



PHASE I – LONG VIEW In this stage an owner has the most transfer strategy options available and time to plan an orderly transition. This is the time to consult trusted advisors, including tax attorneys, accountants, estate planners and professional transaction intermediaries. At this point owners typically consider transfer to family members, employees, co-owners, other business associates and outside third parties, usually in this order. Proper advance planning in this stage allows the owner to arrive at the ideal point of transition fully prepared to execute.

PHASE II – CHANGE DRIVEN In this stage owners begin to be motivated to sell by changes in personal and business circumstances. On the personal side, thoughts of retirement, changes in health or burnout drive the process; on the business side, need for additional capital or lack of an apparent successor are drivers. At this point the owner feels an emotional pressure to act, yet has not prepared for a smooth transition. The owner hopes for good timing, but in many cases does not have the options they may have had earlier.

PHASE III – LIMITED OPTIONS In this stage significant change in personal or business circumstances drive unsavory decisions. Declining health, divorce, dissenting owners, declining business, cash flow emergencies force owners into involuntary decisions. By failing to consider a transition when the timing is right, owners in these circumstances often allow the decision to be made for them – when the timing is bad.

An owner has the widest array of options when they engage trusted advisors early in the process. Fulcrum Partners can help an owner through the entire Business Transfer Process:

- Formulation of an Exit Plan, based on personal objectives
- Establishment of Market Valuation
- Professional “Packaging” of the business
- Confidential search for compatible and financially capable buyers
- Negotiation for premium price and the best terms and conditions
- Liquidity