



THE
“GET MY COMPANY
READY TO BE SOLD”
PROTOCOL

Nick Niemann, JD | Matt Ottemann, JD, LLM
Family Business Continuity Attorneys and
Exit Planning Attorneys

The “Get My Company Ready To Be Sold” Protocol

Recognizing that many Business Owners either move ahead on their own or approach Deal Makers when they or their companies are not yet in a position to be successfully sold, we've created the “Get My Company Ready To Be Sold” Protocol.

This is a plan of action we work on with Business Owners and Deal Makers to help place a Business Owner and the Company into a position for successful results.

With that in mind, below are some of the main “Deal Killers” which we aim to fix ahead of time (for either a sale to an outside buyer or to an inside buyer).

Check those that need discussion.

- Corporate structure not consistent or efficient with what is to be sold and kept.
- Minority owners have not contractually committed to a “bring along” at the discretion of the majority owner.
- Seller is not really ready to let go and move on.
- Seller's expected price is not realistic.
- Seller's expected terms are not realistic.
- Seller is unwilling to stay for a sufficient period to assist transition.
- Company is too dependent on Seller's continued employment to be successful.
- Leadership Team positions do not align with the Business Model operational needs.
- The necessary Leadership Team positions are not capably filled.
- The Leadership Team does not wish to continue post - sale.
- The Business Model has peaked, with no profitable pivots or new Business Models yet in the pipeline being developed.
- Pre-sale tax strategies have not yet been timely implemented.
- A sale is not in the financial, career or personal best interests of key Leadership Team members.
- The necessary Estate Plan features have not been deployed to accomplish a sale if the Business Owner dies or becomes incapacitated.
- The net after-tax proceeds from a sale at a reasonably expected price, and terms are inadequate to support the Business Owner's financial needs and expectations.
- Due diligence “skeletons” have not been identified and addressed prior to the Company sale process.
- Necessary third party consents are not readily obtainable.
- Pending litigation presents too many risks that cannot be addressed with feasible indemnifications.
- Existing right-of-first-refusal provisions exist or have not been cleared.
- Company Financial Statements do not provide enough credible assurance to potential buyers.
- Intellectual property has not been adequately or properly protected.
- The Leadership Team has not developed a credible forecasting system.
- Business operating systems are not well designed or documented.
- Necessary licenses or permits are not transferable.
- The Company Culture is good but not great.
- The Company “Customer Segments” are too broad or too narrow.
- The Company “Customer Channels” are good but not great.
- The Company “Customer Relationships” are good but not great.
- The Company “Revenue Stream” systems are good but not great.
- The Company “Cost Structure” is good but not great.
- The Company Branding is good but not great.
- The Company Sales and EBITDA trend lines are flat or going in the wrong direction.
- The Company reputation (such as in the market place or on social media) is good but not great.
- The Seller does not understand the Company sale process.

For more information about addressing these and other Deal Killers, and for a full discussion of the “Get My Company Ready To Be Sold” Protocol, please contact us.



Nick Niemann, JD
Pre-Sale/Exit Planning Attorney
Partner, McGrath North Law Firm
1601 Dodge Street, Suite 3700
Omaha, NE 68102
402-633-1489
nniemann@mcgrathnorth.com
www.McGrathNorth.com
www.FourthQuarterFirst.com

Member: Vistage International Family Business Network
Family Firm Institute
CEO Space International
Business Enterprise Institute
Exit Planning Institute



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Corporate Structure Review

We will address our Pre-Sale Corporate Structure:

- Business Divisions.** Whether our corporate structure needs revision if we wish to retain a particular operating division of the Company (e.g. due to personal preference or if part of the company won't be as attractive or feasible to an anticipated buyer).
- Real Estate.** Whether our corporate structure needs revision if we wish to retain and lease to the Company (or to a buyer) the real estate the Company uses.
- Intellectual Property.** Whether our corporate structure needs revision if we wish to retain and license to the Company (or to a buyer) specifically identifiable intellectual property that the Company utilizes.
- Leaders.** Whether Leadership Team is strong with great retention expectations and if we need to restructure due to the change in leadership team anticipated before or upon our sale (e.g. due to a desire to have each of two persons head a company or due to different leadership skills or approaches needed and available).
- Tax Planning.** Whether due to my tax savings plans it becomes necessary or advisable to revise corporate structure.
- Business Model.** Whether our existing or anticipated Business Model is fading, needs to pivot and fits our Company's present corporate or divisional structure.
- Asset Protection.** Whether a high risk part of our business should be separately incorporated.
- Due on Sale Benefits.** The terms and amounts under executive incentives due on sale have been determined.

