

Redefining M&A in an Era of Disruption

M&A Strategies for SMB Leaders

PRIVATE EQUITY | E-BOOK

Sam Palazzolo, Managing Director

Email sp@tipofthespearventures.com

Cell 702-970-8847



Redefining M&A in an Era of Disruption

M&A Strategies for SMB Leaders

Contents

- OVERVIEW 3**
- Introduction and Executive Summary 5**
- COVID-19: A Time for SMB Growth 6**
 - Resilience..... 6*
- ECO Sustainability: From Strategy to Execution 7**
 - Reclaiming the SMB Agenda 7*
 - A Boots on the Ground View on ECO Sustainability 8*
 - Peer Perspective..... 8*
 - Involve the NextGen 9*
 - Encourage Diversity..... 9*
- Technology Troubles: Far Behind the Digital Curve 10**
 - The Point: The Time to Act is Now..... 10*
 - A Boots on the Ground View on Technology Troubles 10*
 - Peer Perspectives 10*
- SMB Dynamics: The Role SMB Plays 12**
 - Values: A Magnet for NextGen..... 12*
 - A Boots on the Ground View on SMB Dynamics 13*
 - Peer Perspective..... 13*
- Redefining the SMB Success Formula 15**
- Resources and Further Reading 16**
- ENTREPRENEURSHIP THROUGH ACQUISITION | BOOT CAMP 18**
- ABOUT THE AUTHOR..... 19**

OVERVIEW

In the best of times, the advantages of small and midsize business (SMB) companies tend to be overlooked as unicorns fly and also the stock exchange follows. However, when times are rough, the strong principles which can be the trademark --devotion to worth, long-term believing, sensible grip --would be the things recoveries derive from. It just happened in '09 following the economic catastrophe when SMB companies rebounded to construct opportunities at a shattered world market. Also, it'll happen again from your article -- COVID-19 retrieval for two important reasons: SMB companies are more dependable compared to many other associations and leaders, also, in the majority of industries, they're far more resilient.

The [Edelman Trust Barometer](#) affirms the very first reason: 67 percent of respondents at Edelman's 2020 report said that they reputable SMB companies --against 58 percent for people employers -- which makes household companies probably the most dependable form of venture. Just 21 percent of SMB companies say they took additional funding in 2020, in some period when businesses increased a listing US\$3.6Trillion in funding from public investors to guarantee liquidity.

That really is excellent news to the world market, since SMB organizations are anticipated to contribute over 50% of both GDP and also two thirds of employment.² however it goes deeper than that. The Edelman Trust Barometer obviously shows how confidence is developed on a base of competence and integrity. Of those four major institutions of the society --government, company, multinational companies and social media-- just small business scores favorably on both parties.

SMB companies possess the traits and capacities necessary to maintain that sweet area at which ethics and competence. However, because the consequences of the poll additionally reveal, thriving in the modern world will take a shift of mindset; a portion of these priorities and behaviors, for example increased investment from the electronic tools required for financial strength; plus a fresh definition of heritage. The entire planet is changing, so is your formula to get lasting SMB success.

SMB Leaders desire, most importantly, to make a business which produces a favorable impact and ensures a heritage to future generations. They've made a reputation for putting their workers as well as the communities that they serve. They 'return' in the standard sense, however their approach relies on a definition of heritage that's shifting.

In the current business atmosphere, the pace of change has been accelerating, Professional fit will have to get coordinated with intention for success. They aren't assigning key areas like sustainability, that is not any more a 'nice to have' if you are able to reveal difficulty; rather, it is really a business imperative. If SMB companies don't show their commitment to progressing with real activities, they can't risk losing the confidence and good will which offer them permission to operate.

We researched just under 3,000 SMB organizations in nearly 100 countries, and then ran three focus group discussions with leaders to check our findings. Depending on the outcome, we

maintain that SMB companies, though resilient, need to comprehend their blind areas and also have a leadership role which shows their commitment to growth in the future.

