage to raise topics outside of your own silo.

#### Tools

- · Inspired Choice Decision Worksheet
- · Due Diligence Preparation
- · Execution Plan
- · Transactional Support

<sup>\*</sup>Italicized step titles in parenthesis are the corresponding client facing process step names.



#### Step One

(The Five Limitations to Progress)

#### The Early Glue

- Finally a mutually safe, progress-proven approach to raising the biggest topic of your clients' lives.
- From silos to strategic: demonstrate you understan and honor the complete and profound context of their multi-faceted journey.

#### Tools

- · Co-branded marketing materials
- · The Anatomy of a True Start explanatory copy
- Seminar and/or individual meetings
- Diagram: The Anatomy of Choice,
   The Five Limitations to Progress
- Seminar and/or individual meetings

13 Initial Qualifying Questions

#### The Pre-Engagement Process

#### Step Two

(The Anatomy of a True Start)

#### The Validator

- Gives client a self-exploratory olive branch to their own psyche.
- Gives advisor a documented, prioritized sneak preview of client's pain and aspirations.

#### Tools

- . The Anatomy of a True Start Tutorial Video
- The Anatomy of a True Start digital questionnaire (personalized link with texting option)

#### Step Three

(The Business Succession Journey)

#### The Bridge to Yes

- Structured track to empower and pose relevant follow-up questions.
- Demonstrates your wisdom for leading the entire journey from the onset.

#### Tools

- Ouestionnaire results email
- Diagram: The Anatomy of Choice,
  The Business Succession Exploration
- · Embedded Checkpoints: The Anatomy of a True Start
- Process and marketing pieces converted to one comprehensive digital flipbook

#### Step Four

(Review and Enhancement Initiative Design)

#### The Engagement

- From the awkward cross-sell-later conversation to a consultative pre-sell dialogue.
- Your core discipline as an early and obvious integrated anchor that's essential to the collaborative journey.

#### Tools

- · Engagement Agreement
- Online Business Attractiveness &
  Readiness Assessments with Automated
  Reports (for exiting and incoming owners)
- Online Personal & Financial Assessment with Automated Reports (for exiting and incoming owners)
- Calculated Business Valuation
- Business Executive Summary Report
- Recommended 90-Day Sprints: Enhancement Initiative Program

#### Step Five

(Enhancement Initiatives)

#### The Work with a Capital W

- Value acceleration focus leverages selected sprints to maximize entity value. Defined time frames mirror entrepreneur's need for proof and outcomes.
- Momentum is sustained with ease using clear, quantifiable parallel tracks to progress. Dashboard records progress and pre-anticipates next essential moves.
- 360° approach broadens your lane by increasing urgency for existing opportunities and revealing new ones.

#### Tools

- Post-Assessment Summaries
- · Selected 90-Day Sprints
- Enhancement Initiatives Process
- · Nine Key Business Questions
- Momentum Dashboard

#### Step Six

(Benchmarking)

The Engagement Process

#### The Quantifiable Wins

- Celebrates client's business as a body of work, not just an operating entity.
   Cements your role as coach, quarterback and financial sage.
- Focus on increasing business value expands client's choices regardless of what they choose and when. Client's confidence increases as integration, wisdom, and a clear path to progress exceeds their expectations.
- Knowing that entity value comes in three forms, tools update all facets of progress, both objective and subjective, internal and external.

#### Tools

- · Enterprise Value, updated appraisal
- · Net Cash Flow Reports, updated
- Satisfaction & Clarity, The Anatomy of a True Start Questionnaire retake
- · Results & Conclusions Worksheet

#### Step Seven

(The Decision)

#### The Inspired Choice

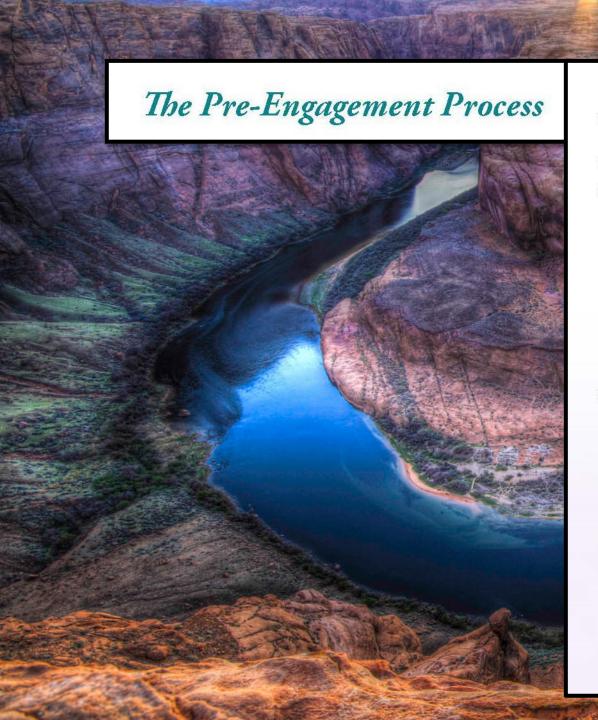
- Guides client through complete breadth of options: keep vs. sell, in whole or in part, internally or externally, now or in the future.
- Harnesses your role as sage and mentor to your cherished clients. Cements your place as a multi-disciplinary strategist with the courage to raise topics outside of your own silo.

#### Tools

- · Inspired Choice Decision Worksheet
- . Due Diligence Preparation
- · Execution Plan
- · Transactional Support

\*Italicized step titles in parenthesis are the corresponding client facing process step names.





### Step One

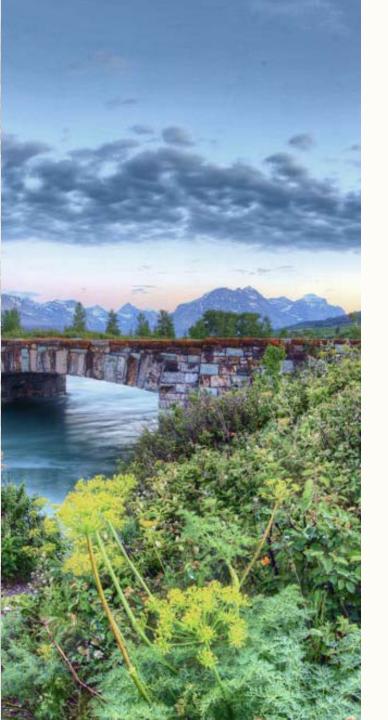
(The Five Limitations to Progress)

#### The Early Glue

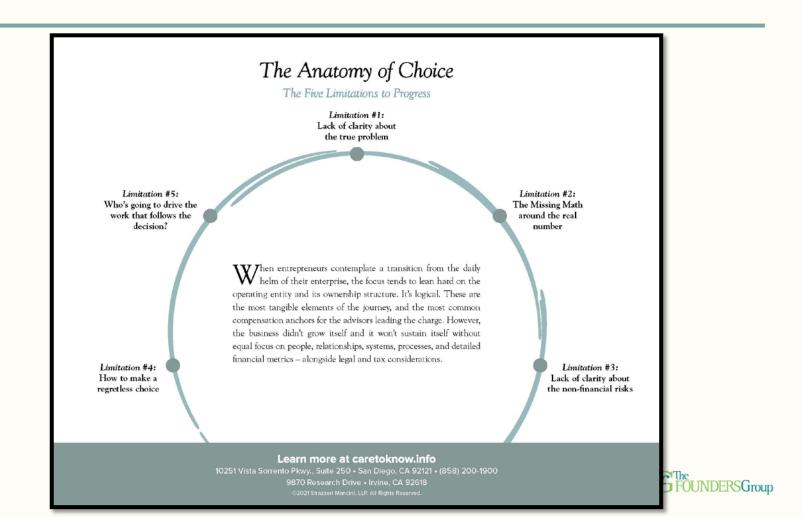
- Finally a mutually safe, progress-proven approach to raising the biggest topic of your clients' lives.
- From silos to strategic: demonstrate you understand and honor the complete and profound context of their multi-faceted journey.

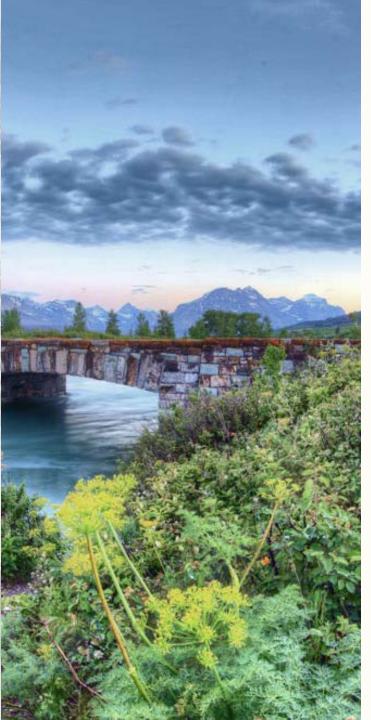
#### Tools

- Co-branded marketing materials
- The Anatomy of a True Start explanatory copy
  - Seminar and/or individual meetings
- Diagram: The Anatomy of Choice, The Five Limitations to Progress
  - Seminar and/or individual meetings
- 13 Initial Qualifying Questions