Pre-Sale Due Diligence Review

We will address our Pre-Sale Due Diligence:

- Corporate Records.** Corporate Minute Book should be fully up to date, reflecting shareholder and director minutes as well as stock owners, charter documents, bylaws and doing business registrations.
- Employee Ownership.** Review terms of employee ownership (Actual, Phantom Stock or Stock Appreciation Rights).
- Asset Ownership.** Corporate records will fully document key asset ownership.
- Debts.** Corporate records will fully document all presently outstanding indebtedness and financial commitments.
- Contracts.** A list of all material contacts of the Company (e.g. leases, customer contracts, supply contracts, vendor contracts), will be maintained.
- Intellectual Property.** All intellectual property will be listed and protected (e.g. trademarks, tradenames, licenses, patents, etc.).
- Litigation.** A description of all pending or threatened litigation will be maintained.
- Licenses.** Copies of all material licenses and permits will be maintained.
- Banking.** Financial institution relationships will be documented and maintained.
- Taxes.** Tax records, elections and compliance will be documented and maintained.
- Regulatory.** Applicable regulatory compliance (e.g. environmental, OSHA, ERISA) will be documented and maintained.
- Code of Business Conduct.** Code of Business Conduct strength, scope and compliance to be reviewed.

Financial Accountability Review

We will address our Financial Accountability:

- Credibility.** Whether our accounting system needs enhancements to better protect us and to be fully credible to an inside or outside buyer.
- Accounting Methods.** Whether our present accounting methods provide a sufficient reflection of true (and normalized) net income, net cash flow and net worth of the Company.
- Internal Controls.** Whether sufficient internal controls are built into our accounting system to provide current financial protection as well as reliability to outside buyers.
- Financial Statements.** Whether our outside, independent CPA report should be a compilation, review or audit, based on the degree of financial statement reliability needed by us and which is anticipated to be needed by a future buyer.
- Projections.** Whether we have a credible projections process.

Tax Planning Review

We will address our Tax Planning:

- “C” versus “S” Tax Election.** Whether “S” tax status should be elected/maintained to avoid double tax on sale of Company's business (in an asset sale) and to reduce capital gain due to increased tax basis (in a stock sale). To achieve full double tax relief, “S” status needs to be elected at least 5 years before sale.
- Deferred Compensation.** Certain tax planning is needed throughout the life of the Company to minimize taxes upon the sale. Documenting deferred compensation agreements and “under-compensation” situations to justify deductible compensation and bonuses will be considered.
- Intangible Assets.** Whether intangible assets (e.g. certain goodwill) should be documented as owned by the business owner (rather than the Company) to help avoid double tax on sale of the business.
- Multiple Entities.** If a particular business division is going to be retained, then advance company restructuring (e.g. spin-off) needs to be considered to achieve optimum tax results.
- Catch-Up Payments.** Pre-sale documentation of underpayment of building or equipment rent, to be caught up/deducted upon or before Company sale, should be considered.
- State Taxes and Incentives.** Impact on various state tax and incentives matters should be addressed.

Sellability Control Review

We will address our Sellability Control:

- Customer Agreements.** Customer agreements will be reviewed to minimize or eliminate change of control and change of ownership provisions.
- Loan Agreements.** Loan agreements will be reviewed to minimize or eliminate change of control and change of ownership provisions.
- Supplier Agreements.** Supplier agreements will be reviewed to minimize or eliminate change of control and change of ownership provisions.
- Owners.** The Buy-Sell Agreement will include “bring along” provisions which enable the majority shareholders to require the minority to sell on the same price/terms as the majority owner.
- Intellectual Property.** Intellectual property ownership (e.g. patents, tradenames, domain names, key processes) will be reviewed to determine if it is solely owned by the Company or if control and transfer rights need to be obtained.
- Leases.** Building and equipment leases will be reviewed to minimize or eliminate change of control and change of ownership provisions.
- Franchise Agreements.** For Franchisees, the Franchisor consent standards and purchase options will be addressed.