As our previous research has shown, SMB organizations are now working on the learning curve to be married to their own personal values together with their company purpose, and vice versa. The SMB segment was rising up the set of business settlements well ahead of the advent and spread of COVID-19. Today, it isn't just a matter of if it is really a fantastic idea to reevaluate SMB operations, however just how long it will take for investors, consumers, investors and authorities to penalize the ones who do not. Even business schools have cautioned against a thought where we return to business as usual, asserting that COVID-19 emphasized the vulnerabilities within our societies and financial system. Public opinion, too, has changed; nonetheless before the merger, 43 percent of consumers expected organizations to be answerable to their ecological impact. Businesses with the best SMB evaluations are outperforming the others and recovered quickly from the very first wave of the outbreak.

Introduction and Executive Summary

55% of C-Suite Leaders said that their companies plan to increase M&A activity in 2021.

The year 2020 has been a time for evaluation for everyone, as COVID-19 disrupted lives and livelihoods. Medical and safety remained top of mind for SMB companies since they reconfigured their operations to combat diminishing markets and an uncertain future. Yet optimism remains high for growth in 2021, in spite of how the majority of the just under 3,000 SMB business leaders who participated in our poll shared before news of the coronavirus vaccines.

The first part of this report looks at the financial ability in SMB companies and shows how they're prepared to lead the post-COVID recovery. The second section highlights the requirement to reevaluate their strategies and rethink how they subscribe to reducing situational change, to sustainable business practices, and to society.

The third element evaluates the role of technological transformation in SMB enterprises. The pandemic has established the vital significance of strong digital capacities for companies. But one in five SMB organizations say their digital transformation travel is complex --they continue to think digitalization is actually a high priority.

The last section focuses on SMB dynamics. The very relationships that make an SMB business strong may also hold it back. It's really a difficult subject for all, but introducing a much more professionalized approach to governance takes emotion -- subjectivity -- out of the equation and creates an atmosphere for company success. Perhaps it's not surprising that through the pandemic, also despite stalling progress on instigating formal governance procedures, the range of respondents who have formalized succession planning has climbed to 30 percent.

We tested our findings from convening three focus groups of SMB owners, representing a variety of industries and businesses from around the country. Their perspectives and our tips are recorded at the close of each section.

Bottom Line -- The business climate is changing; now is the time to embrace a fresh formula to get lasting SMB success.

COVID-19: A Time for SMB Growth

The COVID-19 pandemic has been an extraordinary test of resilience for almost all organizations. SMB companies are rising to meet up with the challenge at a time when financial uncertainty was affecting forecasts. Before the pandemic, 55 percent of respondents were forecasting growth for 2020 -- The lowest percentage since 2010, the year following a global economic crisis.

Today, looking beyond COVID-19, nearly half (46%) of SMB Businesses expect sales to diminish. However, 86% expect a return to pre-pandemic growth speeds by 2022, an impressive level of optimism given that no fingerprints had been approved while the poll was conducted.

Unsurprisingly, the impact of COVID-19 on sales is irregular across sectors. Eighty four percent of the people in hospitality and leisure--the largest portion of any sector--expect a contraction, accompanied closely by 64% in automotive and 63 percent in entertainment and media.

Resilience

Just one-third (34 percent) of surveyed businesses have had to cut ties with employees -- furlough-- and 31% report having taken wage cuts. In general, just one in five businesses (21%) had to access extra capital; 15 percent of their owners are putting in more of their own cash, and also a further 23% say they have been prepared to do so if necessary.

SMB businesses have proven robust and flexible --and as we have begun to expect, they are going for a people-first approach, putting the well-being of their staff and encouraging their own regional communities during the catastrophe. 25% are allowing staff to work from your home, and 25% are repurposing their production to meet up with pandemic related demand.

Despite that, 2021 expansion ambitions are in line with exactly what we saw in previous years.

This assurance isn't blind; it is based on risk and planning management. Four out of five (82 percent) are prioritizing diversification and/or expanding into new markets or products; all these really are just two of the 3 top priorities for businesses during the last couple of decades.