# Step 1 Tools: The Five Limitations to Progress Discussion Diagram





# Tools: 13 Initial Qualifying Questions



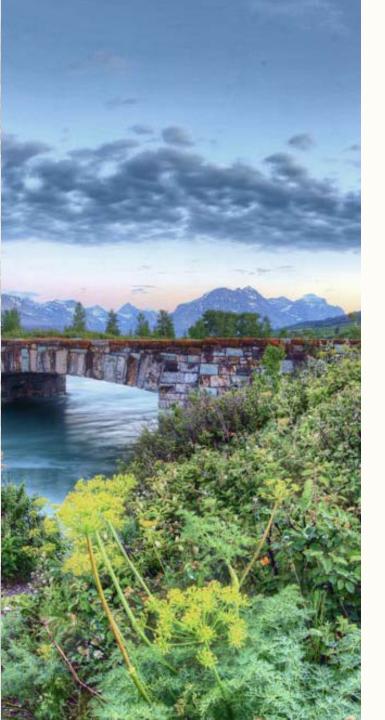


#### INITIAL QUALIFYING QUESTIONS

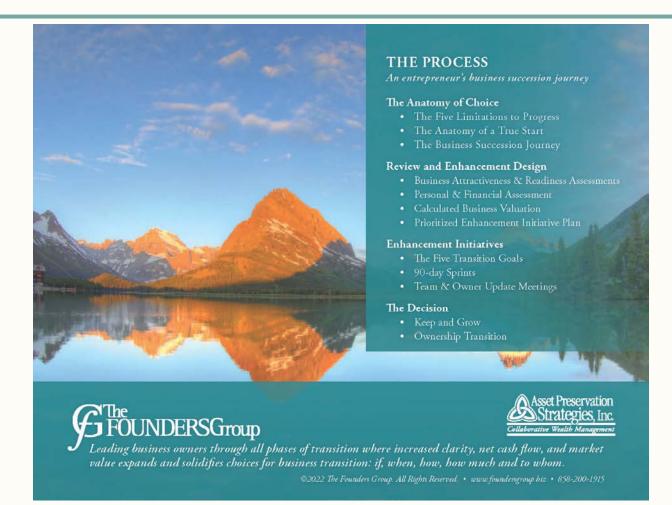
- Name of the company and address of the corporate headquarters.
- Owner contact name, telephone number and email address.
- . Type of company CCorporation or S-Corporation, LLC, Partnership or Sole Proprietorship
- 4. What does the business do?
- How many owners (shareholders) and what is each owner's percentage ownership interest?
- How many people on the management team?
- How many different profit centers?
- B. How many locations?
- How many employees?
- 10. Does the company own any real estate?
  - a. If yes, does the company have a recent real estate appraisal?
- 11. Does the company own any intellectual property? i.e. patents, copyrights, trademarks, proprietary software, trade secrets, websites, brands, etc.?
- 12. What are your revenues for the most recent year end and current year to date?
- 13. What was the Company's net income for those same periods?

#### If possible, please also provide:

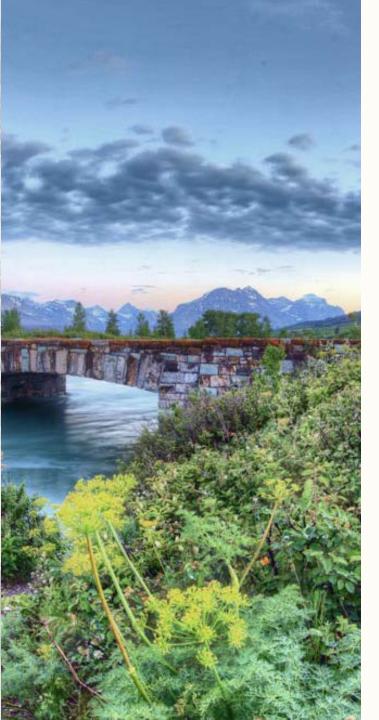
- A copy of the company's YTD P&L and Balance Sheet for the current year as well as the previous year.
- The company's cap table or stock ledger for the company.



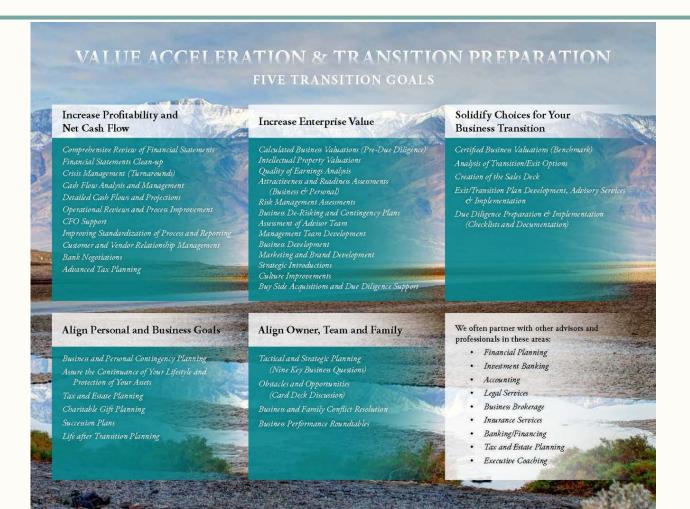
# Step 1 Tools: Co-branded Client Process Overview



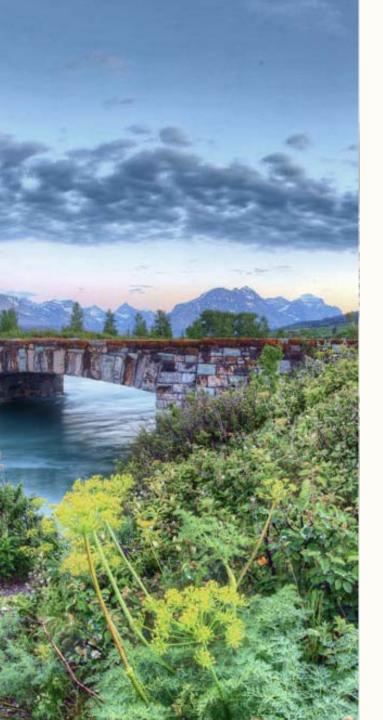




# Step 1 Tools: Five Transition Goals



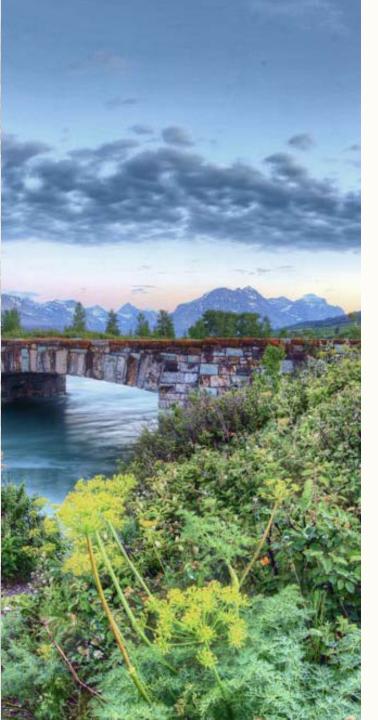




# Step 1 Tools: Five Stages of Business

	Vision and Drive	Attracting and Engaging Customers	Working with Customers & Administration		
Stage 1	Owner	Owner	Team supported by Owner		
Stage 2	Owner supported by Leadership	Owner supported by Leadership	Team supported by Leadership		
Stage 3	Leadership supported by Owner	Leadership supported by Owner	Team		
Stage 4	Leadership supported by Owner and Team	Team supported by Leadership	Team		
Stage 5	Leadership supported by Team	Team	Team		

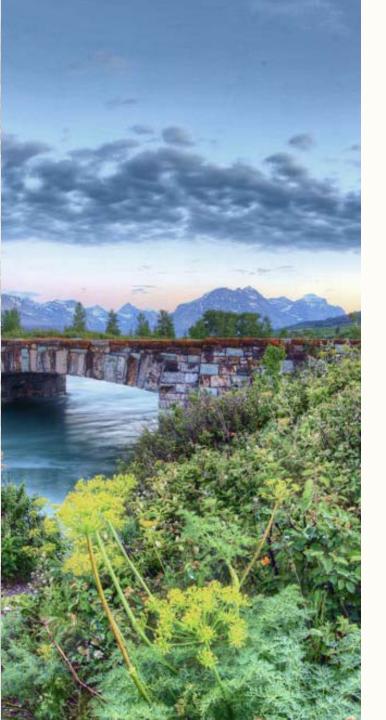




# Step 1 Tools: The Math – Five Types of Valuations

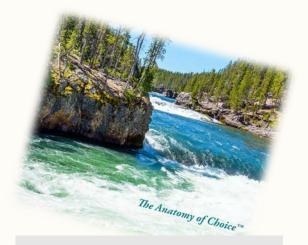
Common Forms of Business Valuation							
Valuation Type	Description	Typical Uses					
Quality of Earnings Report	Detailed analysis of all the components of a Company's revenue and expenses to assess the sutainability and accuracy of a Company's historical and projected earnings.	Due Diligence Sale of a Business					
Certified Valuation Report	Comprehensive analysis of a Company to determine the current per share value of the ownership interests or enterprise asset value of the tangible and intangible assets in the Company.	Due Diligence Financing Sale of a Business Intellectual Property Spinoffs Mergers & Acquisitions Partner Disputes/Buyouts Trusts & Estates Divorce Tax Planning Purchase Price Allocation ESOPs Goodwill Impairment 409A Stock Incentive Plans					
Calculated Valuation Report	Valuation analysis of a Company based upon a defined set of exit planning parameters.	Pre-Due Diligence Exit/Succession Planning Client Specific Requirements					
Restricted Use Valuation	Limited valuation for a specific intended user(s) that does not require all of the supporting rationale for the opinions and conclusions of value.	On a case-by-case basis					
Re-Casted Financials Report	Contains historical normalized earnings of a Company along with some comps to determine a range of value for a Company.	Investment Bankers & Business Brokers to determine an initial value					





# Step 1 Tools: Anatomy of Choice – The Five Limitations to Progress

- Lack of clarity about the true problem
- The Missing Math<sup>TM</sup> around the real number
- Lack of clarity about the non-financial risks
- How to make a regretless choice
- Who's going to drive the work that follows the decision?