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<p>Key Asset Protection Plan <input checked="" type="checkbox"/></p> <p>We will address our Key Asset Protection Plan:</p> <ul style="list-style-type: none"> <input type="checkbox"/> <u>Trademark Protection</u>. Our trademarks and service marks will be protected and registered and will utilize the “TM” or “®” notations. <input type="checkbox"/> <u>Proprietary Information and Inventions</u>. We will utilize Proprietary Information and Invention Agreements to protect our intellectual property we create. We will confirm our Intellectual Property ownership positioning. <input type="checkbox"/> <u>Employment Agreements</u>. Employment Agreements will be utilized for key personnel. <input type="checkbox"/> <u>Non-Compete Agreements</u>. We will utilize Employee Non-Compete Agreements where appropriate and to the degree enforceable. <input type="checkbox"/> <u>Non-Solicitation Agreements</u>. We will utilize Employee Non-Solicitation Agreements where appropriate and to the degree enforceable. <input type="checkbox"/> <u>Confidentiality Agreements</u>. We will utilize Confidentiality Agreements with employees and outside partners to adequately protect Company confidential information, business processes and potential trade secrets. <input type="checkbox"/> <u>Patent Protection</u>. We will utilize patent protection when feasible, prudent or advisable. We will confirm our patent ownership positioning. 	<p>Emergency Succession Plan <input checked="" type="checkbox"/></p> <p>We will address our Emergency Succession Plan:</p> <ul style="list-style-type: none"> <input type="checkbox"/> <u>Disaster Shareholder Resolutions</u>. Corporate resolutions by shareholders naming our revised Board of Directors upon my unexpected death/disability. <input type="checkbox"/> <u>Disaster Board of Director Resolutions</u>. Corporate resolutions electing immediate CEO/President replacement upon an unexpected death/disability of CEO/President. <input type="checkbox"/> <u>Disaster Notification Letters</u>. Pre-written to our employees, customers, lenders and suppliers to have available for immediate issuance if the unexpected happens to our CEO/President. <input type="checkbox"/> <u>Disaster Press Release</u>. Pre-written Contingency Press Release to be available for immediate issuance if something unexpected should happen to our CEO/President. <input type="checkbox"/> <u>Disaster Instruction Letters</u>. Instruction Letters to family, company staff and advisors directing immediate actions to be taken upon unexpected death/disability of CEO/President. 																				
<p>Key Person Insurance Plan <input checked="" type="checkbox"/></p> <p>We will address our Key Person Insurance Plan:</p> <ul style="list-style-type: none"> <input type="checkbox"/> <u>Key Person Coverage</u>. The Company (and potential Company Buyer) needs to overcome the financial hit upon the unexpected death or disability of key personnel. <p>Therefore, the Company will make sure it has insurance policies in place and is the beneficiary of the following insurance coverages on the following key personnel:</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; border-bottom: 1px solid black;">Key Person</th> <th style="text-align: left; border-bottom: 1px solid black;">Life Amount</th> <th style="text-align: left; border-bottom: 1px solid black;">Disability Amount</th> </tr> </thead> <tbody> <tr> <td>_____</td> <td>\$ _____</td> <td>\$ _____</td> </tr> <tr> <td>_____</td> <td>\$ _____</td> <td>\$ _____</td> </tr> <tr> <td>_____</td> <td>\$ _____</td> <td>\$ _____</td> </tr> <tr> <td>_____</td> <td>\$ _____</td> <td>\$ _____</td> </tr> <tr> <td>_____</td> <td>\$ _____</td> <td>\$ _____</td> </tr> </tbody> </table> <p>(The Life Amount is death proceeds. The Disability Amount is a lump sum or a monthly amount multiplied by an estimated number of disability months).</p> <ul style="list-style-type: none"> <input type="checkbox"/> <u>Review of Present Policies</u>. Our Financial Advisor will review our existing insurance policies to advise us which policies should be replaced with better policies based on our current dynamics and based on currently available options and whether the types and amounts of coverage need to be adjusted to address present and expected needs and risks. 	Key Person	Life Amount	Disability Amount	_____	\$ _____	\$ _____	_____	\$ _____	\$ _____	_____	\$ _____	\$ _____	_____	\$ _____	\$ _____	_____	\$ _____	\$ _____	<p>P&C Insurance Protection Report <input checked="" type="checkbox"/></p> <p>We will make sure that our P&C Insurance Protection Report addresses the following <input checked="" type="checkbox"/> (and we will follow the safety recommendations in the Report to minimize risks):</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="vertical-align: top; width: 50%;"> <ul style="list-style-type: none"> <input type="checkbox"/> <u>Liability Risks</u> <ul style="list-style-type: none"> – Public Liability. – D&O Liability. – Environmental. – E&O. – Professional. – Product Liability. <input type="checkbox"/> <u>Other Risks</u> <ul style="list-style-type: none"> – Business Interruption. – Expatriate. – Kidnap/Ransom. – Legal Expenses. – Pollution. – Travel. – Purchase/Warranties. </td> <td style="vertical-align: top; width: 50%;"> <ul style="list-style-type: none"> <input type="checkbox"/> <u>Property & Casualty Risks</u> <ul style="list-style-type: none"> – Fire, Theft, Weather. – Flood and Earthquake. – Fidelity. – Landlord. <input type="checkbox"/> <u>Cyber Security</u> <ul style="list-style-type: none"> – Cyber Extortion. – Data Loss. – Electronic Crime. – Data Breach. – Company Down Time. </td> </tr> </table> <ul style="list-style-type: none"> <input type="checkbox"/> <u>Review of Present Policies</u>. Our Insurance Advisor will review our existing insurance policies to advise us which policies should be replaced with better policies based on our current dynamics and based on currently available options and whether the types and amounts of coverage need to be adjusted to address present and expected needs and risks. 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Liability Risks</u> <ul style="list-style-type: none"> – Public Liability. – D&O Liability. – Environmental. – E&O. – Professional. – Product Liability. <input type="checkbox"/> <u>Other Risks</u> <ul style="list-style-type: none"> – Business Interruption. – Expatriate. – Kidnap/Ransom. – Legal Expenses. – Pollution. – Travel. – Purchase/Warranties. 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Property & Casualty Risks</u> <ul style="list-style-type: none"> – Fire, Theft, Weather. – Flood and Earthquake. – Fidelity. – Landlord. <input type="checkbox"/> <u>Cyber Security</u> <ul style="list-style-type: none"> – Cyber Extortion. – Data Loss. – Electronic Crime. – Data Breach. – Company Down Time.
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Buy-Sell Agreement