ECO Sustainability: From Strategy to Execution

The pressure on all businesses to contribute to ECO Sustainability -- A cleaner environment and fairer society -- is increasing, so actions around a sustainability agenda—not just commitments—will take on a new urgency. In previous surveys, we identified five urgent challenges facing the world: wealth disparity, technological disruption, demographic pressures, polarization of opinion and declining trust. COVID-19 has only served to accelerate and intensify these.

SMB businesses have a head start to lead on ECO Sustainability, especially in compare/contrast with their larger public corporate counterparts. They are the most trusted form of business, are potentially more agile and are relatively free from short-term market pressures. And they can have a significant impact. In 2018, the top 750 SMB businesses employed more than 30 Million people and generated \$9.1 Trillion (USD). SMB companies also have the advantage of being able to take a longer-term view of investment in sustainable initiatives. This sets them apart as natural leaders on ECO Sustainability, a role that 55% of respondents to the survey say they are ready and willing to adopt.

But there is a risk that established approaches and ways of thinking, particularly regarding what ECO Sustainability means and how SMB businesses are governed, could hold them back. For now, they are not prioritizing ECO Sustainable practices -- even though they know that they should.

This lack of prioritization is a rare example of SMB businesses being hindered by their own independence. SMB companies have felt pressure around sustainability from customers, lenders, shareholders and employees increase in recent years. Investment in ECO Sustainability-focused funds rose fourfold in the US in one year, to more than US\$21 Billion in 2019, and ECO Sustainability-related regulation, including emissions disclosures and gender pay reporting, has proliferated. SMB companies have been steadily nudged into ECO Sustainability practices and policies. They have no choice but to respond, and in doing so they are visibly leading the way. For SMB businesses, the opportunity to achieve their top priority— expanding into new markets—could serve as the impetus to invest in ECO Sustainability.

Reclaiming the SMB Agenda

Giving back is in the DNA of SMB businesses. They think about the total impact of their business on society, they prioritize the well-being of their employees, and they believe in supporting their communities and society. More than 80% engage in some form of social responsibility activities, including 42% that say they engage in philanthropy.

It's how they think about sustainability that must change. Sustainability needs to be central to their business operations, rather than simply embedded within their philanthropic activities. In some economies it already is. Our survey shows that SMB businesses in countries where traditional forms of philanthropy are less practiced have gotten the message. In some portions of the US, for example, SMB businesses are embracing sustainability practices by putting them at the heart of what they do. In others, 79% of SMB businesses are prioritizing sustainability, compared with 23% in the overall US. Yet 76% of US SMB businesses contribute strongly to their community, compared with 54% in this one particular state -- Why?

ECO Sustainability is an existential issue. Businesses that don't demonstrate their commitment to ECO Sustainable practices could be punished by consumers, the media and even regulators. SMB business owners want, above all, to create an enduring asset for future generations. Legacy matters—it's top of mind for two-thirds (64%) of the SMB respondents in our survey. If sustainability isn't a priority, their license to operate and their legacy are at risk. And it would appear COVID-19 has increased SMB business owners' desire to protect their business and create a legacy.

A Boots on the Ground View on ECO Sustainability

Ten leaders of SMB businesses from across the country, representing ten sectors participated in our SMB Focus Group.

Our SMB focus group representatives agree that there is an incontrovertible blind spot when it comes to translating SMB centered values into concrete actions which prove their devotion to ECO Sustainability. They regard closing that gap as critical, not only to build new opportunities, yet to secure the long-term future of the company. But they also realize that the business is behind the curve of focusing on just how to measure sustainability: for instance, how to attain net zero carbon emissions or just how to communicate progress and commitment formerly achieved. The focus group considers that the next generation's (next gen's) interest in sustainability is crucial not just in encouraging household organizations to embrace ECO Sustainability, but in bringing younger SMB leaders/employees into the business. Purpose and significance are very important for this particular generation, and ECO Sustainability can provide both.