When partnering with TFG - client receives "gift" of book 2 days prior to initial meeting



#### Step One

(The Five Limitations to Progress)

#### The Early Glue

- Finally a mutually safe, progress-proven approach to raising the biggest topic of your clients' lives.
- From silos to strategic: demonstrate you underst and and honor the complete and profound context of their multi-faceted journey.

#### Tools

- · Co-branded marketing materials
- . The Anatomy of a True Start explanatory copy
- Seminar and/or individual meetings
- Diagram: The Anatomy of Choice,
   The Five Limitations to Progress
- Seminar and/or individual meetings
- · 13 Initial Qualifying Questions

#### The Fre-Engagement Process

#### Step Two

(The Anatomy of a True Start)

#### The Validator

- Gives client a self-exploratory olive branch to their own psyche.
- Gives advisor a documented, prioritized sneak preview of client's pain and aspirations.

#### Tools

- . The Anatomy of a True Start Tutorial Video
- The Anatomy of a True Start digital questionnaire (personalized link with texting option)

#### Step Three

(The Business Succession Journey)

#### The Bridge to Yes

- Structured track to empower and pose relevant follow-up questions.
- Demonstrates your wisdom for leading the entire journey from the onset.

#### Tools

- Ouestionnaire results email
- Diagram: The Anatomy of Choice,
   The Business Succession Exploration
- · Embedded Checkpoints: The Anatomy of a True Start
- Process and marketing pieces converted to one comprehensive digital flipbook

#### Step Four

(Review and Enhancement Initiative Design)

#### The Engagement

- From the awkward cross-sell-later conversation to a consultative pre-sell dialogue.
- Your core discipline as an early and obvious integrated anchor that's essential to the collaborative journey.

#### Tools

- Engagement Agreement
- Online Business Attractiveness &
  Readiness Assessments with Automated
  Reports (for exiting and incoming owners)
- Online Personal & Financial Assessment with Automated Reports (for exiting and incoming owners)
- Calculated Business Valuation
- · Business Executive Summary Report
- Recommended 90-Day Sprints:
  Enhancement Initiative Program

#### Step Five

(Enhancement Initiatives)

#### The Work with a Capital W

- Value acceleration focus leverages selected sprints to maximize entity value. Defined time frames mirror entrepreneur's need for proof and outcomes.
- Momentum is sustained with ease using clear, quantifiable parallel tracks to progress. Dashboard records progress and pre-anticipates next essential moves.
- 360° approach broadens your lane by increasing urgency for existing opportunities and revealing new ones.

#### Tools

- Post-Assessment Summaries
- · Selected 90-Day Sprints
- . Enhancement Initiatives Process
- · Nine Key Business Questions
- Momentum Dashboard

#### Step Six

(Benchmarking)

The Engagement Process

#### The Quantifiable Wins

- Celebrates client's business as a body of work, not just an operating entity.
   Cements your role as coach, quarterback and financial sage.
- Focus on increasing business value expands client's choices regardless of what they choose and when. Client's confidence increases as integration, wisdom, and a clear path to progress exceeds their expectations.
- Knowing that entity value comes in three forms, tools update all facets of progress, both objective and subjective, internal and external.

#### Tools

- Enterprise Value, updated appraisal
- · Net Cash Flow Reports, updated
- Satisfaction & Clarity, The Anatomy of a True Start Questionnaire retake
- · Results & Conclusions Worksheet

#### Step Seven

(The Decision)

#### The Inspired Choice

- Guides client through complete breadth of options: keep vs. sell, in whole or in part, internally or externally, now or in the future.
- Harnesses your role as sage and mentor to your cherished clients. Cements your place as a multi-disciplinary strategist with the courage to raise topics outside of your own silo.

#### Tools

- · Inspired Choice Decision Worksheet
- . Due Diligence Preparation
- Execution Plan
- Transactional Support

\*Italicized step titles in parenthesis are the corresponding client facing process step names.



### Step Two

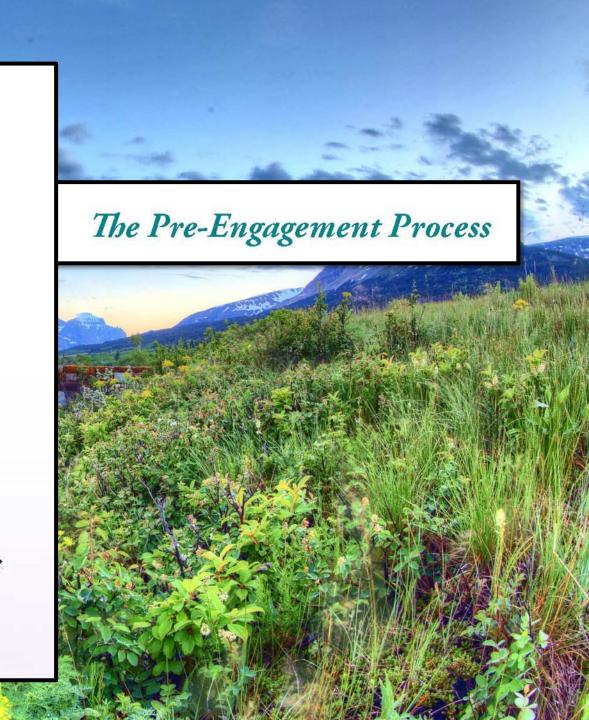
(The Anatomy of a True Start)

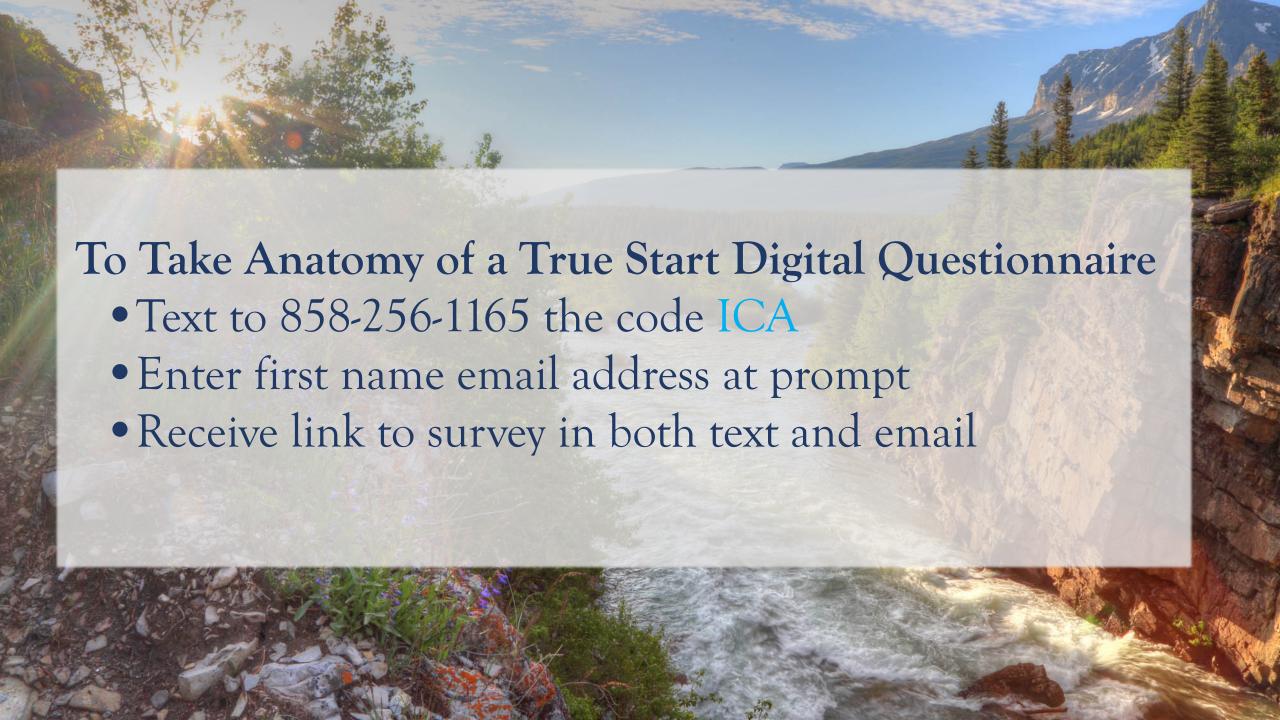
### The Validator

- Gives client a self-exploratory olive branch to their own psyche.
- Gives advisor a documented, prioritized sneak preview of client's pain and aspirations.

