



# JUMPSTARTING THE OWNERSHIP CONVERSATION

A Next-Generation  
Presentation

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*Partner*

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*VP of Business Valuation Services*

*Partner*



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**Christine Sjölin,  
SHRM-SCP**

*VP of Strategic  
Development &  
Operations*

*Partner*

Since 2011 Christine has been one of the principal leaders behind the creation and growth of EMS, our membership program that helps advisors focus on the decisions that build value.

Christine is an enthusiastic supporter of the next generation of financial professionals and strives to close the gap between founders and successors by creating a better strategy for recruiting, engagement and succession.

Whether speaking, publishing or helping advisors one-on-one, she brings to her work at FP Transitions an enthusiasm and perspective befitting a seasoned traveler. As the VP of Strategic Development and Operations, Christine is one of the chief architects of the FP Transitions vision and team.



**Ryan Grau, CVA,  
CBA**

*VP of Business  
Valuation Services*

*Partner*

Ryan is an industry authority on value and valuation for investment advisory, wealth management, and insurance-based businesses.

Ryan's mission is to provide clarity to business owners, attorneys, and CPAs on the topics of value and valuation.

Ryan has earned his Certified Valuation Analyst (CVA) and Certified Business Appraiser (CBA) credentials and is certified by the Appraisal Foundation on the Uniform Standards of Professional Appraisal Practice (USPAP). He has been admitted multiple times as an expert witness by FINRA as well as state and federal judicial authorities.

Through presentations, editorial work, and authorship of numerous industry publications, Ryan educates the industry as a whole on how to best value, protect, and grow their highly-regulated and often complex practices. In 2018, Ryan was recognized as one of the NACVA's 40 Under Forty honorees for his accomplishments and contributions to the profession.



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# Introduction

Prepare for the succession conversation  
Communicate the benefits  
Recognize your strengths  
Know how to get started



