

# Transition by Design: Successful Succession of the Privately Held Business

Estate Planning Council of Mobile

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**Susan P. Rounds**  
Head US Wealth Planning

(310) 788-6152  
(626) 565-7705

[susan.rounds@db.com](mailto:susan.rounds@db.com)



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A Changing Marketplace and Business  
Owner Demographics

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Integrated Master Plan Design

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Strategic Opportunities

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Changing Paradigms

# Some Legends Never Die

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Wisdom from one of the All-Time GREATS!

# Business Succession Planning. . . and Yogi Berra

“It's like déjà vu all over again!”

- New “what ifs” on a consistent basis
- September 8, 2016
- Better to wait and see?
- Be ready: NAEPC *Journal of Estate and Tax Planning* and Annual conference
  - ✓ November 15 - 18, 2022 - Fort Lauderdale
  - ✓ Registration at [naepc.org/conference](https://naepc.org/conference)

“When you come to a fork in the road – take it!”

- Plan – No matter which turn is taken, the path is clear
- Static documents interpreted in light of dynamic new law
- FLEXIBILITY
- Disinherit spouse or other beneficiaries?

“If you don't know where you're going, you wind up somewhere else.”

- Wealth in motion will be taxed!
- Income tax and basis planning – The New Black
- Capital gains tax
- State tax regimes

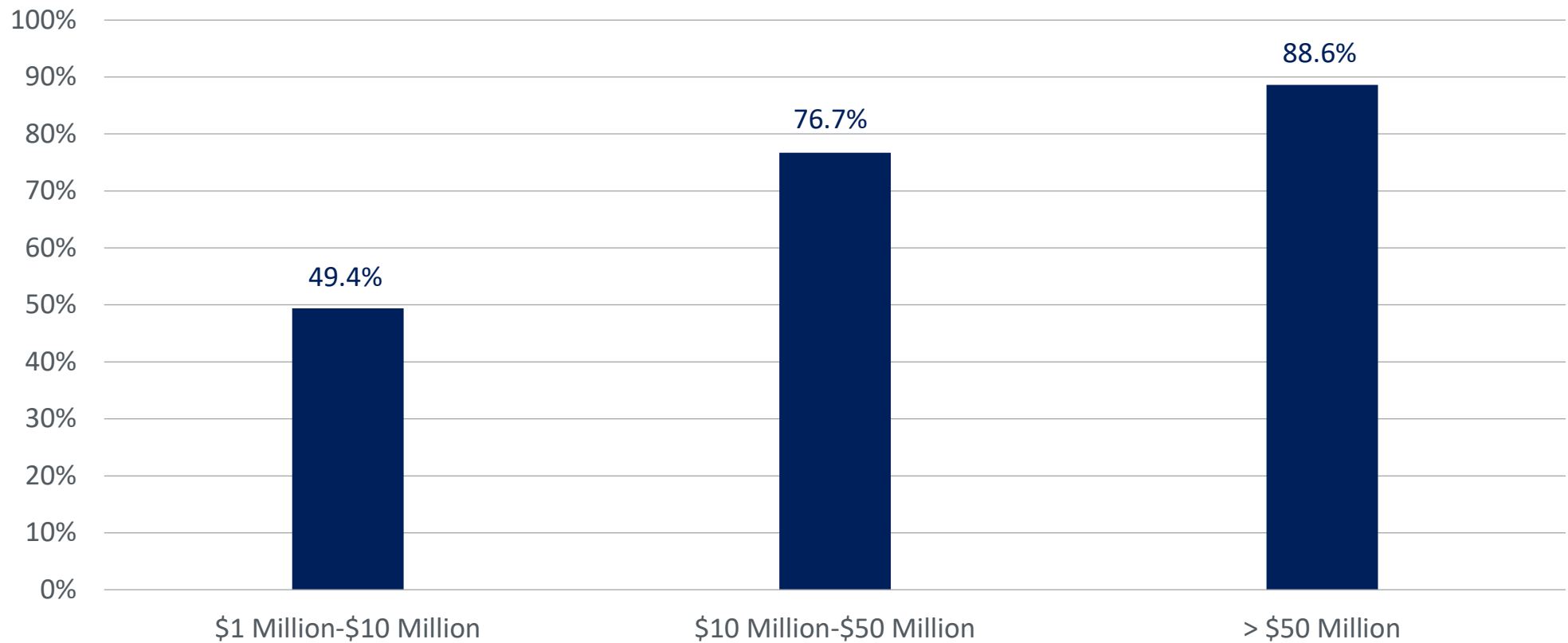
Source: USA Today – 50 greatest Yogi Berra quotes