#### Tools

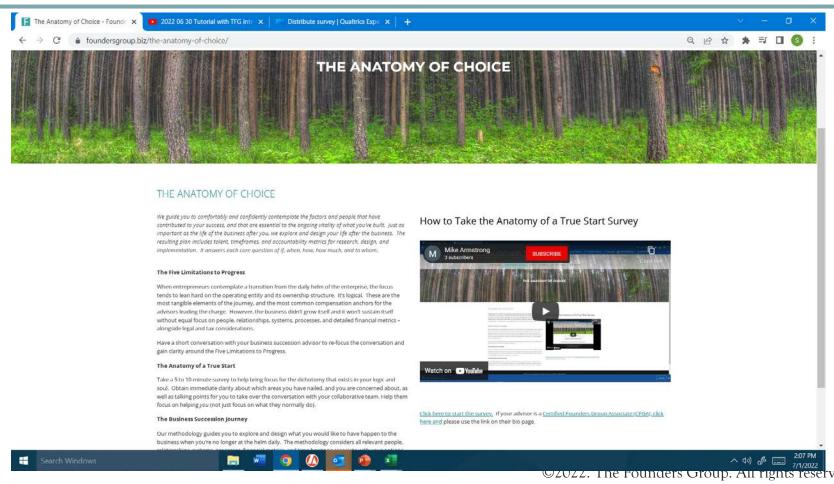
- The Anatomy of a True Start Tutorial Video
- The Anatomy of a True Start digital questionnaire (personalized link with texting option)







## Step 2 Tools: Anatomy of a True Start Survey and Tutorial



#### Step One

(The Five Limitations to Progress)

#### The Early Glue

- Finally a mutually safe, progress-proven approach to raising the biggest topic of your clients' lives.
- From silos to strategic: demonstrate you understand and honor the complete and profound context of their multi-faceted journey.

#### Tools

- · Co-branded marketing materials
- . The Anatomy of a True Start explanatory copy
- Seminar and/or individual meetings
- Diagram: The Anatomy of Choice, The Five Limitations to Progress
- Seminar and/or individual meetings
- · 13 Initial Qualifying Questions

#### Step Two

(The Anatomy of a True Start)

#### The Validator

 Gives client a self-exploratory olive branch to their own psyche.

The Pre-Engagement Proces

 Gives advisor a documented, prioritized snea preview of client's pain and aspirations.

#### Tools

- . The Anatomy of a True Start Tutorial Video
- The Anatomy of a True Start digital questionnaire (personalized link with texting option)

#### Step Three

(The Business Succession Journey)

#### The Bridge to Yes

- Structured track to empower and pose relevant follow-up questions.
- Demonstrates your wisdom for leading the entire journey from the onset.

#### Tools

- Ouestionnaire results email
- Diagram: The Anatomy of Choice,
   The Business Succession Exploration
- · Embedded Checkpoints: The Anatomy of a True Start
- Process and marketing pieces converted to one comprehensive digital flipbook

#### Step Four

(Review and Enhancement Initiative Design)

#### The Engagement

- From the awkward cross-sell-later conversation to a consultative pre-sell dialogue.
- Your core discipline as an early and obvious integrated anchor that's essential to the collaborative journey.

#### Tools

- · Engagement Agreement
- Online Business Attractiveness & Readiness Assessments with Automated Reports (for exiting and incoming owners)
- Online Personal & Financial Assessment with Automated Reports (for exiting and incoming owners)
- Calculated Business Valuation
- Business Executive Summary Report
- Recommended 90-Day Sprints: Enhancement Initiative Program

#### Step Five

(Enhancement Initiatives)

#### The Work with a Capital W

- Value acceleration focus leverages selected sprints to maximize entity value. Defined time frames mirror entrepreneur's need for proof and outcomes.
- Momentum is sustained with ease using clear, quantifiable parallel tracks to progress. Dashboard records progress and pre-anticipates next essential moves.
- 360° approach broadens your lane by increasing urgency for existing opportunities and revealing new ones.

#### Tools

- · Post-Assessment Summaries
- Selected 90-Day Sprints
- Enhancement Initiatives Process
- · Nine Key Business Questions
- Momentum Dashboard

#### Step Six

(Benchmarking)

The Engagement Process

#### The Quantifiable Wins

- Celebrates client's business as a body of work, not just an operating entity.
   Cements your role as coach, quarterback and financial sage.
- Focus on increasing business value expands client's choices regardless of what they choose and when. Client's confidence increases as integration, wisdom, and a clear path to progress exceeds their expectations.
- Knowing that entity value comes in three forms, tools update all facets of progress, both objective and subjective, internal and external.

#### Tools

- Enterprise Value, updated appraisal
- · Net Cash Flow Reports, updated
- Satisfaction & Clarity, The Anatomy of a True Start Questionnaire retake
- · Results & Conclusions Worksheet

#### Step Seven

(The Decision)

#### The Inspired Choice

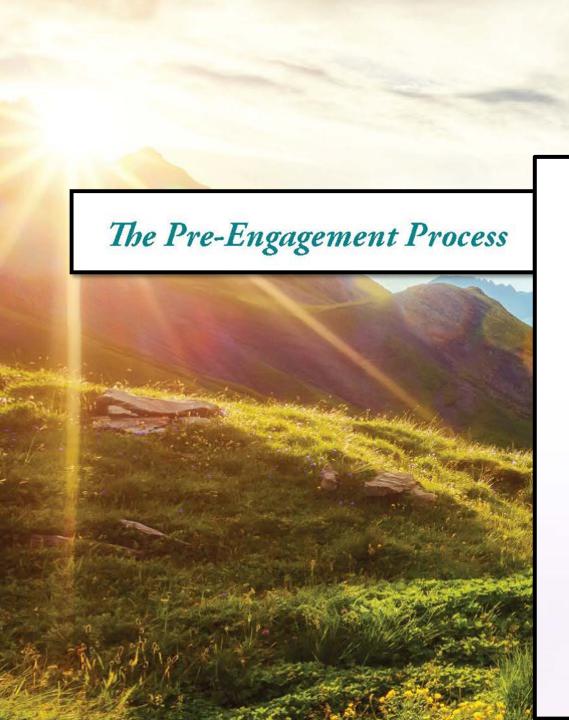
- Guides client through complete breadth of options: keep vs. sell, in whole or in part, internally or externally, now or in the future.
- Harnesses your role as sage and mentor to your cherished clients. Cements your place as a multi-disciplinary strategist with the courage to raise topics outside of your own silo.

#### Tools

- · Inspired Choice Decision Worksheet
- . Due Diligence Preparation
- · Execution Plan
- · Transactional Support

\*Italicized step sitles in parenthesis are the corresponding client facing process step names.





### Step Three

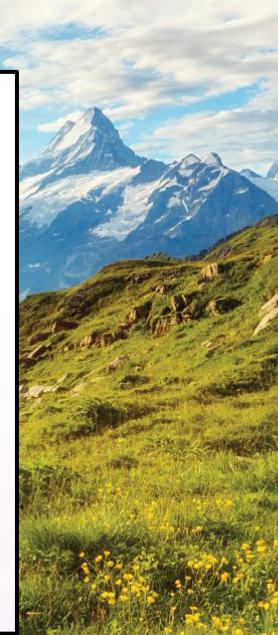
(The Business Succession Journey)

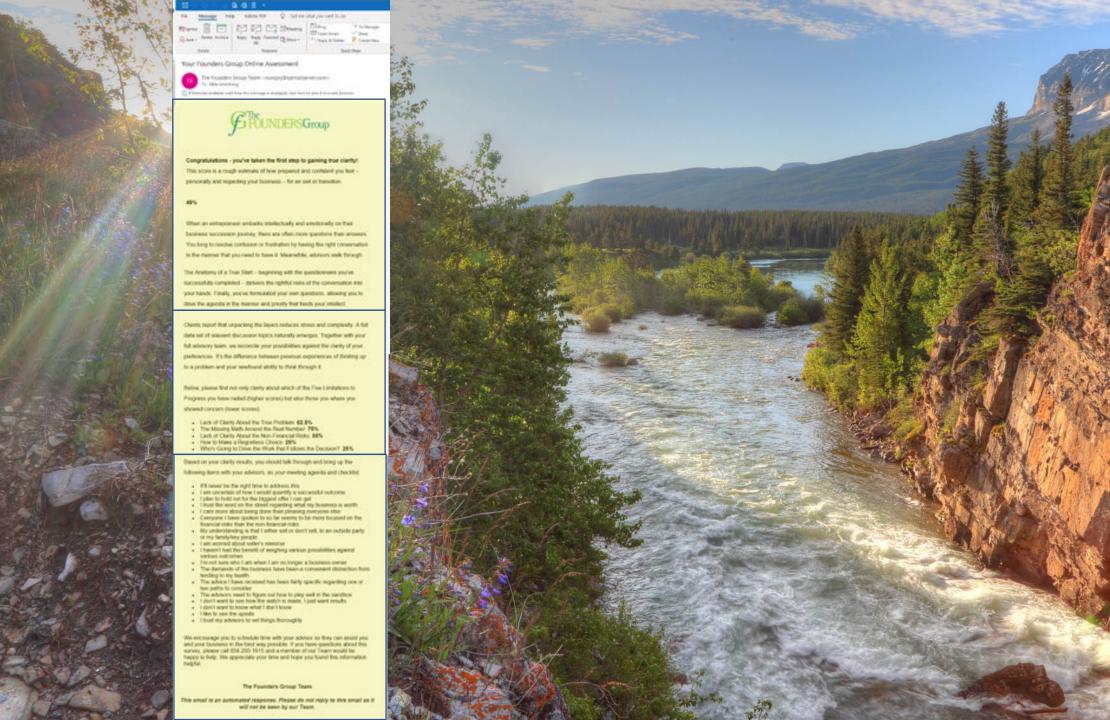
#### The Bridge to Yes

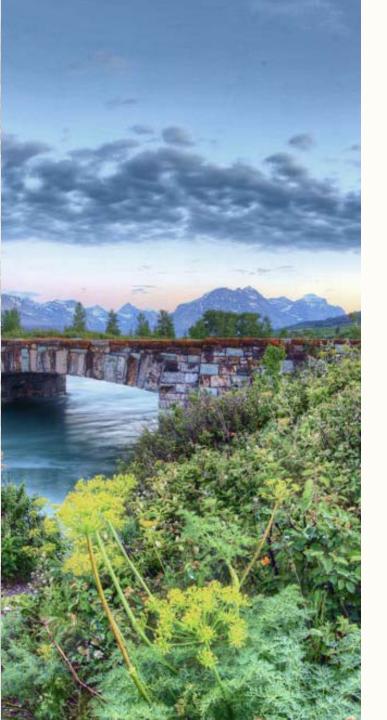
- Structured track to empower and pose relevant follow-up questions.
- Demonstrates your wisdom for leading the entire journey from the onset.