# The Business Case for Internal Succession



Higher Value and  
Improved Business  
Sustainability



Broader Bench of  
Talent for Client  
Servicing



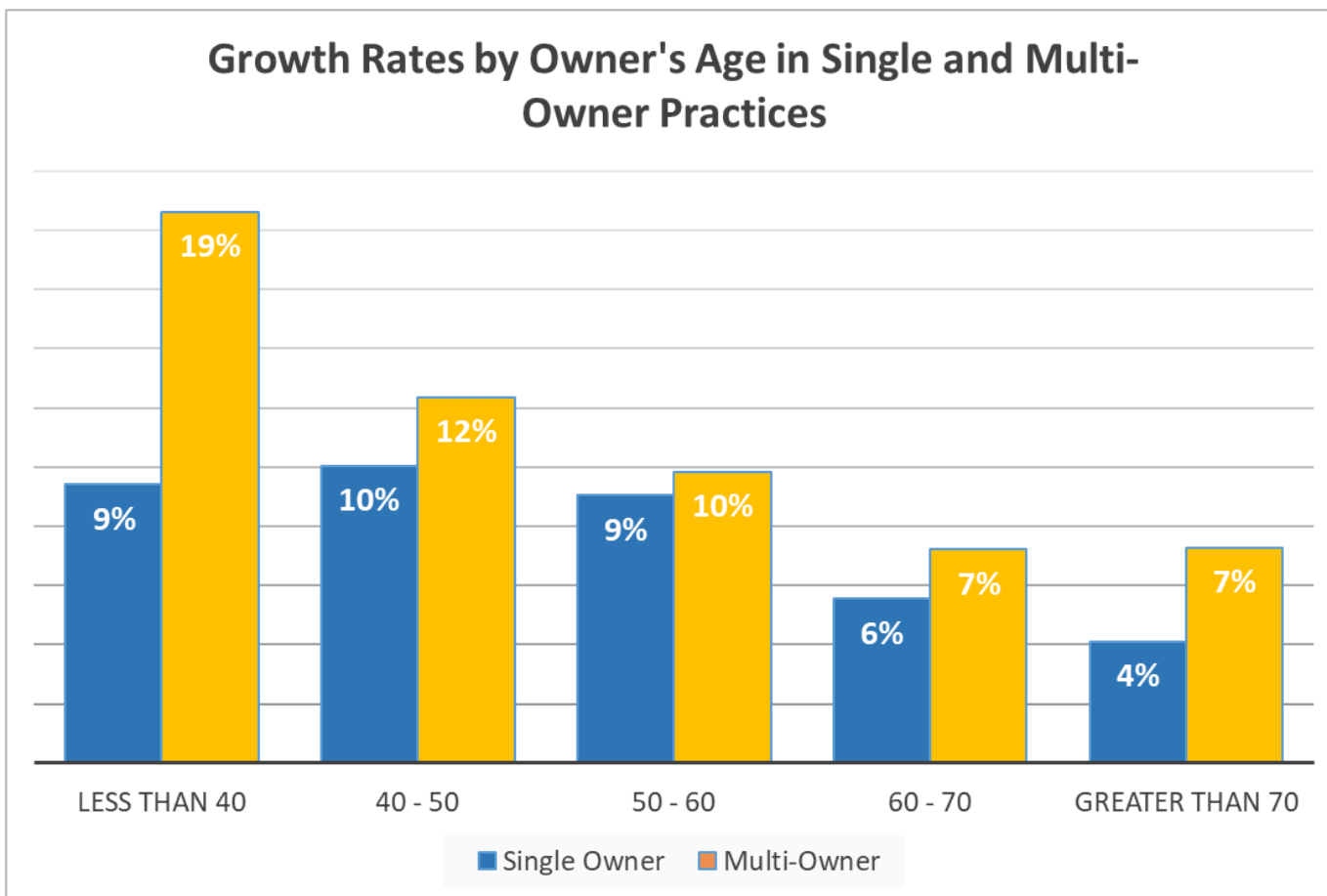
Diversification of  
Service Offerings



Higher Growth Rates  
through Multi-  
Generational Team



# Multi-Generational Business Growth



Source: "Trends in Transactions & Valuation Study," FP Transitions, 2019.



# Position Yourself as an Owner

- 
- Focus Beyond Production – Act Like an Owner
  - Expand Your Skill Set
  - Articulate/Communicate Your Contributions



# Understand the Business and Current Ownership



- Align Your Vision and Goals
- Honor the Journey
- Understand What You're Asking For