Peer Perspective

Embed ECO Sustainability into your business and operating model. The SMB Business leaders in the focus group agree: ECO Sustainability went from a nice feature to get a business to possess into an imperative for success. "Before, ECO Sustainability was presumed roughly as something we do if everything was okay," said one SMB Leader. "Now we're incorporating it into every decision we make." The focus group described many great things about embedding ECO Sustainability, from lowering the price of capital to enhancing brand value.

Ask for help in measuring and meeting ECO Sustainability aims. ECO Sustainability dimension is a hierarchical field, and there's absolutely no internationally consistent system for reporting ECO Sustainability progress. It was just in September 2020 that the World Economic Forum published a framework for assessing progress on ECO Sustainability. These metrics were welcomed with the SMB business leaders in the focus group that are pushing for greater dimension and accountability within their own organizations. Drawing on outside expertise is regarded as an important element of solving the ECO Sustainability puzzle. "The longer word in the boardroom is still the fiscal word, the return on investment," an SMB Leader said. "Intangibles aren't getting quantified "

All of the focus group members indicated they felt pressure regarding ECO Sustainability. The importance of publicly talking about the goals and accomplishments of the business. "SMB companies tend to be better at conveying ECO Sustainability because they know where this is going," adds one SMB Leader. "For SMB businesses, a quiet life was a good life. Which has to change."

Involve the NextGen

Younger generations are the driving-force supporting agility, and in SMB companies they're on the lookout for increased responsibility. ECO Sustainability can be just a normal fit. Fourth generation companies, by way of example, are somewhat more inclined to embed ECO Sustainability in decision making (60%, compared with 55 percent for all respondents) and therefore are more likely to have a well-developed ECO Sustainability strategy (40% vs. 35%). "I'm first-generation, and we had no choice except to work at the corporation," said one SMB Leader. "This current creation can choose the things they want to do. The relationship between your business and generations is getting looser. The mindset of these older generations should change and needs to be accommodated to younger generations' mindset."

Encourage Diversity

The panel considers that a shortage of pressure from capital markets could be a handicap for SMB companies when it Involves ECO Sustainability. They believe that a board that is diverse, with separate input, could act as a fantastic proxy and struggle thinking around ECO Sustainability.

Technology Troubles: Far Behind the Digital Curve

The pandemic demolished any lingering doubts about the benefits of digital transformation. Digitized services became the norm overnight, and businesses with established digital capabilities fared better than those that had to scramble to keep up. This was true for SMB businesses, as well. Those with strong digital capabilities and access to good data performed better than others.

SMB businesses with digital advantage are the minority. Although four out of five (80%) say that initiatives related to digitalization, innovation and technology are a top priority, progress in these areas have been slow. Only 19% say that their digital journey is complete, and 62% believe they have a long way to go. In a previous SMB Business Survey, 80% of respondents were concerned about innovation and technology. And although they name digital capabilities as their second highest priority, 29% still report in the 2021 survey that they don't have strong digital capabilities and that developing these capabilities is not high on their action agenda.

The Point: The Time to Act is Now.

The experience of SMB businesses that have upgraded their digital capabilities shows the vital importance of a clear road map. The actual advantages of digitalization don't always match up to the assumed ones, so strategic planning is key. For example, 58% of digitally strong businesses use technology to improve their compliance and reporting function, but only 44% of those planning a digital upgrade see this as a priority. This obviously needs to change.

The survey also found that NextGens have a greater role in 46% of digitally strong businesses, though digitalization, innovation and technology (as well as sustainability) are more of a priority for third- and fourth-generation businesses.

A Boots on the Ground View on Technology Troubles

Eight SMB leaders from across the country, representing six unique industries.

Our focus group confirms those organizations with good digital skills discovered early successes in devoting their workers to distant work easier. The agility of SMB companies is evident at the accelerated adaptations that a lot of them made to their own business design or operations. Inter-generational anxiety surrounding digital transformation strikes a chord, and an often loud one.