#### Tools

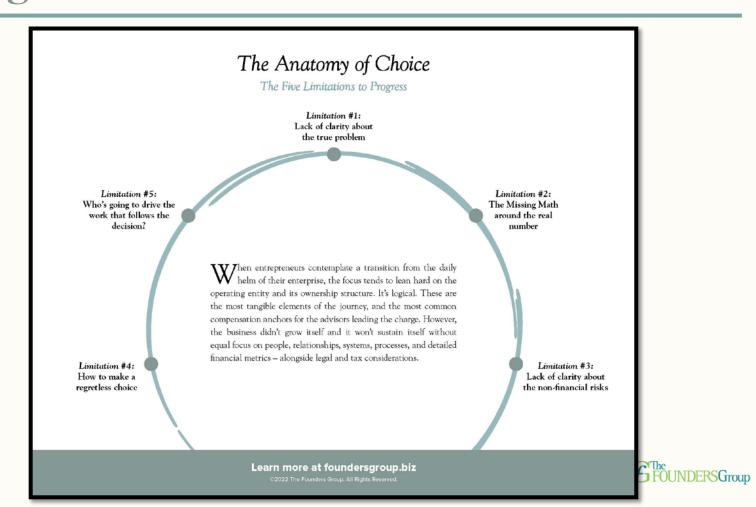
- · Questionnaire results email
- Diagram: The Anatomy of Choice,
   The Business Succession Exploration
- Embedded Checkpoints: The Anatomy of a True Start
- Process and marketing pieces converted to one comprehensive digital flipbook







# Step 3 Tools: The Business Succession Journey Discussion Diagram





# Step 3 Tools: Embedded Checkpoints: The Anatomy of a True Start

#### NOTE:

This meeting is when you secure the next step - The Engagement. If you intend to partner with TFG, include a TFG partner in this meeting to quote a fee.

		ED CHECKPOINTS: TOMY OF A TRUE STAI	εт
COMPANY NAME		DATE:	- 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1
TOPIC	QUANTIFIABLE PRIORITIES	EMBEDDED CHECKPOINT: PARTICIPANTS/DATE	UPDATES
Clarity about the problem			
The Nath			
Non-Financial Risks			
Regretiess Choice			
Advisory Collaboration & Self-Leadership			

roup. All rights reserved.



# Step 3 Tools: Client Facing Digital Flipbook

An Entrepreneur's Business Succession Journey



#### Step One

(The Five Limitations to Progress)

#### The Early Glue

- Finally a mutually safe, progress-proven approach to raising the biggest topic of your clients' lives.
- From silos to strategic: demonstrate you understand and honor the complete and profound context of their multi-faceted journey.

#### Tools

- · Co-branded marketing materials
- · The Anatomy of a True Start explanatory copy
- Seminar and/or individual meetings
- Diagram: The Anatomy of Choice,
   The Five Limitations to Progress
- Seminar and/or individual meetings
- · 13 Initial Qualifying Questions

#### Step Two

(The Anatomy of a True Start)

#### The Validator

 Gives client a self-exploratory olive branch to their own psyche.

The Pre-Engagement Process

 Gives advisor a documented, prioritized sneak preview of client's pain and aspirations.

#### Tools

- . The Anatomy of a True Start Tutorial Video
- The Anatomy of a True Start digital questionnaire (personalized link with texting option)

#### Step Three

(The Business Succession Journey)

#### The Bridge to Yes

- Structured track to empower and pose relevant follow-up questions.
- Demonstrates your wisdom for leading the entire journey from the onset.

#### Tools

- Ouestionnaire results email
- Diagram: The Anatomy of Choice, The Business Succession Exploration
- Embedded Checkpoints: The Anatomy of a True Start
- Process and marketing pieces converted to one comprehensive digital flipbook

#### Step Four

(Review and Enhancement Initiative Assign

#### The Engagement

- From the awkward cross-sell-later conversation to a consultative pre-sell dialogue.
- Your core discipline as an early and obvious integrated anchor that's essential to the collaborative journey.

#### Tools

- · Engagement Agreement
- Online Business Attractiveness & Readiness Assessments with Automated Reports (for exiting and incoming owners)
- Online Personal & Financial Assessment with Automated Reports (for exiting and incoming owners)
- Calculated Business Valuation
- Business Executive Summary Report
- Recommended 90-Day Sprints: Enhancement Initiative Program

#### Step Five

(Enhancement Initiatives)

#### The Work with a Capital W

- Value acceleration focus leverages selected sprints to maximize entity value. Defined time frames mirror entrepreneur's need for proof and outcomes.
- Momentum is sustained with ease using clear, quantifiable parallel tracks to progress. Dashboard records progress and pre-anticipates next essential moves.
- 360° approach broadens your lane by increasing urgency for existing opportunities and revealing new ones.

#### Tools

- Post-Assessment Summaries
- · Selected 90-Day Sprints
- · Enhancement Initiatives Process
- · Nine Key Business Questions
- · Momentum Dashboard

#### Step Six

(Benchmarking)

The Engagement Process

#### The Quantifiable Wins

- Celebrates client's business as a body of work, not just an operating entity.
   Cements your role as coach, quarterback and financial sage.
- Focus on increasing business value expands client's choices regardless of what they choose and when. Client's confidence increases as integration, wisdom, and a clear path to progress exceeds their expectations.
- Knowing that entity value comes in three forms, tools update all facets of progress, both objective and subjective, internal and external.

#### Tools

- Enterprise Value, updated appraisal
- · Net Cash Flow Reports, updated
- Satisfaction & Clarity, The Anatomy of a True Start Questionnaire retake
- · Results & Conclusions Worksheet

#### Step Seven

(The Decision)

#### The Inspired Choice

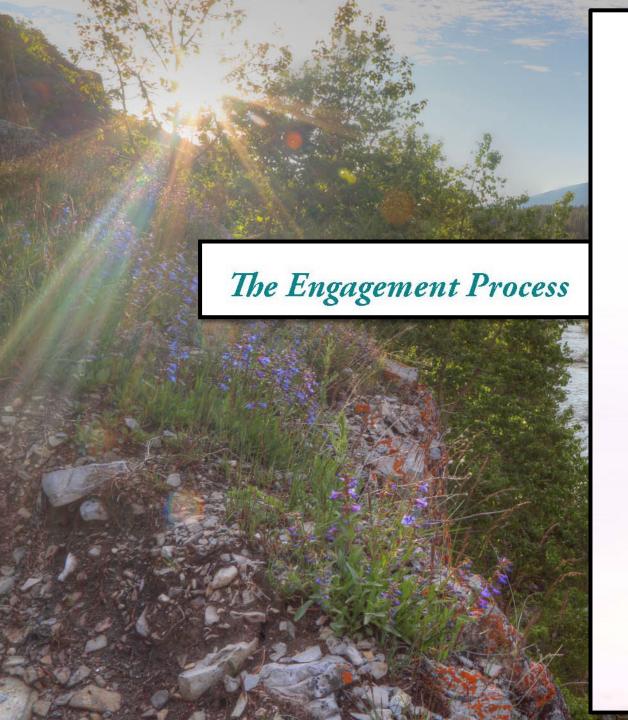
- Guides client through complete breadth of options: keep vs. sell, in whole or in part, internally or externally, now or in the future.
- Harnesses your role as sage and mentor to your cherished clients. Cements your place as a multi-disciplinary strategist with the courage to raise topics outside of your own silo.

#### Tools

- · Inspired Choice Decision Worksheet
- . Due Diligence Preparation
- · Execution Plan
- · Transactional Support

\*Italicized step titles in parenthesis are the corresponding client facing process step names.





### Step Four

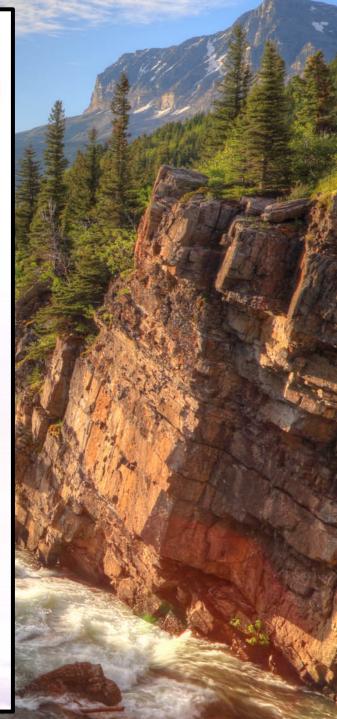
(Review and Enhancement Initiative Design)

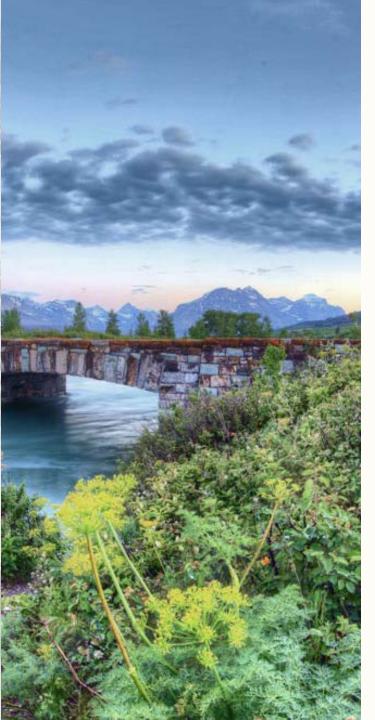
#### The Engagement

- From the awkward cross-sell-later conversation to a consultative pre-sell dialogue.
- Your core discipline as an early and obvious integrated anchor that's essential to the collaborative journey.