We will address the following in our Buy-Sell Agreement between the Owners and the Company:

- Stock Transfer Restrictions. Restricting owners from selling shares to any other person without first offering the shares to Company and to each other on the same terms.
- Estate Plan Transfers. Whether transfers to family and family trusts will be permitted.
- Death. Options or requirements to sell and buy upon an owner's death.
- Disability. Options or requirements to sell and buy upon an owner's disability.
- Termination of Employment. Options or requirements to sell and buy upon an owner's termination of employment.
- Bankruptcy. Options or requirements to sell and buy upon an owner's bankruptcy.
- Divorce. Options or requirements to sell and buy upon an owner's divorce.
- Texas Shootout. Whether an owner can require the other owners to sell or to buy.
- Drag Along. Whether the majority can require minority to sell if the Company is sold (on same price/terms).
- Tag Along. Whether the minority has right to tag along if the Company is sold (right to be included in the sale at the same price/terms as a sale by the majority).
- Trigger Price and Terms. The method for determining buy-sell price and terms.
- Heirs. Whether to require heirs, as a condition to receipt of shares, to sign the Buy-Sell Agreement

Business Continuity Agreement

We will address the following in a Business Continuity Agreement between the owners and the Company:

- Board Approval Actions. Whether to spell out those actions which require Board of Director approval.
- Right to Engage In Competing Businesses. Whether co-owners should be restricted from investing in competing businesses.
- Required Resignation. Whether a co-owner who sells his or her stock must resign as an officer and director.
- Subchapter "S". Whether to be a subchapter "S" corporation.
- Stock Redemption Provisions. Whether the company will set up a redemption pool to let owners periodically cash in shares.
- Annual Dividend Payments. Whether to establish a dividend policy.
- Board of Director Composition. Whether to specify the method to elect the Board.
- Job Retention Guidelines. Under what conditions a co-owner must agree to retirement.
- Family Employment Policy. Whether to adopt a family employment policy.
- Conflict of Interest Policy. Whether to adopt a conflict of interest policy.
- Strategic Planning Program. Whether to adopt a continuous Strategic Planning Program.

Buy-Sell Agreement Funding

We will address Buy-Sell Agreement Funding as follows:

- Buy-Sell Agreement Funding. Under the Buy-Sell Agreement, the exercise of purchase options or purchase requirements will require cash payments up front or over time.
We will cover as follows:
 - A Stock Purchase Fund to build an investment account to help build cash resources.
 - Life Insurance to fund purchases upon death.
 - Disability Insurance to fund purchases upon disability.
- Funding Structure. The insurance funding will be structured as follows:
 - Company owned policies.
 - Owner Cross-Purchase owned policies.
 - Insurance LLC or Trustee owned policies.
- Alternatives. Our Financial Advisor will provide us with the alternatives and quotes we should consider and will advise us of employer-owned compliance options.
- Review of Present Policies. Our Financial Advisor will review our existing Buy-Sell insurance policies to advise us which policies should be replaced with better policies based on our current dynamics and based on currently available options and whether the types and amounts of coverage need to be adjusted to address present and expected needs and risks.
- Funding Maintenance. Our Financial Advisor will address ongoing monitoring and maintenance of the insurance funding.

Outside Route Assessment

We will address the following Outside Route realities:

- Best Buyer. We understand there are 5 principal types of successful acquisitions from the buyer's perspective. Key to a successful sale by us to an outside buyer is therefore to determine if our Company is or can be designed to fit within one or these. These 5 are:
 1. Improve the target company's (our) performance.
 2. Consolidate to remove excess capacity from industry.
 3. Accelerate market access for the target's (or buyer's) product or services.
 4. Obtain skills or technologies faster or at a lower cost than they can be built.
 5. Pick winners early and help them develop their businesses.
- Back Up. There are 4 other acquisition strategies which have some potential to create value for a buyer. These 4 are:
 1. Roll-up strategy.
 2. Consolidate to improve competitive behavior.
 3. Enter into a transformational merger.
 4. Purchase at below the target's intrinsic value.
- Market Match. To better understand the outside market for our Company, we will have an Outside Route Assessment performed because we wish to know (i) who will be a likely outside buyer of our Company and (ii) what changes should be made to our Company to be more attractive to an outside buyer as well as what the pricing and terms might be. With this, we can then decide (which of our strategic strengths we need to enhance and which ones we need to build or acquire to develop a company profile which is as close as possible to what the M&A marketplace has said it values and wants.