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## A Changing Marketplace and Business Owner Demographics

# Wealth Creation in the United States

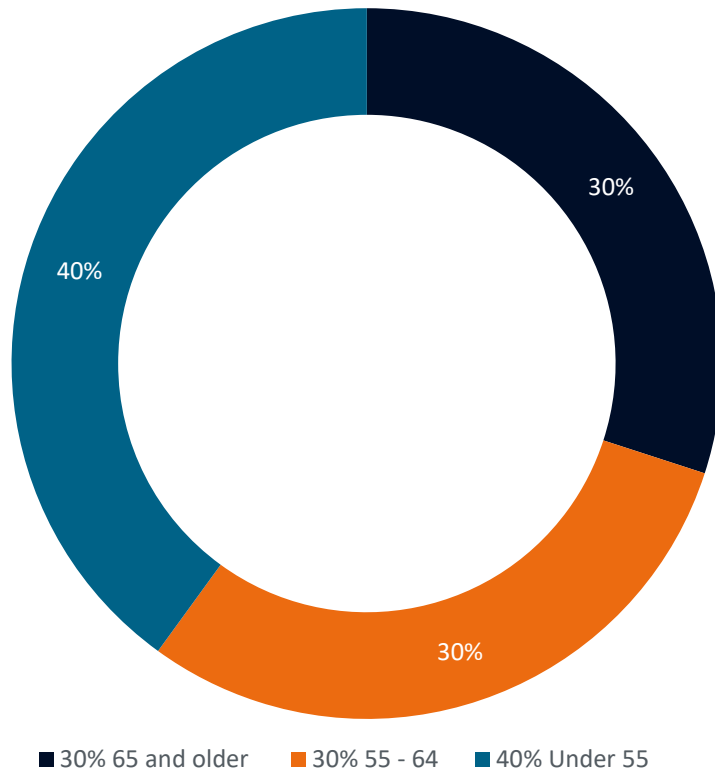
Percentage of Millionaire Households That Own a Private Business by Net Worth Tier<sup>1</sup>



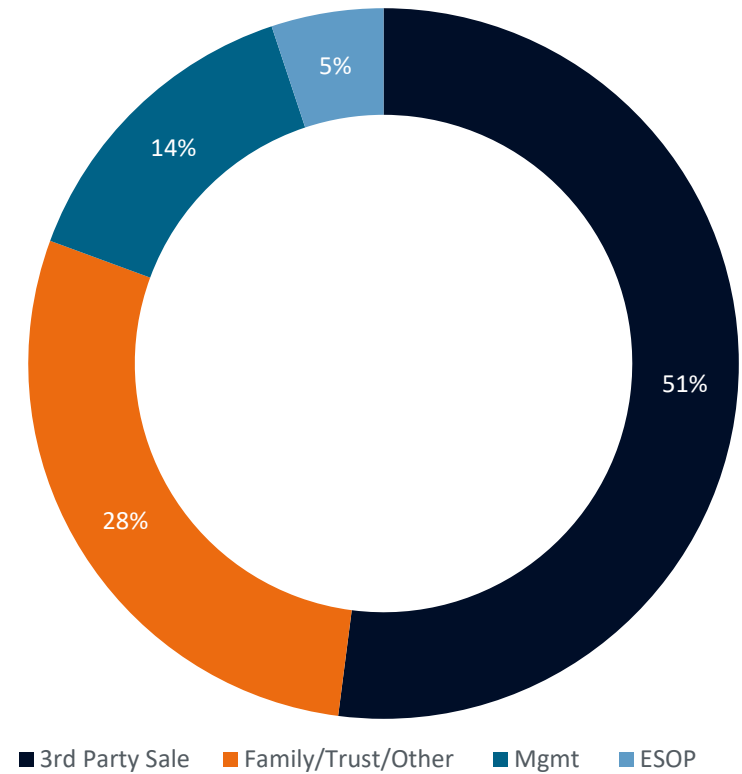
<sup>1</sup> Federal Reserve Survey of Consumer Finances.