#### Tools

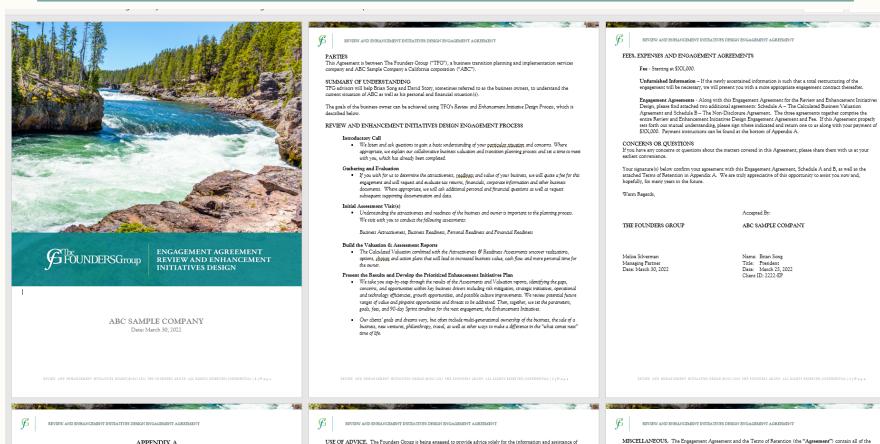
- Engagement Agreement
- Online Business Attractiveness & Readiness Assessments with Automated Reports (for exiting and incoming owners)
- Online Personal & Financial Assessment with Automated Reports (for exiting and incoming owners)
- · Calculated Business Valuation
- Business Executive Summary Report
- Recommended 90-Day Sprints: Enhancement Initiative Program





### Step 4 Tools: Engagement Agreements

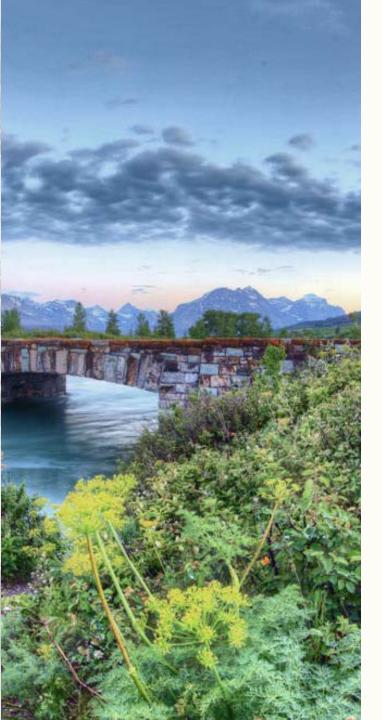
APPENDIX A



USE OF ADVICE. The Founders Group is being engaged to provide advice solely for the information and assistance of Client and no one else may rely on the engagement hereunder or any statements, advice, opinions or conduct by it. Client

understandings between the parties hereto with reference to the subject matter hereof. No person can rely upon or be

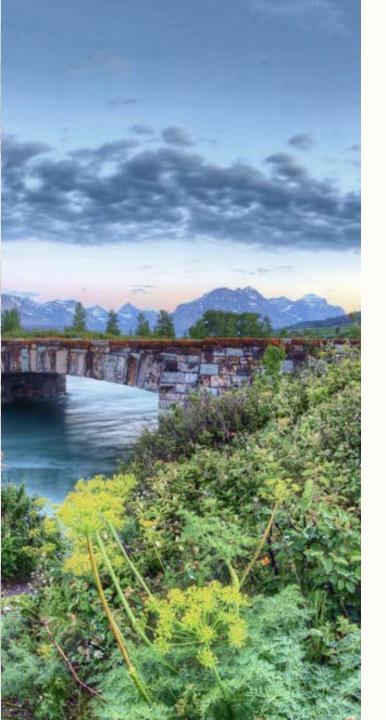
FOUNDERSGroup



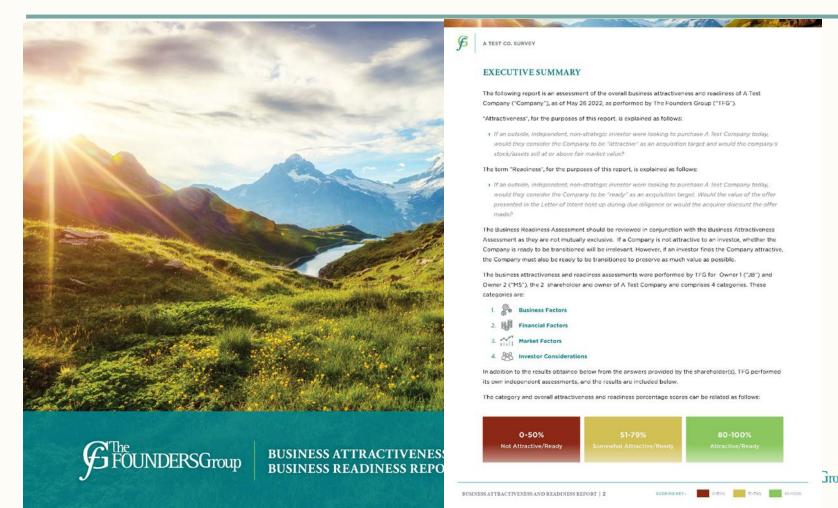
# Step 4 Tools: Online Assessments

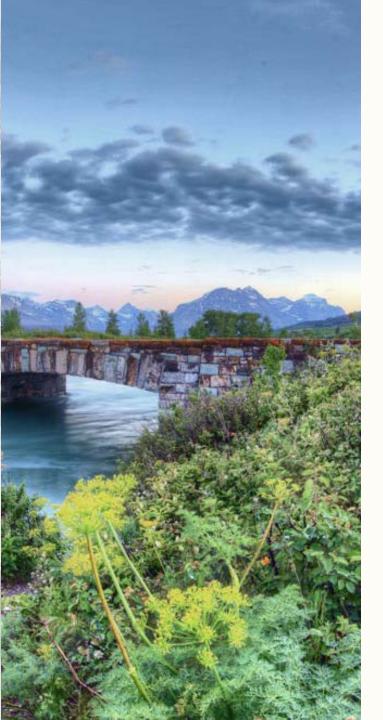
₽.
<b>Business Readiness Survey</b>
Client's Business/Company Name Client/Business Owner Name (Interviewee) TFG Partner Name (Interviewer) Date of Survey  This survey contains answers according to
An owner of the Company
A family member who is not an owner
A Founders Group Partner
A Certified Founders Group Advisor
None of the above





# Step 4 Tools: Customizable Automated Reports





### Step 4 Tools: Recommended 90-Day Sprints: Enhancement Initiatives





# The Engagement Process

#### The Pre-Engagement Process

#### Step One

(The Five Limitations to Progress)

#### The Early Glue

- · Finally a mutually safe, progress-proven approach to raising the biggest topic of your clients' lives.
- · From silos to strategic: demonstrate you understand and honor the complete and profound context of their multi-faceted journey.

#### Tools

- · Co-branded marketing materials
- · The Anatomy of a True Start explanatory copy
- Seminar and/or individual meetings
- · Diagram: The Anatomy of Choice, The Five Limitations to Progress
- Seminar and/or individual meetings
- · 13 Initial Qualifying Questions

#### Step Two

(The Anatomy of a True Start)

#### The Validator

- · Gives client a self-exploratory olive branch to their own psyche.
- · Gives advisor a documented, prioritized sneak preview of client's pain and aspirations.

#### Tools

- . The Anatomy of a True Start Tutorial Video
- . The Anatomy of a True Start digital questionnaire (personalized link with texting option)

#### Step Three

(The Business Succession Journey)

#### The Bridge to Yes

- · Structured track to empower and pose relevant follow-up questions.
- · Demonstrates your wisdom for leading the entire journey from the onset.

#### Tools

- · Questionnaire results email
- · Diagram: The Anatomy of Choice, The Business Succession Exploration
- · Embedded Checkpoints: The Anatomy of a True Start
- · Process and marketing pieces converted to one comprehensive digital flipbook

#### Step Four

(Review and Enhancement Initiative Des

#### The Engagement

- · From the awkward cross-sell-late conversation to a consultative pre-sell dialogue.
- Your core discipline as an earle and obvious integrated anchor that's essential to the collaborative burney.