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Exit Route Choice <input checked="" type="checkbox"/>	
We will consider (or have selected) one or more of the following outside exit routes and options:	
Exit Routes	Exit Options
<input type="checkbox"/> Outside Buyer <input type="checkbox"/> Inside Buyer <input type="checkbox"/> Liquidation <input type="checkbox"/> Partial	<input type="checkbox"/> Strategic Buyer <input type="checkbox"/> Financial Buyer <input type="checkbox"/> Synergistic Buyer <input type="checkbox"/> Roll Up Buyer <input type="checkbox"/> Private Equity Group <input type="checkbox"/> Family <input type="checkbox"/> Partners <input type="checkbox"/> Key Employees <input type="checkbox"/> ESOP <input type="checkbox"/> Partial Liquidation <input type="checkbox"/> Controlled Liquidation <input type="checkbox"/> Fire Sale <input type="checkbox"/> Sell Partial Stake <input type="checkbox"/> Sell Control Stake <input type="checkbox"/> Redemption / Refinance / Recap <input type="checkbox"/> Franchise <input type="checkbox"/> Joint Venture

Exit Route Term Sheet <input checked="" type="checkbox"/>	
If and when we sell ownership to an inside or outside buyer, we are willing to consider the following main overall financial and business terms:	
<input type="checkbox"/>	Transition. Stay on as key officer for a period of time after the sale.
<input type="checkbox"/>	Consultant. Stay on as a consultant for a period of time after the sale.
<input type="checkbox"/>	Deferred Compensation. Receipt of deferred compensation as part of the package.
<input type="checkbox"/>	Consulting Fee. Receipt of consulting fee as part of the package.
<input type="checkbox"/>	Asset Retention. Retention of certain assets (such as building, equipment and/or intellectual property) to be leased/options to buyer in exchange for rent/royalty/license fees.
<input type="checkbox"/>	Restructure. Restructure the business to sell a division and keep a division.
<input type="checkbox"/>	No compete. A no-compete covenant payment.
<input type="checkbox"/>	Structure. Sale of business assets or sale of stock ownership.
<input type="checkbox"/>	Phased. A two phase or multi-phased transfer of part (minority) ownership initially followed by sale of control later.
<input type="checkbox"/>	Control. Sale of majority control initially, followed by the balance later.
<input type="checkbox"/>	Price Concession. Receipt of less than full value to help my desired successor owner.
<input type="checkbox"/>	Net Cash. Net (after tax) cash-in-pocket of at least \$_____.

Company Value Expectations <input checked="" type="checkbox"/>			
Our calculation estimate of Company value using the EBITDA Value Formula estimate is and will be:			
	<u>Value Now</u>	<u>Value Target</u>	
	(_____, 20__)	(_____, 20__)	(_____, 20__)
Net Income	\$_____	\$_____	\$_____
Add Back			
Interest	_____	_____	_____
Taxes	_____	_____	_____
Depreciation	_____	_____	_____
Amortization	_____	_____	_____
EBITDA	\$_____	\$_____	\$_____
Normalize			
Salary	_____	_____	_____
Expense Reimbursements	_____	_____	_____
Building Rent	_____	_____	_____
Equip. Rent	_____	_____	_____
Non-Recurring	_____	_____	_____
Non-GAAP	_____	_____	_____
Non-Operating	_____	_____	_____
Normalized EBITDA	\$_____	\$_____	\$_____
Multiplier (e.g., 4-10) ...	x_____	x_____	x_____
Business Value	\$_____	+\$_____	+\$_____
Excess Work Capital	+_____	\$_____	\$_____
Company Loans	(_____)	(_____)	(_____)
Stock Value	\$_____	\$_____	\$_____
<small>"Normalize" = Add back or subtract where income or expense might be more or less than true value or arms length situation or where event is not normal. Note: Other pricing or valuation methods may apply (such as Discounted Cash Flow Method, Single Period Capitalization Method, Comparable Sales Method, Adjusted Book Value Method).</small>			

Exit Route Sale <input checked="" type="checkbox"/>	
At this time we wish to do the following:	
<input type="checkbox"/>	Not Sell Any Now. Not sell any ownership to any buyer at this time. We want to complete the Pre-Sale Exit Planning process first.
<input type="checkbox"/>	Sell Part Now. Move forward with the Partial Exit Route I have selected above.
<input type="checkbox"/>	Test The Market. We will engage an M&A Advisor ("Market Maker" or "Deal Maker") to do some initial testing of the market to see how well the Company would do. This will be done confidentially to the extent to be discussed with our M&A Advisor.
<input type="checkbox"/>	Sell All Now. We are fully ready. Move forward now to sell all of my ownership to an <u>outside</u> buyer. To accomplish this, we will engage an M&A Advisor (investment banker, transaction intermediary or business broker),
<input type="checkbox"/>	Assets Retained. Assets (or divisions) to be retained (and possibly leased to or joint venture with the buyer) include: _____ _____
<input type="checkbox"/>	Market Maker. Discuss and move ahead with lining up discussions and selection process with an M&A Advisor (investment banker, transaction intermediary or business broker, as appropriate).
<input type="checkbox"/>	Potential Outside Buyers We Are Aware Of Would Be: _____ _____
<input type="checkbox"/>	Inside Buyer: Let's discuss how to sell to an inside buyer.