"We'd tried for 2 years until the pandemic to apply virus-killing technology to our manufacturing process without success. But when the pandemic struck, we found a way we could make use of the technology and in just over eight days we had success."

"Digitalization is not a goal you may reach; it's really a constant journey. The outbreak showed us the capability of electronic technologies when we deploy them the ideal way-- with a clear focus on creating value for customers and employees."

Peer Perspectives

Re-discover your visionary flair. The pandemic has become an essential reminder of the possibility of SMB businesses, especially regarding the chances and opportunities stemming from technology. "This is a new era for SMB organizations. In the past, several have tended to prevent risk and have already been quite conservative. That's changed. It has an opportunity to

review business models if the governance is being effective. They are recalling how to be entrepreneurial again, creating and adapting value in a challenging world."

Digital transformation and agility go hand in hand. "Among our companies, before the pandemic we sold mainly through our brick-and-mortar locations; only roughly 10 percent of sales were online. We changed the business model when the pandemic hit that roughly 80% of sales were online, and also our brick-and-mortar locations provided deliveries locally to customers. We moved from being a retail industry into an internet shipping business in just four weeks. This is the mentality you need during a catastrophe --don't close the brick and mortar, pivot."

Allow the next generation to challenge priorities. As mentioned above, NextGen members are still an essential motivating force for digitalization. We found that younger SMB members selected technology among the three most important drivers of change to the organization, and 64 percent of them felt that this is the area in which they can add significant value. "Different generational priorities have been apparent when the business recently underwent the very long process of deciding exactly what we wanted to be known for. I am more aware of the program around digitalization and ECO Sustainability, however, my father -- the founder of the SMB -- really is good at listening and asking the critical questions. This has been a fantastic experience. As a NextGen, you have to be mindful not to throw away the great things from previous generations as you are focused on something fresh. My father has got valuable experience; I have an even more forward-looking mindset. The combination of the two should prove beneficial for years to come at our SMB."

SMB Dynamics: The Role SMB Plays

SMB Organizations are complex, given the nature of the personal relationships on which they're made. The exact connections that enable the business to act and adapt fast can also decrease its own conclusions and hold it back -- It might be tricky to admit that communication between relatives and across generations is not exactly what it can be.

Nearly seven out of ten survey respondents (68 percent) say that SMB members reflect evidence at hints at inherent discord: only 5-8% say that most relatives share similar opinions about the Leader's direction.

There are a lot of sensitive issues to discuss and many areas in which progress falls short in an SMB. Two-thirds (66%) of respondents report that SMB Leaders communicate regularly about the business, but one fifth (21%) state they have no proper mechanisms in place to deal with potential areas of debate -- So not open to discussion.

SMB stability ought never to be taken for granted. It requires planning and work, also it ought to be approached using the same focus and professionalism that is applied to business strategy and operational conclusions. Seventy nine percent of SMB companies have some form of government policy or procedure set up --down from 84 percent when we asked exactly the same question previously -- for most, there are significant differences.

Only one in four respondents (23%) say they have ever not had a debate at the office. At the other extreme, disagreements are a normal phenomenon for you in ten (7%). Handling debate is very much a personal affair; 80% of respondents who report with disagreements deal with them internally. But only 13 percent possess an established conflict resolution system, and just 12% purchased an outside third-party resolution service for assistance (i.e., Lawyer, Consultant, etc.).

Succession planning is one of the very sensitive issues, along with COVID-19 appears to have focused minds in this area. The survey affirms that an uptick in business planning for succession: 30 percent of SMB businesses now have a formal succession plan, up from 15% in previous years.

Values: A Magnet for NextGen

In previous years, roughly one quarter (23 percent) of SMB companies expected NextGen relatives would be majority shareholders within five years. At the 2021 survey, this number rises to just over one-third (35 percent). Younger generations are strongly inspired by meaning and goal when it comes to their own career, and at times battle to obtain these qualities at the SMB Business, according to conversations we have had with lots of NextGens. Clear company values will help bridge the economic gap and supply the NextGen with the sense of purpose that they crave. SMB companies who value formal documentation -- worth at a written form -- can also anticipate and be better prepared for succession with more hierarchical and transparent strategies. Plus, they perform better today compared to their peers during the ordeal, even though 70% of businesses say that the SMB has a definite documentation plan -- only 44 percent have written them down.

