

Roundtable Content (two Scenarios -- each roundtable will be assigned to only ONE of the two)

Scenario One: Small Company:

Company Profile: A well-established and profitable privately held company, the founder and owner is 60 years old, with 25 employees (ten independent contractors). The company is led by the owner, who is accompanied by an operations manager, and sales manager who happens to be her son. The managers are her go-to team members, wearing more than one hat, to help resolve issues and communicate with the teams. They do not have in-house HR representation- employee payroll and benefits are outsourced. The owner has a sense of annual revenue goals, but not a fully scoped strategic plan. She relies on her CPA for annual financial reporting.

Succession Timeline 2 years: She has had a sudden life event that has changed her perspective of her role in the business. She trusts her managers and would like to transfer the business to her son, or possibly to an outside buyer, she has no idea at this time. She wants to transition to partial retirement within a year.

Scenario Two: Large Company:

Company Profile: We have a rapidly growing privately held company that was founded 5 years ago by a 40-year-old entrepreneur. The company has 90 employees today. The founder (who is also the CEO) has a leadership team with mixed experience – many have grown with the company and a few were hired from small competitor companies. They have a Human Resource professional focused on recruiting putting basic HR processes in place. The company grew rapidly, especially in the last two years and is now struggling as it tries to continue to scale and hit revenue/profitability targets. The company has not focused on creating a corporate infrastructure or corporate processes and programs.

Succession Timeline is 3-5 years: The owner (or CEO) of the company, would like to sell the company and begin a new company within the next 3-5 years. He would like to continue to grow the company and increase its value so he will have a nice financial cushion when he starts up his new company in 3-5 years.

Each roundtable answers the following questions (based on the ONE assigned scenario):

1. What people situations could affect (increase or decrease) the value of the company sale?
2. If you see challenges relating to people in the organization, what might you recommend to a client?
3. How would you adapt your client conversation to address people transition as part of exit strategy?