Business Model Command

What

What Business Are We Really In?
(Think *Customer Benefits, Not Business Sector*)

Company: _____

Type: _____ Sector: _____

How

How Does Our Business Model Create,
Deliver and Capture Unique Value?

Business Model Canvas

Key Partners

Our Key Partners
Outside Our Company
Who Help Us Provide Our
Products/Services Are ...



Key Activities

We Make Our Products/
Services By ...



Value Proposition

We Sell ...



Customer Relationships

We Keep Our Customers By ...



Key Resources

To Make Our Products/
Services We Use ...



Customer Channels

We Reach & Deliver To Our
Customers Through ...



Customer Segments

Those Who Buy From Us
Are ...



Cost Structure

We Control Our Costs By ...



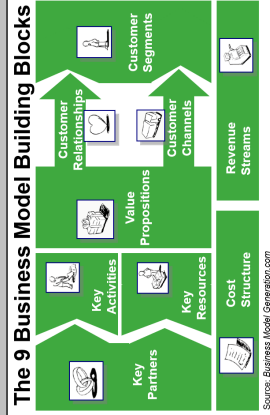
Revenue Streams

Our Customers Pay Us In The Following Ways ...



Why

Why Does (or Will) Our Business Model
(Still) Work (If It Does)?
(Based on *your Model's "Unique Decision*
Factors")



The Family Business Pioneer Success Formula

$$[\text{Business Model Command}] + [\text{Dynamic Leadership Core}] + [\text{Root Force Culture}] = [\text{Lasting Success}]$$

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The 9 Component Business Model Canvas is adapted from the book Business Model Generation
(www.Strategyzer.com) by Dr. Alex Osterwalder (Nick Niemann, Co-Contributor)

This Canvas is one of the tools from the Business Model Profit Tool Room



Nick Niemann

- Family Business Continuity
 - Pre-Sale/Exit Planning
- Omaha, Nebraska
402-301-3373

Our Profit Strategy Team

The internal, dynamic Team we have developed that knows how to take on precisely what we need to do to profitably grow our business and beat the disruptors.

Company Name: _____

Year: _____

Profit Strategy Team Agenda

(aka Advisory Board or Strategic Planning Group)

Key (Tools) Questions

These are the Key Strategic Thinking tools which enable us to assess our Business Model and to discover how to improve, innovate and pivot to take on today's and tomorrow's challenges and opportunities.

Key (Tools) Questions

- What** - What business are we really in?
- How** - How does our business model work?
- Why** - Why does our business model work?
- Grade** - How well does our business model work?
- Challenge** - How can we use the Business Model Canvas to challenge our ideas?
- SMART** - How can we overcome the five main barriers to purchasing: Skill, Money, Access, Result and Time?
- Intelligence** - What strategies or tactics of our competitors should be used or improved to change our business model?
- Lockin** - How can we lock in our customers, partners and employees?
- Advantage** - What is or could be our competitive advantage?
- TROT** - What is the predictable Threat, Result & Opportunity of a specific Trend?
- First** - What specifically comes first in our business and why?
- BlueOcean** - Which factors could or should be added (that the industry has never offered), increased (well above industry standard), reduced (well below industry standard) or eliminated (that the industry takes for granted)?
- SWOT** - What are our Strengths, Weaknesses, Opportunities and Threats?
- Unbundle** - Should we unbundle one or more business functions or features from our company?
- Transference** - What feature existing in another field or industry could be profitably transferred to our business?

Key (Tools) Questions

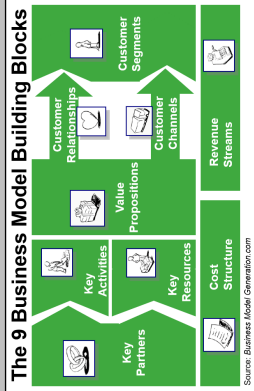
- Fusion** - How can we fuse together 2 or more product features, services or partners?
- Mapping** - How can we fulfill an unmet customer or partner need or desire?
- BlankSlate** - What would be the ideal situation if we were starting from scratch on a blank slate?
- Ideation** - What if ... ?
- Freemium** - How can we profit more with free products or services?
- PESTLE** - How will recent or upcoming Political, Economic, Social, Technological, Legal and Environmental trends or issues result in new opportunities or threats?
- CherryPick** - What profitable segment from a diverse organization can we pick off for our company?
- Collaboration** - How can we create and capture more value by systematically collaborating with outside partners?
- TRIZ** - How can we change the quality, dimensions, content, purpose, user, location, price, experience, volume, or timing of our product or service?
- BlindSpot** - What are we not seeing that will allow us to prevent problems before they happen?
- Spiderweb** - What other benefits can we achieve from one thing we are already doing?
- Opposite** - How would we change if we think opposite?
- Risk** - How can we better close the sale by addressing perceived or actual customer risks?
- Persuasion** - How can our business model better deploy the rules of persuasion?