A Boots on the Ground View on SMB Dynamics

Eight SMB leaders from across the country, representing six unique industries.

Our panel agrees wholeheartedly that SMB dynamics are a sensitive issue. Issues like succession might be entirely emotional, making them further difficult to navigate and tempting to avoid addressing -- though succession is also the only area of SMB governance by which finite activities actually increased from the previous poll. Many SMBs wish to keep conversation of the sensitive problems among themselves, but they agree that they frequently need professional support and moderation to address them correctly. Finding such support helps professionalize the business and encourage SMBs to rethink the job, responsibilities, and composition of both.

"Many SMB Companies spend a whole lot of time around the business, but much less time on the problems. Often the impression is that they don't have any problems, thus there is no reason to make time to go over these all too important SMB issues. But if you do not spend time prior to -- or attempt to do so when a conflict arises -- then it's too late."

Peer Perspective

Professionalize SMB Succession. Possessing a skilled succession arrangement and a clear process of conflict resolution -- preferably involving an independent party -- makes business sense, particularly for SMB companies. An expert approach strips emotion and personal prejudice -- common stumbling blocks for SMBs -- out of decisions.

"If you're about to offer a new solution, you sit down and work outside the business circumstance. You invest time into the matter. I actually don't see SMB stability as every other. Take advice and build in protocols for future years."

Governance should Reflect that SMBs are Dynamic. SMB organizations will need to reevaluate succession arrangements regularly, because the arrangement of ownership can vary as NextGens enter the company or by marriages. Because of this, it's very important to lay parameters out at an SMB and keep them current.

"We rewrote the succession plan eight years back and certainly will revamp it soon. Folks get married, dynamics shift. We all involved our mother and teenage nieces -- that are not in the business -- because the stark reality is that SMB members have an effect, and you have to be prepared for that."

Write Down SMB Values. A written account of an SMB's values helps with communications and decisions.

"My kid and mother gave us the third generation SMB members the freedom to ask the question, 'Would you like to remain as shareholders or sell the business?' It is the only way to become aware of the reasons we wanted to still be an SMB company. Going through that process allowed for us to jot down the values we were coping with, plus they helped lead the decisions we created. Every leader which unites the business has to recognize the values within their contract here. This recognition becomes the adhesion between the SMB, executive board and governance board. I do not feel hindered by them, because they give me a clearer understanding

of the place where the strategy needs to lead the company in a sustainable manner. Values need to be the common ground which an SMB is assembled on."

Permit Outside Help. The emotions involved with SMB discussions can be tough to fix internally. Many on the leaders see that the main benefit is between a neutral, outsider's viewpoint.

"Topical consultants have helped us a great deal. We're a couple of brothers (3), and we all took the view that the key had been communication, communication, communication. We have worked with an Executive Coach as an SMB since the 1990s; we would all go on a retreat every year for four days and only talk. We unburdened ourselves and got some battles out of our heads. It's a really powerful opportunity to open up."

Redefining the SMB Success Formula

For SMB businesses, there is good news from these findings -- but a wake-up call is in order!

The financial resilience makes an SMB organization recession-proof and able to achieve success, but they need to readjust their mirror on society and on themselves. If they are able to accomplish this, their capacity to fuel this acceleration, COVID-19 recovery becomes even more crucial as a result of the financial impact across the world. To maintain their will to work, they need to reevaluate their purpose and leverage the trust they've gained to create measurable non-financial impact. The NextGen Leaders will play a vital part in pushing SMB companies forward in policy areas that are crucial to the organization's heritage. The last decisions concentrate on the 3 important areas in which instantaneous actions will help secure a durable formula for victory for generations to come.