# Winds of Change

Business Owner Age



Ownership Transition

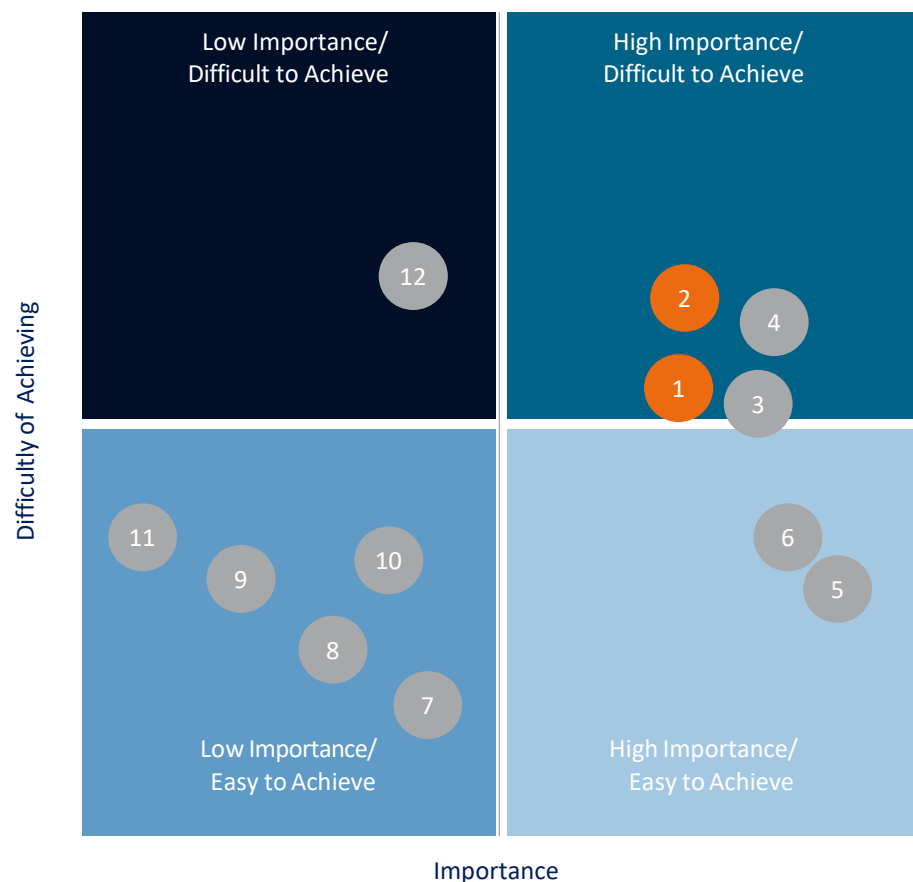


Source: New York Times "Are Baby Boomers Ready to Retire?"

Source: VIP Forum Survey of Business Owners

# Mission Critical

## Issues of Greatest Importance and Difficulty for Family Businesses



- 1 Resolving conflicts among family members who are in the business
- 2 Formulating a succession plan
- 3 Developing a strategic plan
- 4 Developing a retirement and estate plan
- 5 Ensuring that the family's core business values are maintained
- 6 Financial growth plan
- 7 Compensating family members in the business
- 8 Bringing family members into the business
- 9 Ensuring family members benefit from owning shares
- 10 Bringing non-family executives into the business
- 11 Transferring wealth and equity to family members not involved in the business
- 12 Transferring wealth outside the business

Source: Grant Thornton, *Results of Family Business Survey*



# Challenges Facing Family Businesses

- 85% of the crises faced by the family business is focused around the issues of succession.<sup>1</sup>
- According to the Small Business Association:<sup>2</sup>
  - 90% of America's businesses are family owned
  - 30% make it to 2<sup>nd</sup> generation
  - 12% survive to 3<sup>rd</sup>
  - 3% reach the 4<sup>th</sup>
- Primary reason is failure to properly structure a succession plan<sup>3</sup>
  - 90% agree on importance of exit planning
  - 33% have a business succession plan
  - Only 29% feel their team of advisors is qualified to help

<sup>1</sup> Keeping it in the Family: Business Succession Planning; Charles D. Fox IV; A.L.I.-A.B.A.

<sup>2</sup> Challenges in Managing a Family Owned Business; Small Business Administration (SBA.gov).

