

# client story APPEELING FRUIT



snapshot

## Results after 48 months

Received an unsolicited offer from a third party: **SOLD!**

Growth in revenue: **71%**

Growth in profit: **189%**

ROI on investment: **32X in 48 months**

### Business Challenge:

From a small startup to a multi-million dollar business, this owner began looking to the future. While the company was growing, it was not growing in a sustainable way. He was wearing too many hats. A long-time controller was retiring. The remaining team was young, operating in siloed departments and missing key positions. There was no successor, no strategic plan, no marketing plan and no dedicated sales force. The absence of metrics and insights made it difficult to guide the financial future of the business and plan for the owner's eventual transition. He realized he needed a better operating system.

### Owner Challenge:

- The owner IS the business. It will be difficult to transition out if he doesn't build out a strong leadership team
- Owner needs to delegate some key responsibilities to other team members
- Owner uncertain of how much money he needs from the sale of the business to give his family the financial security he desired

### What Owner Wanted:

- Transition the business within five years and keep the brand alive
- Improved communication and accountability with his leadership team
- A clear plan for growth

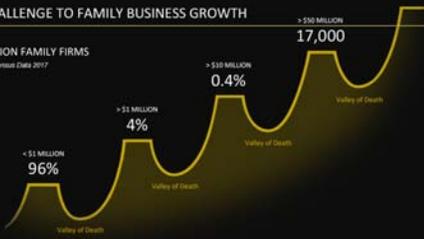
### Results of the ValuePoint™ Process:

- Developed rolling 3-year strategic plan with the leadership team; built in accountability and monthly meeting rhythm to monitor progress, learn, and adjust as needed
- Hired key positions (purchasing, maintenance, sanitation, sales) that increased the business value
- Grew top and bottom line substantially
- Made deep inroads into a new market segment that made the company very attractive
- Invested in professional development for the leadership team
- Removed owner as the hub (hub & spoke model) moving responsibilities and accountability to his leadership team
- Helped owner start to pull money out of the business in a tax efficient way and invest in other investments, reducing his risk and the amount of money he would need at transition
- Developed an Emergency Management Plan that gave directions to his spouse and the leadership team as to what to do if he was unable to work for any reason (disability, death, etc...)
- Transitioned some stock to a family member who was a key employee and was being developed as the successor, prior to the 3rd party sale
- Helped spouse manage her pension transition at her retirement and provided full visibility of the family's financial picture

#### THE CHALLENGE TO FAMILY BUSINESS GROWTH

25.2 MILLION FAMILY FIRMS

Source: U.S. Census Data 2017



Ready to build a business that can run without you?  
**RSVP and join us for a ValuePoints™ Workshop!**

### BUILD VALUE

- Strategic Planning | Scaling Up
- Value Acceleration
- Leadership Team Development
- Succession Planning
- Family Business Governance

### UNLOCK WEALTH

- Financial Modeling for the Owner
- Tax Buckets
- Lifestyle Expectations
- Harvest Income from the Business Now
- Manage Risk

### NEXT CHAPTER

- Prepare for the 5Ds
- Define Your Vision after the Business
- Transition To vs Leaving From
- Three Hurdles
- What's Your Runway

Growing Companies. Growing Leaders. Creating Legacies. 610.336.0514 [www.compasspt.com](http://www.compasspt.com)



Compass Point Consulting, LLC • 1525 Valley Center Parkway • Suite 300 • Bethlehem, PA 18017