Deliver on ECO Sustainability. SMB companies have a deserved reputation for prioritizing the welfare of their workers, as well as the communities where they operate. But they're also in danger of losing control of this story, as larger businesses assert their ECO Sustainability story. SMB companies will need to understand how to measure and communicate their ECO Sustainability agenda to a wider stakeholder group.

Transform Digital Capabilities. Over several years, our poll has shown there is more conversation about digitalization compared to action. The shock of COVID-19 shows that those that had escalated their digital journey were better placed throughout the catastrophe. Now's the time to act. The 29 percent of respondents who are not making digitalization a priority and have not made advancements therein will probably face important challenges in protecting their legacy.

Professionalize SMB Governance. We found from the previous survey that success came when SMBs improved their internal bureaucracy by embracing more businesslike practices. SMBs feeling of purpose has to be changed to the organization operations for continued success. Codifying values helps with performance and SMB communications, all of which should be documented.

A wise man adapts himself to circumstances, as water shapes itself to the vessel that contains it.

- Chinese Proverb

Resources and Further Reading

1. “Companies have raised more capital in 2020 than ever before,” Economist magazine, 10 Dec. 2020, <https://www.economist.com/business/2020/12/09/companies-haveraised-more-capital-in-2020-than-ever-before>.
2. Contributions of family businesses towards GDP are difficult to estimate due to the different definitions of family-owned and controlled. See Belén Villalonga and Raphael Amit, “Family ownership,” Oxford Review of Economic Policy, Volume 36, Issue 2, Summer 2020, pp. 241–257, <https://academic.oup.com/oxrep/article-abstract/36/2/241/5813058>.
3. Fifty-six percent of respondents in the Edelman Trust Barometer’s recent survey say capitalism as it exists today does more harm than good in the world. See Edelman, Edelman Trust Barometer 2021, 2021, <https://www.edelman.com/trust/2021-trust-barometer>.
4. PwC, Global Family Business Survey 2018: The values effect, 2018, <https://www.pwc.com/gx/en/services/family-business/family-business-survey-2018.html>.
5. OECD, Building back better: A sustainable, resilient recovery after COVID-19, 5 June 2020, <http://www.oecd.org/coronavirus/policy-responses/building-back-better-a-sustainable-resilient-recovery-after-covid-19-52b869f5/>.
6. PwC, The consumer transformed: Global Consumer Insights Survey 2020, 2020, <https://www.pwc.com/gx/en/industries/consumer-markets/consumer-insights-survey.html>.
7. Alex Rolandi, “ESG rating ‘linked to outperformance’ amidst coronavirus pandemic,” Funds Europe, 16 Apr. 2020, <https://www.funds-europe.com/news/esg-rating-linked-to-outperformance-amidst-coronavirus-pandemic>.
8. TIP, SMB Sustainability: Five Urgent M&A Issues and Implications, May 2020, <https://tipofthespearventures.com/smb-sustainability-five-urgent-ma-issues-and-implications/>.
9. Sixty-seven percent say family-owned businesses are the most trusted, vs. 58% for public companies. The percentages are based on respondents prioritising which of the following categories of businesses they trust most: family owned, privately owned, publicly owned and state owned. See Edelman, Edelman Trust Barometer 2020, 19 Jan. 2020, <https://cdn2.hubspot.net/hubfs/440941/Trust%20Barometer%202020/2020%20Edelman%20Trust%20Barometer%20Global%20Report.pdf>.
10. David Bain, “The World’s Top 750 Family Businesses Ranking,” Family Capital, 3 Mar. 2020, <https://www.famcap.com/the-worlds-750-biggest-family-businesses>.
11. Morningstar, Sustainable Funds U.S. Landscape Report, 2020, <https://www.morningstar.com/lp/sustainable-funds-landscape-report>.
12. World Economic Forum, Measuring Stakeholder Capitalism: Towards Common Metrics and Consistent Reporting of Sustainable Value Creation, 22 Sept. 2020, <https://www.weforum.org/reports/measuring-stakeholder-capitalism-towards-common-metrics-and-consistent-reporting-of-sustainable-value-creation>.
13. PwC, Total Impact Measurement and Management, accessed in Jan. 2021, <https://www.pwc.com/gx/en/services/sustainability/total-impact-measurement-management.html>.
14. World Economic Forum news release, “Measuring Stakeholder Capitalism: Top Global Companies Take Action on Universal ESG Reporting,” 22 Sept. 2020,