Business Model Canvas - Today

Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segments
	Key Resources		Customer Channels	
Cost Structure		Revenue Streams		

Business Model Canvas - Revised

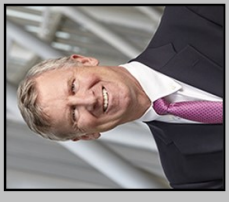
Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segments
	Key Resources		Customer Channels	
Cost Structure		Revenue Streams		



The Family Business Pioneer Success Formula

$$\left[\begin{array}{c} \text{Business} \\ \text{Model} \\ \text{Command} \end{array} \right] + \left[\begin{array}{c} \text{Dynamic} \\ \text{Leadership} \\ \text{Core} \end{array} \right] + \left[\begin{array}{c} \text{Root} \\ \text{Force} \\ \text{Culture} \end{array} \right] = \left[\begin{array}{c} \text{Lasting} \\ \text{Success} \end{array} \right]$$

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 The 9 Component Business Model Canvas is adapted from the book Business Model Generation (www.Strategyzer.com) by Dr. Alex Osterwalder (Nick Niemann, Co-Contributor)
 This Canvas is one of the tools from the Business Model Profit Tool Room



Nick Niemann
 • Family Business Continuity
 • Pre-Sale/Exit Planning
 Omaha, Nebraska
 402-301-3373

ATTORNEYS FROM OUR PRE-SALE EXIT PLANNING AND BUSINESS SALE OR PURCHASE TEAMS

Pre-Sale/Exit Planning

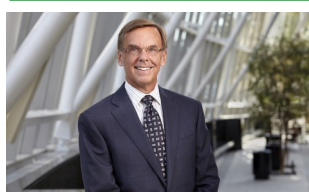


NICK NIEMANN
Phone: 402.633.1489
nniemann@mcgrathnorth.com



MATT OTTEMANN
Phone: 402.633.9571
mottemann@mcgrathnorth.com

Business Sale or Purchase



ROGER WELLS
Phone: 402.633.1453
rwells@mcgrathnorth.com



STACEY SHADDEN
Phone: 402.633.9591
sshadden@mcgrathnorth.com



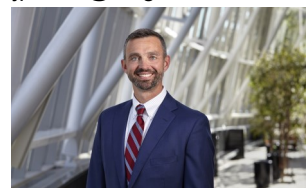
RACHEL MEYER
Phone: 402.633.6882
rmeyer@mcgrathnorth.com



PATRICK STRAKA
Phone: 402.633.1494
pstraka@mcgrathnorth.com



JEFF PENNE
Phone: 402.633.1426
jpenne@mcgrathnorth.com



TOM WORTHINGTON
Phone: 402.633.9554
tworthington@mcgrathnorth.com

OTHER SALE OR PURCHASE TRANSACTION ATTORNEYS (depending on needs or complexity of transaction)

Tax



JON GROB
Phone: 402.633.9560
jgrob@mcgrathnorth.com



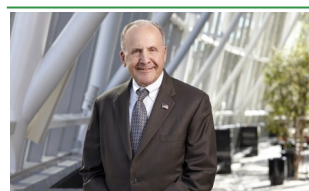
COURTNEY FOLTZ
Phone: 402.633.9572
cfoltz@mcgrathnorth.com

Intellectual Property



CLINT CADWALLADER
Phone: 402.633.6870
ccadwallader@mcgrathnorth.com

Real Estate



LEE HAMANN
Phone: 402.633.1423
lhamann@mcgrathnorth.com



RON COMES
Phone: 402.633.1411
rcomes@mcgrathnorth.com

Commercial Contracts



DAN PAPE
Phone: 402.633.9551
dpape@mcgrathnorth.com

Labor and Employment



ABBEY MOLAND
Phone: 402.633.9566
amoland@mcgrathnorth.com



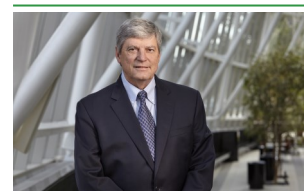
RUTH HORVATIC
Phone: 402.633.1521
rhorvatic@mcgrathnorth.com