#### Tools

- · Engagement Agreement
- Online Business Attractivenes & Readiness Assessments with Automated Reports (for exiting and incoming owners)
- Online Personal & Financial Assessment with Automated Reports (for exiting and incoming owners)
- · Calculated Business Valuation
- · Business Executive Summary Repo
- · Recommended 90-Day Sprints: Enhancement Initiative Program

#### Step Five

#### The Work with a Capital W

- · Value acceleration focus leverages selected sprints to maximize entity value. Defined time frames mirror entrepreneur's need for proof and
- · Momentum is sustained with ease using clear, quantifiable parallel tracks to progress. Dashboard records progress and pre-anticipates next essential moves.
- · 360° approach broadens your lane by increasing urgency for existing opportunities and revealing new ones.

- · Post-Assessment Summaries
- · Selected 90-Day Sprints
- · Enhancement Initiatives Process
- · Nine Key Business Questions
- · Momentum Dashboard

#### Step Six

Benchmarking)

#### he Quantifiable Wins

- Celebrates client's business as a body work, not just an operating entity. ements your role as coach, quarterback financial sage.
- · Fo us on increasing business value expands client's choices regardless of what they choose and when. Client's con dence increases as integration, wiscom, and a clear path to progress exceeds their expectations.
- Knewing that entity value comes in three forms, tools update all facets of gress, both objective and subjective, ernal and external.

- Enterprise Value, updated appraisal
- Net Cash Flow Reports, updated
  - Satisfaction & Clarity, The Anatomy of a True Start Questionnaire retake
  - · Results & Conclusions Worksheet

#### Step Seven

(The Decision)

#### The Inspired Choice

- · Guides client through complete breadth of options: keep vs. sell, in whole or in part, internally or externally, now or in the future
- Harnesses your role as sage and mentor to your cherished clients. Cements your place as a multi-disciplinary strategist with the courage to raise topics outside of your own silo.

#### Tools

- · Inspired Choice Decision Worksheet
- · Due Diligence Preparation
- · Execution Plan
- · Transactional Support

\*Italicized step titles in parenthesis are the corresponding client facing process step names.



### Step Five

(Enhancement Initiatives)

#### The Work with a Capital W

- Value acceleration focus leverages selected sprints to maximize entity value. Defined time frames mirror entrepreneur's need for proof and outcomes.
- Momentum is sustained with ease using clear, quantifiable parallel tracks to progress. Dashboard records progress and pre-anticipates next essential moves.
- 360° approach broadens your lane by increasing urgency for existing opportunities and revealing new ones.

### The Engagement Process

#### Tools

- Post-Assessment Summaries
- Selected 90-Day Sprints
- · Enhancement Initiatives Process
- Nine Key Business Questions
- · Momentum Dashboard



# Step 5 Tools: Action Plan and Benchmarking Templates

	ΓNA	

90-DAY ACTION PLAN - PERSONAL INITIATIVES

Through

Initiative#	Initiative	Goal/Objective	Details	Initiative Timeframe	Status	Estimated Completion Date	Lead Advisor	Key Stakeholders	Obstacles Identified	Remediation Steps	Key Benchmark(s)	Result	Comments
1	Put in Place a cong-term care	To ensure that and spouse will have a plan in place that ensures long-term care while protecting personal assets		Over next 90 days	In Process		Joe Smith, Smith Insurance Group	Bill Jones, Mary Johnson	None		Plan in place	Policy in place and documented plan	
2													
3													
4													
5												Foun	DERSGroup



Step 5 Tools: Momentum Dashboard



# The Engagement Process

#### The Pre-Engagement Process

#### Step One

(The Five Limitations to Progress)

#### The Early Glue

- · Finally a mutually safe, progress-proven approach to raising the biggest topic of your clients' lives.
- · From silos to strategic: demonstrate you understand and honor the complete and profound context of their multi-faceted journey.

#### Tools

- · Co-branded marketing materials
- · The Anatomy of a True Start explanatory copy
- Seminar and/or individual meetings
- · Diagram: The Anatomy of Choice, The Five Limitations to Progress
- Seminar and/or individual meetings
- · 13 Initial Qualifying Questions

#### Step Two

(The Anatomy of a True Start)

#### The Validator

- · Gives client a self-exploratory olive branch to their own psyche.
- · Gives advisor a documented, prioritized sneak preview of client's pain and aspirations.

#### Tools

- . The Anatomy of a True Start Tutorial Video
- . The Anatomy of a True Start digital questionnaire (personalized link with texting option)

#### Step Three

(The Business Succession Journey)

#### The Bridge to Yes

- · Structured track to empower and pose relevant follow-up questions.
- · Demonstrates your wisdom for leading the entire journey from the onset.

#### Tools

- · Questionnaire results email
- · Diagram: The Anatomy of Choice, The Business Succession Exploration
- · Embedded Checkpoints: The Anatomy of a True Start
- · Process and marketing pieces converted to one comprehensive digital flipbook

#### Step Four

(Review and Enhancement Initiative Design)

#### The Engagement

- · From the awkward cross-sell-later conversation to a consultative pre-sell dialogue.
- · Your core discipline as an early and obvious integrated anchor that's essential to the collaborative journey.

#### Tools

- · Engagement Agreement
- · Online Business Attractiveness & Readiness Assessments with Automated Reports (for exiting and incoming owners)
- · Online Personal & Financial Assessment with Automated Reports (for exiting and incoming owners)
- · Calculated Business Valuation
- · Business Executive Summary Report
- · Recommended 90-Day Sprints: Enhancement Initiative Program

#### Step Five

(Enhancement Initiatives)

#### The Work with a Capital W

- · Value acceleration focus leverages selected sprints to maximize enti value. Defined time frames mir entrepreneur's need for proof and outcomes.
- . Momentum is sustained with ase using clear, quantifiable parallel tracks to progress. Dashboard records progress and pre-anticipates next essential moves.
- 360° approach broadens your lane by increasing urgency for existing opportunities and revealing new ones.

- · Post-Assessment Summaries
- · Selected 90-Day Sprints
- · Enhancement Initiatives Process
- · Nine Key Business Questions
- · Momentum Dashboard

#### Step Six

(Benchmarking)

#### The Quantifiable Wins

- · Celebrates client's business as a body of work, not just an operating entity. Cements your role as coach, quarterback and financial sage.
- · Focus on increasing business value expands client's choices regardless of what they choose and when. Client's confidence increases as integration, wisdom, and a clear path to progress exceeds their expectations.
- · Knowing that entity value comes in three forms, tools update all facets of progress, both objective and subjective, internal and external.

#### Tools

- · Enterprise Value, updated appraisal
- · Net Cash Flow Reports, updated
- · Satisfaction & Clarity, The Anatomy of a True Start Questionnaire retake
- Results & Conclusions Worksheet

#### Step Seven

The Decision,

#### e Inspired Choice

- uides client through complete breadth options: keep vs. sell, in whole or in t, internally or externally, now or in
- Harnesses your role as sage and mentor to your cherished clients. Cements your place as a multi-disciplinary strategist with the courage to raise topics outside of your own silo.

#### Tools

- · Inspered Choice Decision Worksheet
- · Due Diligence Preparation
- · Excution Plan
- Tunsactional Support

\*Italicized step titles in parenthesis are the corresponding client facing process step names.







### Step 6 Tools: Results & Conclusions

	COMPANY NAME		DATE:
	ENTERPRISE V	ALUE	
ENTERPRISE VALUE	Than	Now	Observations
	SATISFACTION	e CLADITY	
NET CASH SATISFACTION & CLARITY	Then	Now	Observations
100 100 100 100 100 100 100 100 100 100	NET CASH FLO	w	
	Then	Now	Observations
<b>建筑建筑建筑</b>		THE DECISION	ON —
20 00 00 00 00 00 00 00 00 00 00 00 00 0	Keep and Grow		
<b>计算机制度的 计图像图片工程</b>		what we've done	
可認用的		ditional Els and 90-day sprin	cs
	Do we identify add		ts
		eam, or 3rd party)	ts

#### The Pre-Engagement Process

#### Step One

(The Five Limitations to Progress)

#### The Early Glue

- · Finally a mutually safe, progress-proven approach to raising the biggest topic of your clients' lives.
- · From silos to strategic: demonstrate you understand and honor the complete and profound context of their multi-faceted journey.

#### Tools

- · Co-branded marketing materials
- · The Anatomy of a True Start explanatory copy
- Seminar and/or individual meetings
- · Diagram: The Anatomy of Choice, The Five Limitations to Progress
- Seminar and/or individual meetings
- · 13 Initial Qualifying Questions

#### Step Two

(The Anatomy of a True Start)

#### The Validator

- · Gives client a self-exploratory olive branch to their own psyche.
- · Gives advisor a documented, prioritized sneak preview of client's pain and aspirations.

#### Tools

- . The Anatomy of a True Start Tutorial Video
- . The Anatomy of a True Start digital questionnaire (personalized link with texting option)

#### Step Three

(The Business Succession Journey)

#### The Bridge to Yes

- · Structured track to empower and pose relevant follow-up questions.
- · Demonstrates your wisdom for leading the entire journey from the onset.

#### Tools

- · Questionnaire results email
- · Diagram: The Anatomy of Choice, The Business Succession Exploration
- · Embedded Checkpoints: The Anatomy of a True Start
- · Process and marketing pieces converted to one comprehensive digital flipbook

#### Step Four

(Review and Enhancement Initiative Design)

#### The Engagement

- · From the awkward cross-sell-later conversation to a consultative pre-sell dialogue.
- · Your core discipline as an early and obvious integrated anchor that's essential to the collaborative journey.