<sup>3</sup> VIP Forum Survey of Small Business Owners

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# Integrated Master Plan Design

The Process Driven Strategic Model and  
Strategic Assessment

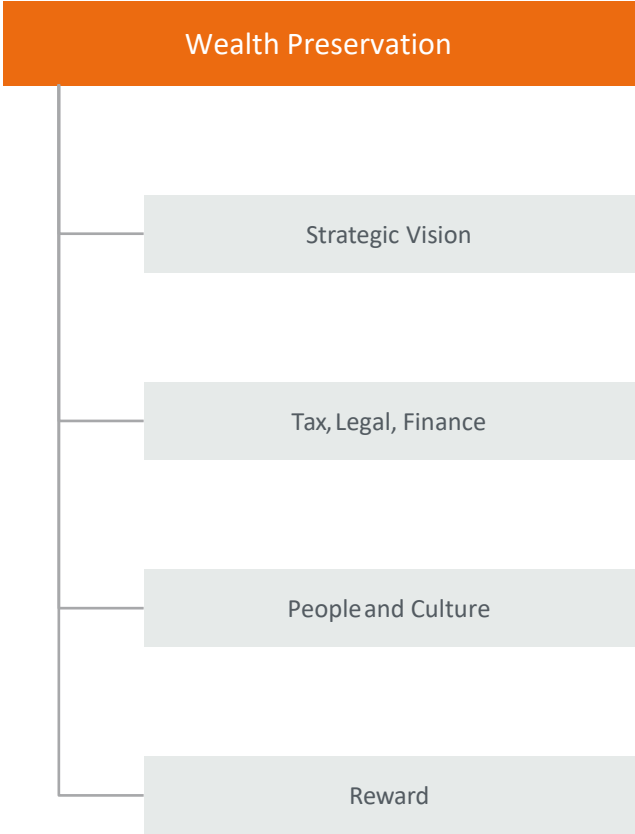
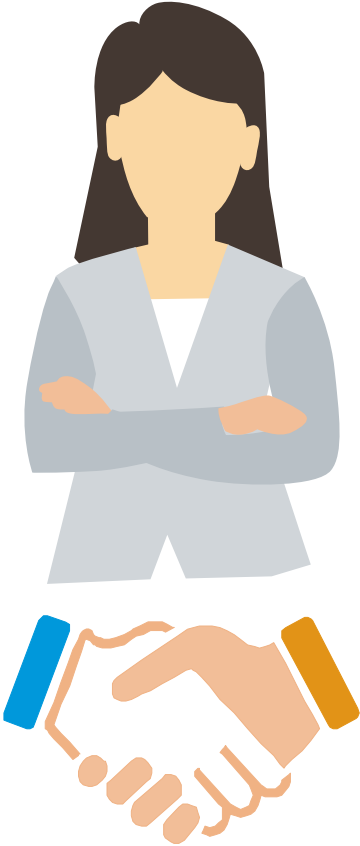
# Transition by default can be a real juggling act. . .