Employee Benefits



PETER LANGDON
Phone: 402.633.1425
plangdon@mcgrathnorth.com

Securities

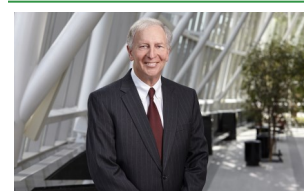


GUY LAWSON
Phone: 402.633.1402
glawson@mcgrathnorth.com



JASON BENSON
Phone: 402.633.6864
jbenson@mcgrathnorth.com

Environment & Regulatory



STEVE CASE
Phone: 402.633.1479
scase@mcgrathnorth.com

McGrath | North

PRE-SALE EXIT PLANNING AND Mergers, Acquisitions & Divestitures Practices

McGrath North's Pre-Sale/Exit Planning and Mergers, Acquisitions & Divestitures practices represent clients nationwide. Some of the industries we work in include food & beverage, construction, real estate, distribution, human resources, agribusiness, farm & ranch, industrial manufacturing, commodities, commercial manufacturing, retail, services, franchise, security, banking, energy, consumer products, biofuels, insurance, technology, accounting, healthcare, telecommunications, leasing, education, warehousing, finance, consulting, hospitality and information processing.

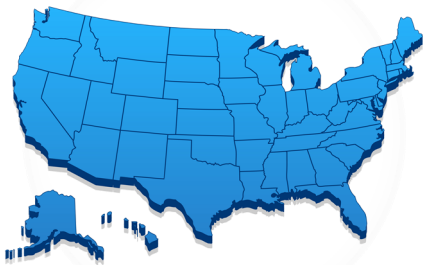
We have worked on hundreds of transactions, ranging in size from a few hundred thousand dollars to several billion dollars.

We have advised public companies, private companies, entrepreneurs, family businesses, private equity groups

and others in a myriad of transactions, including mergers, tender offers, initial public offerings, stock and asset purchases and divestitures, joint ventures, ESOP transactions and reorganizations. We have worked on transactions with most of the other "big name" M & A law firms across the country.

The McGrath North Pre-Sale/Exit Planning and M & A teams are recognized regionally and nationally for their experience, high quality service and practical business insight. These include a top rating from Best Lawyers® in Mergers & Acquisitions Law, and the highest ranking from Chambers USA in the Corporate / Commercial category. Our team members are also individually recognized as Best Lawyers®, Super Lawyers®, BTI Consulting Group Client Service All-Stars and M&A Client Choice Award Winners.

We have worked on transactions in nearly all 50 states.



We have worked on transactions in 6 of the 7 continents.



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FAMILY BUSINESS LEADERS

**Results Not
Wanted**



**Results
Wanted**



**Results
Achieved By**



**What Is The Financial + Personal Cost
of Being Too Late or Out of Time?**

**What Is The Financial + Personal Value
of Each Great Play Deployed In Time?**

Inspired By Excellence. Committed To Your Success.

When we work with Family Business Leaders, we ask about your story and the story of your family business. We get to see the heart and soul of America's family entrepreneurs, that is, America's new breed of Family Business Pioneers.

We get to see your passion and your excellence. We get to see the grit and determination which drive you. We get to see the love and respect you have for your colleagues and for those you serve. In short, we get to see the pioneer spirit which drives you and your team. Just as it has driven me and our team.

For over 60 years we have been working with our nation's food companies, restaurants, farmers and ranchers to feed people better. We have been working with contractors and companies to build better and more affordable homes and new business facilities.

We have been working with technology companies to develop new ideas that improve lives. We have been working with inventors, startup companies and health care providers to develop patented medical devices, leadership teams and joint ventures that save lives. We have been working with energy companies to help fuel our homes and the businesses we all rely on.

We have been working with bankers, key partners, manufacturers,

distributors, retailers and transportation companies to finance, produce and deliver better products and services to communities around the world. We have been working with family business pioneers and their other trusted advisors to transform, grow, carry on and transition the family business dream, the backbone of our great country.

We have been working with our community leaders to improve our cities and our schools. We have been working with our elected leaders to improve the business climate to create and attract new and better jobs for families.

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Inspired by excellence. Committed to your success.

Our diverse team isn't waiting for the future. We are helping to produce new, incredible, sustainable results right now.

We invite you to join us as we move quickly ahead towards the next 60 years.



Nick Niemann, JD
Pre-Sale/Exit Planning &
Family Business Continuity Attorney
Partner, McGrath North Law Firm
1601 Dodge Street, Suite 3700
Omaha, NE 68102
402-633-1489
nniemann@mcgrathnorth.com
www.McGrathNorth.com
www.FourthQuarterFirst.com

Member: Vistage International Family Business Network
Family Firm Institute
CEO Space International
Business Enterprise Institute
Exit Planning Institute



Matt Ottemann, JD, LLM
Pre-Sale/Exit Planning &
Family Business Continuity Attorney
Partner, McGrath North Law Firm
1601 Dodge Street, Suite 3700
Omaha, NE 68102
402-633-9571
mottemann@mcgrathnorth.com
www.McGrathNorth.com

Member: Great Plains Federal Tax Institute
Nebraska Society of CPAs
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Creighton College of Business Adjunct Faculty