#### Tools

- · Engagement Agreement
- · Online Business Attractiveness & Readiness Assessments with Automated Reports (for exiting and incoming owners)
- · Online Personal & Financial Assessment with Automated Reports (for exiting and incoming owners)
- · Calculated Business Valuation
- · Business Executive Summary Report
- · Recommended 90-Day Sprints: Enhancement Initiative Program

#### Step Five

(Enhancement Initiatives)

#### The Work with a Capital W

- · Value acceleration focus leverages selected sprints to maximize entity value. Defined time frames mirror entrepreneur's need for proof and
- · Momentum is sustained with ease using clear, quantifiable parallel tracks to progress. Dashboard records progress and pre-anticipates next essential moves.
- · 360° approach broadens your lane by increasing urgency for existing opportunities and revealing new ones.

- · Post-Assessment Summaries
- · Selected 90-Day Sprints
- · Enhancement Initiatives Process
- · Nine Key Business Questions
- · Momentum Dashboard

#### Step Six

(Benchmarking)

The Engagement Process

#### The Quantifiable Wins

- · Celebrates client's business as a body of work, not just an operating entity. Cements your role as coach, duarterback and financial sage.
- · Focus on increasing busines value expands client's choices regardless of what they choose and when Client's confidence increases as interration, wisdom, and a clear path to progress exceeds their expectations.
- . Knowing that entity value comes in three forms, tools update all facets of progress, both objective and surjective, internal and external.

#### Tools

- · Enterprise Value, updated appraisal
- · Net Cash Flow Reports, updated
- · Satisfaction & Clarity, The Anatomy of a True Start Questionnaire retake
- · Results & Conclusions Worksheet

#### Step Seven

(The Decision)

#### The Inspired Choice

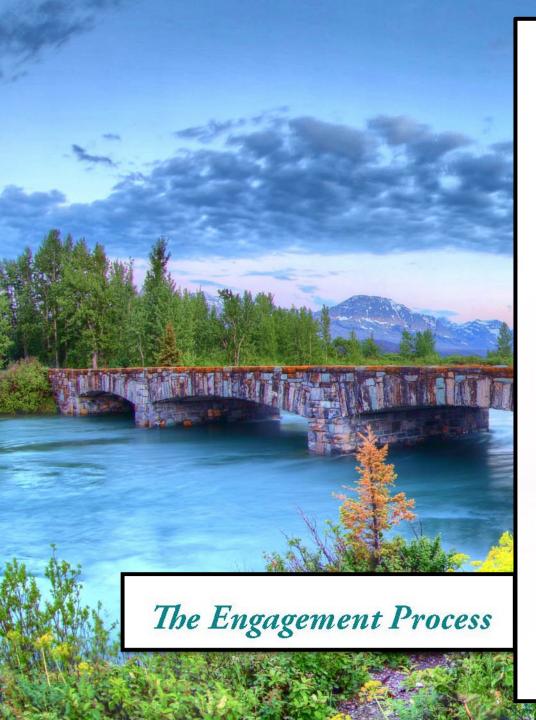
- · Guides client through complete breadth of options: keep vs. sell, in whole or in part, internally or externally, now or in the future.
- Harnesses your role as sage and mentor to your cherished clients. Cements your place as a multi-disciplinary strategist with the courage to raise topics outside of your own silo.

#### Tools

- · Inspired Choice Decision Worksheet
- Due Diligence Preparation
- · Execution Plan
- · Transactional Support

\*Italicized step titles in parenthesis are the corresponding client facing process step names.





### Step Seven

(The Decision)

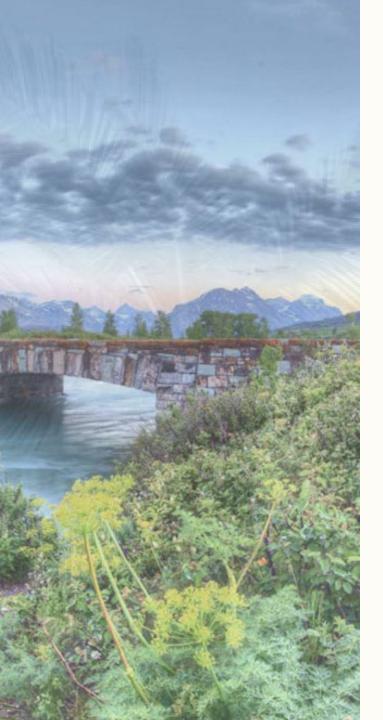
#### The Inspired Choice

- Guides client through complete breadth of options: keep vs. sell, in whole or in part, internally or externally, now or in the future.
- Harnesses your role as sage and mentor to your cherished clients. Cements your place as a multi-disciplinary strategist with the courage to raise topics outside of your own silo.

#### Tools

- · Inspired Choice Decision Worksheet
- Due Diligence Preparation
- · Execution Plan
- Transactional Support





# Step 7 Tools: 10 Business Succession Options

Internal Options	External Options
Transfer to Family Members	Sell to Third Party (Strategic or Financial)
Transfer to Management ("MBO" or "LBO")	Refinance or Recapitalize the Business
Transfer to Shareholders	IPO (Go Public)
Transfer to ESOP (Employee Stock Ownership Plan)	Liquidate the Business
Do nothing and wait for the market to change	
Keep and Grow through Enhancement Initiatives for a period	
of time	

Sell All or In Part



### Step 7 Tools: The Inspired Choice





#### Overview of Categories:

- \* Valuation Range
- Wealth Gap Analysis
- Decision Results

#### PREPARATION

- · Prior deck, current deck with areas left for improvement
- · Create and populate data room
- · Selection of Investment Banker or Business Broker
- + Buyer auction process

#### **TEAM & TRANSACTION**

- · Due Diligence and transaction support
- Refinement of Transition Advisory Team
- · Implementation

COPYRIGHT 2022. THE FOUNDERS GROUP. ALL RIGHTS RESERVED.

Founders Group. All rights reserved.

#### The Pre-Engagement Process

#### Step One

(The Five Limitations to Progress)

#### The Early Glue

- Finally a mutually safe, progress-proven approach to raising the biggest topic of your clients' lives.
- From silos to strategic: demonstrate you understand and honor the complete and profound context of their multi-faceted journey.

#### Tools

- · Co-branded marketing materials
- · The Anatomy of a True Start explanatory copy
- Seminar and/or individual meetings
- Diagram: The Anatomy of Choice,
   The Five Limitations to Progress
- Seminar and/or individual meetings
- 13 Initial Qualifying Questions

#### Step Two

(The Anatomy of a True Start)

#### The Validator

- Gives client a self-exploratory olive branch to their own psyche.
- Gives advisor a documented, prioritized sneak preview of client's pain and aspirations.

#### Tools

- . The Anatomy of a True Start Tutorial Video
- The Anatomy of a True Start digital questionnaire (personalized link with texting option)

#### Step Three

(The Business Succession Journey)

#### The Bridge to Yes

- Structured track to empower and pose relevant follow-up questions.
- Demonstrates your wisdom for leading the entire journey from the onset.

#### Tools

- Ouestionnaire results email
- Diagram: The Anatomy of Choice,
  The Business Succession Exploration
- · Embedded Checkpoints: The Anatomy of a True Start
- Process and marketing pieces converted to one comprehensive digital flipbook

#### Step Four

(Review and Enhancement Initiative Design)

#### The Engagement

- From the awkward cross-sell-later conversation to a consultative pre-sell dialogue.
- Your core discipline as an early and obvious integrated anchor that's essential to the collaborative journey.

#### Tools

- · Engagement Agreement
- Online Business Attractiveness &
  Readiness Assessments with Automated
  Reports (for exiting and incoming owners)
- Online Personal & Financial Assessment with Automated Reports (for exiting and incoming owners)
- Calculated Business Valuation
- Business Executive Summary Report
- Recommended 90-Day Sprints: Enhancement Initiative Program

#### Step Five

(Enhancement Initiatives)

#### The Work with a Capital W

- Value acceleration focus leverages selected sprints to maximize entity value. Defined time frames mirror entrepreneur's need for proof and outcomes.
- Momentum is sustained with ease using clear, quantifiable parallel tracks to progress. Dashboard records progress and pre-anticipates next essential moves.
- 360° approach broadens your lane by increasing urgency for existing opportunities and revealing new ones.

#### Tools

- Post-Assessment Summaries
- Selected 90-Day Sprints
- · Enhancement Initiatives Process
- · Nine Key Business Questions
- Momentum Dashboard

#### Step Six

(Benchmarking)

The Engagement Process

#### The Quantifiable Wins

- Celebrates client's business as a body of work, not just an operating entity.
   Cements your role as coach, quarterback and financial sage.
- Focus on increasing business value expands client's choices regardless of what they choose and when. Client's confidence increases as integration, wisdom, and a clear path to progress exceeds their expectations.
- Knowing that entity value comes in three forms, tools update all facets of progress, both objective and subjective, internal and external.

#### Tools

- · Enterprise Value, updated appraisal
- · Net Cash Flow Reports, updated
- Satisfaction & Clarity, The Anatomy of a True Start Questionnaire retake
- · Results & Conclusions Worksheet

#### Step Seven

(The Decision)

#### The Inspired Choice

- Guides client through complete breadth of options: keep vs. sell, in whole or in part, internally or externally, now or in the future.
- Harnesses your role as sage and mentor to your cherished clients. Cements your place as a multi-disciplinary strategist with the courage to raise topics outside of your own silo.

#### Tools

- · Inspired Choice Decision Worksheet
- . Due Diligence Preparation
- · Execution Plan
- · Transactional Support

\*Italicized step sitles in parenthesis are the corresponding client facing process step names.





## Questions