- <https://www.weforum.org/press/2020/09/measuring-stakeholder-capitalism-top-global-companies-take-action-on-universal-esg-reporting/>.
15. PwC, Global NextGen Survey 2019, 2019, <https://www.pwc.com/gx/en/services/family-business/nextgen-survey.html>.
 16. Jared Landaw (Barington Capital Group LP), “Maximizing the Benefits of Board Diversity: Lessons Learned From Activist Investing,” Harvard Law School Forum on Corporate Governance, 14 July 2020, <https://corpgov.law.harvard.edu/2020/07/14/maximizing-the-benefits-of-board-diversity-lessons-learned-from-activist-investing/>.
 17. PwC, Global NextGen Survey 2019, 2019, <https://www.pwc.com/gx/en/services/family-business/nextgen-survey.html>.
 18. PwC, Data and analytics, accessed in Jan. 2021, <https://www.pwc.com/gx/en/issues/data-and-analytics.html>.
 19. Al Kent, David Lancefield and Kevin Reilly, “The four building blocks of transformation,” *strategy+business*, 22 Oct. 2018, <https://www.strategy-business.com/article/The-Four-Building-Blocks-of-Transformation?gko=aa2b7>.
 20. PwC, New world. New skills. Accessed in Jan. 2021, <https://www.pwc.com/us/en/services/consulting/workforce-of-the-future/new-world-new-skills.html>.
 21. PwC, Family business services, accessed in Jan. 2021, <https://www.pwc.com/gx/en/services/family-business.html>.
 22. Bob Frisch and Cary Greene, “Leadership Summits That Work,” *Harvard Business Review*, Mar. 2015, <https://hbr.org/2015/03/leadership-summits-that-work>.
 23. Beatrice Ballini, “Every Family Business Needs an Independent Director,” *Harvard Business Review*, 27 Jan. 2020, <https://hbr.org/2020/01/every-family-business-needs-an-independent-director>.

ENTREPRENEURSHIP THROUGH ACQUISITION | BOOT CAMP



We're standing at the edge of the abyss... No, not the abyss-dumpster fire known as 2020!

Specifically, the opportunity at hand is acquiring Baby Boomer lead organizations as they head-off into retirement. Why is this an opportunity worth pursuing? This is Entrepreneurship Through Acquisition (ETA).

If you...

- Desire an alternative to a job in corporate America
- Want to start something new - But a startup seems too risky
- Can be your own boss
- Create culture that meets/exceeds your expectations
- Should profit directly from your success

Then this is the Boot Camp for you!

To find out how you can take advantage of this opportunity and architect a plan for success, see if you qualify by scheduling up to a 30-minute [*No Obligation Consultation Session*](#) with me and begin your (or your organization's) success journey today. Here's the link where you can schedule a complementary 30-minute session today:

[**CLICK HERE**](#)

or enter the following URL into your browser:

<https://calendly.com/spalazzolo/30min>

ABOUT THE AUTHOR



Sam Palazzolo is Managing Director of Tip of the Spear Ventures (tipofthespearventures.com) and Principal Officer at The Javelin Institute (javelininstitute.org), both based in Las Vegas, Nevada USA. Tip of the Spear is a global Private Equity | Venture Capital and Business Advisory Services (M&A | Sales/Business Development | Business Funding) firm.

The Javelin Institute is a 501(c)(3) nonprofit focused on assisting those that face family hardship (Death, Disease, Divorce, Drugs, etc.) serving corporate donors through Leadership Development (Strategy | Innovation | Change | Execution) and Executive Coaching.