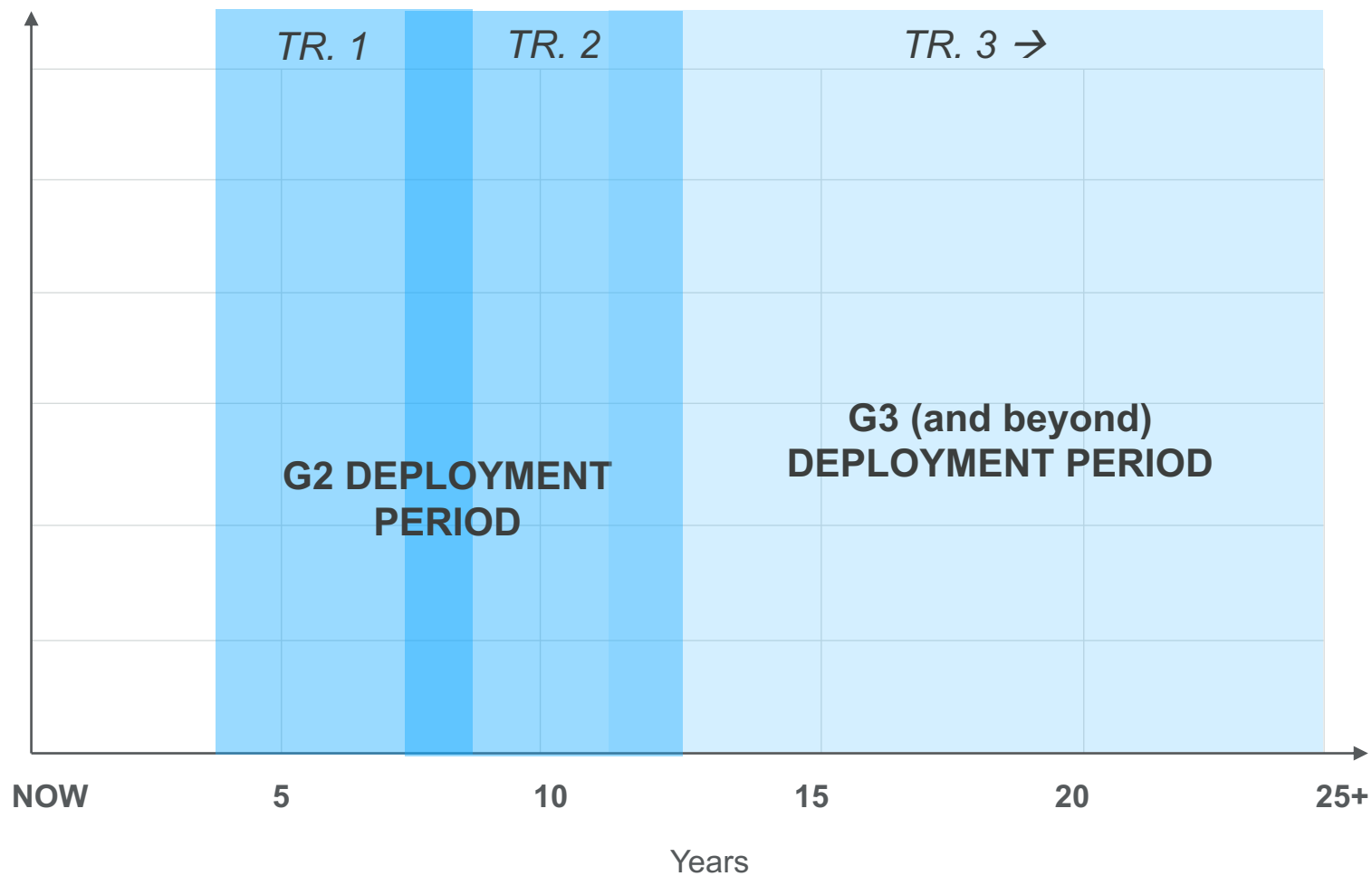


# Understand the Succession Process and Next Steps

- A Gradual Transfer of Ownership
- Know the Proper Foundations
- Financing the Transition



# Gradual Ownership Transition





# Having the Conversation

- Difficult is Normal
- Time and Place
- Answering Their Questions



# Addressing Succession Reservations



## Loss of Control

- Decision making
- Responsibility
- Future of the business



## Compensation Concerns

- Next-gen funds
- “Paying myself with my own money”
- Restructuring



## Financial Transparency

- Protected information
- Open to scrutiny



## Complexity of the Process

- A lot of moving parts
- Restructuring
- What if it doesn't work out



Gradual, phased transfer of ownership creates an “incubation period” to

- Test G1/G2 fit
- Allow staged payments
- Facilitate gradual responsibility shift
- Maintain shared decision making
- Allow periodic course corrections



All owner access to profit distributions

- Allow new owners to pay for equity
- Invest new owners in business performance as a whole



Create trust & powerful partnership by

- Sharing the reigns
- Allowing transparency
- More focus on business performance as a whole
- Listening to new perspectives
- Roles and responsibilities based on individual strengths



Expert guidance available



# Your Next Steps

## 1. Conduct a self assessment

How can you act more like an owner today?

What is your ownership timeline?

What successes already make you a strong candidate?

## 2. Educate yourself

Learn about the internal succession process

Understand your financing options

Read more at: [www.fptransitions.com/jumpstart](http://www.fptransitions.com/jumpstart)

## 3. Arm yourself with data and documentation

Business impact of your efforts

Documented professional successes

Information on the succession process

Identify the business's next steps

## 4. Leverage the experts

Visit [www.fptransitions.com/schedule](http://www.fptransitions.com/schedule) or call 800.934.3303  
to talk with our consultants



# THANK YOU

Additional Resources +  
Presentation Materials

[www.fptransitions.com/jumpstart](http://www.fptransitions.com/jumpstart)

Contact Us

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