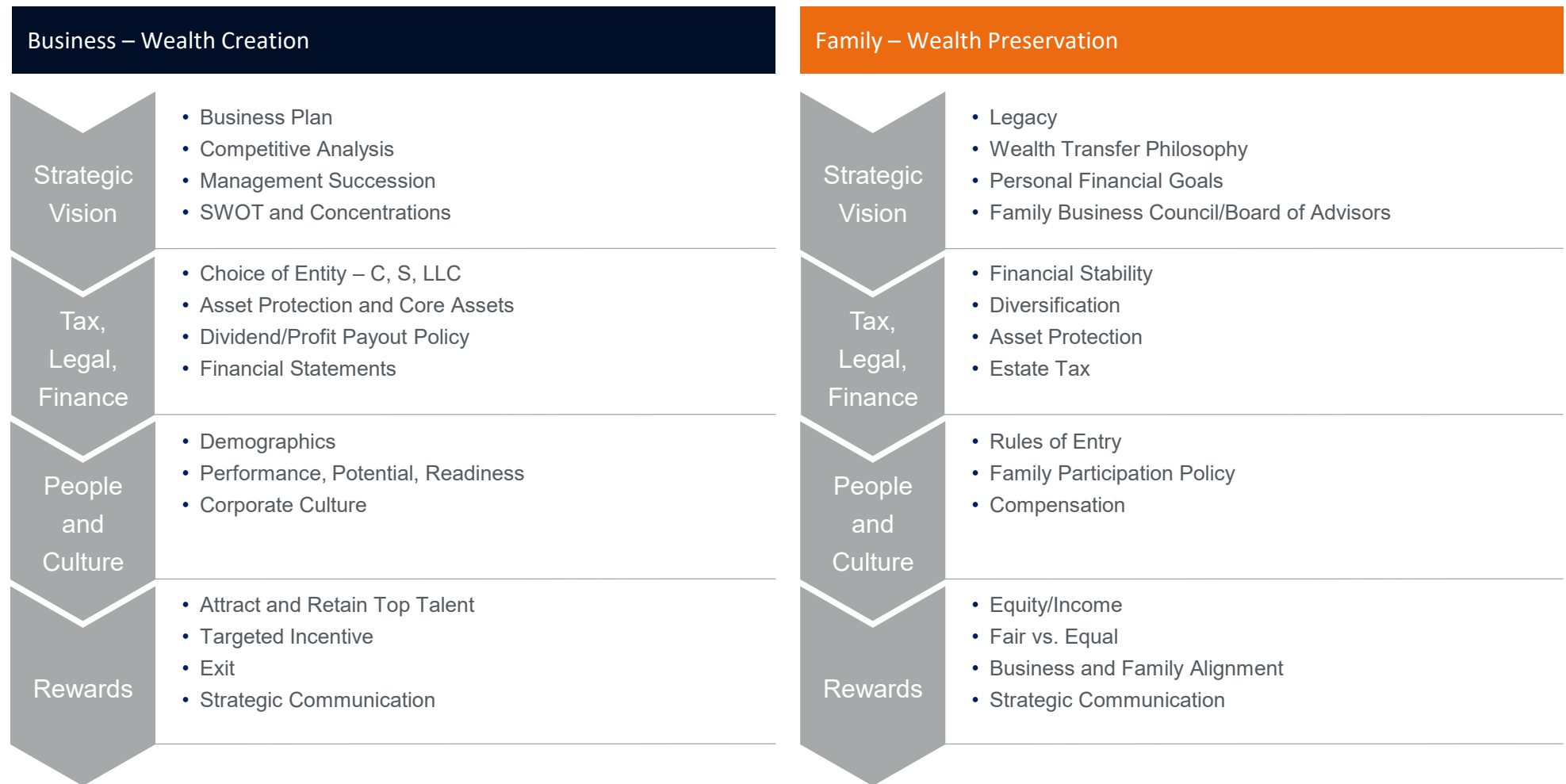
# ...with serious consequences



# The Drivers – Business and Family Dynamics

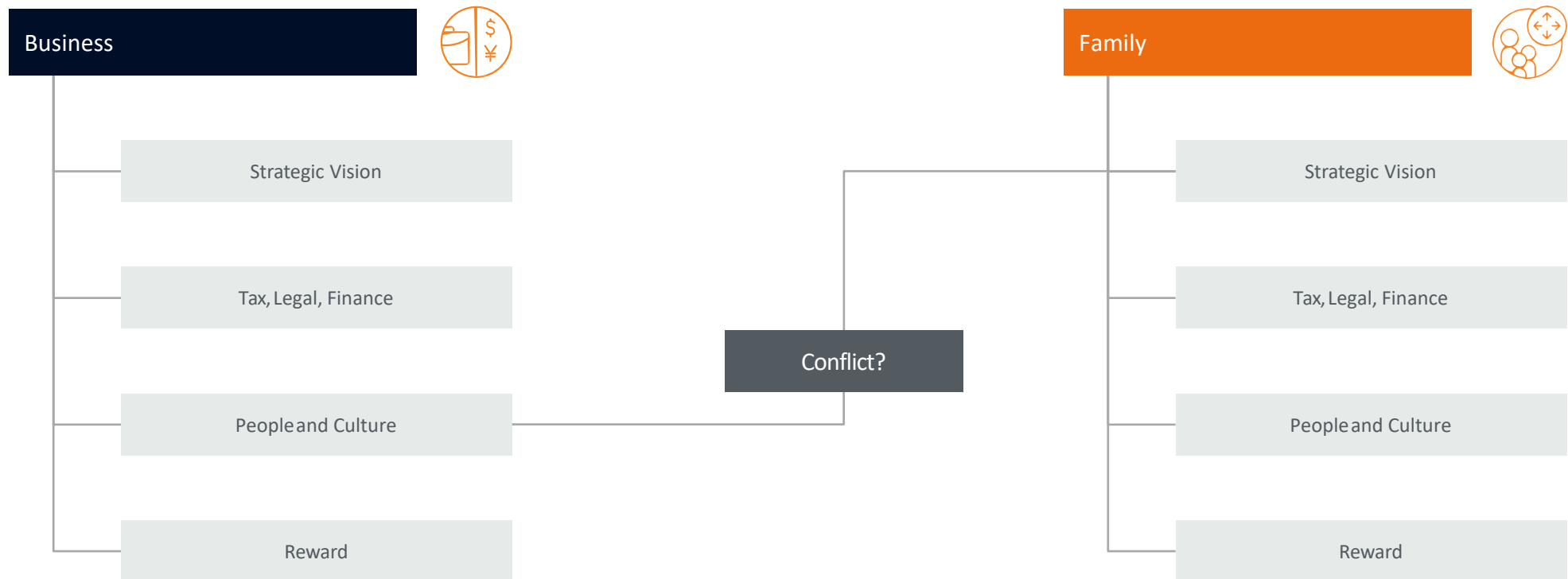


# Strategic Assessment



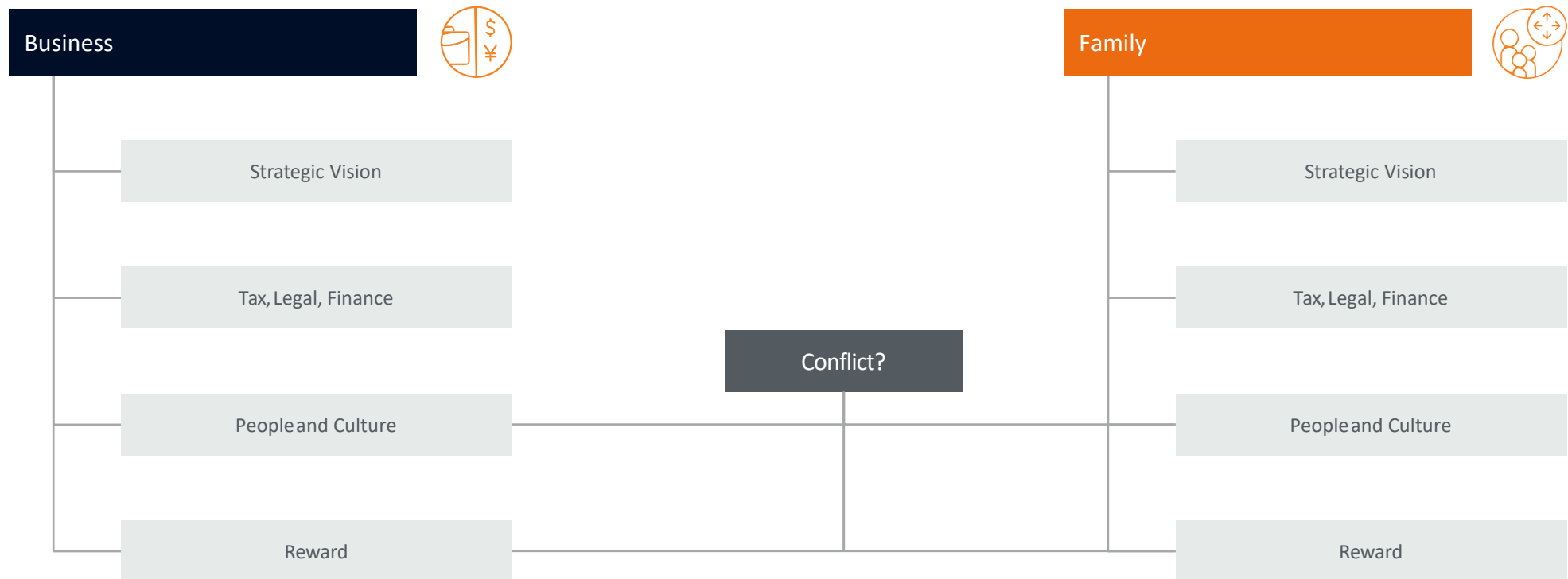
# Final Phase: Resolve Conflicting Objectives – 1

- The owner of a family business envisions naming her son CEO.
- The CFO—a critical employee and NOT a family member—neither likes nor respects the son.
- In fact, the CFO, and others, will likely quit if the son is named CEO.



# Final Phase: Resolve Conflicting Objectives – 2

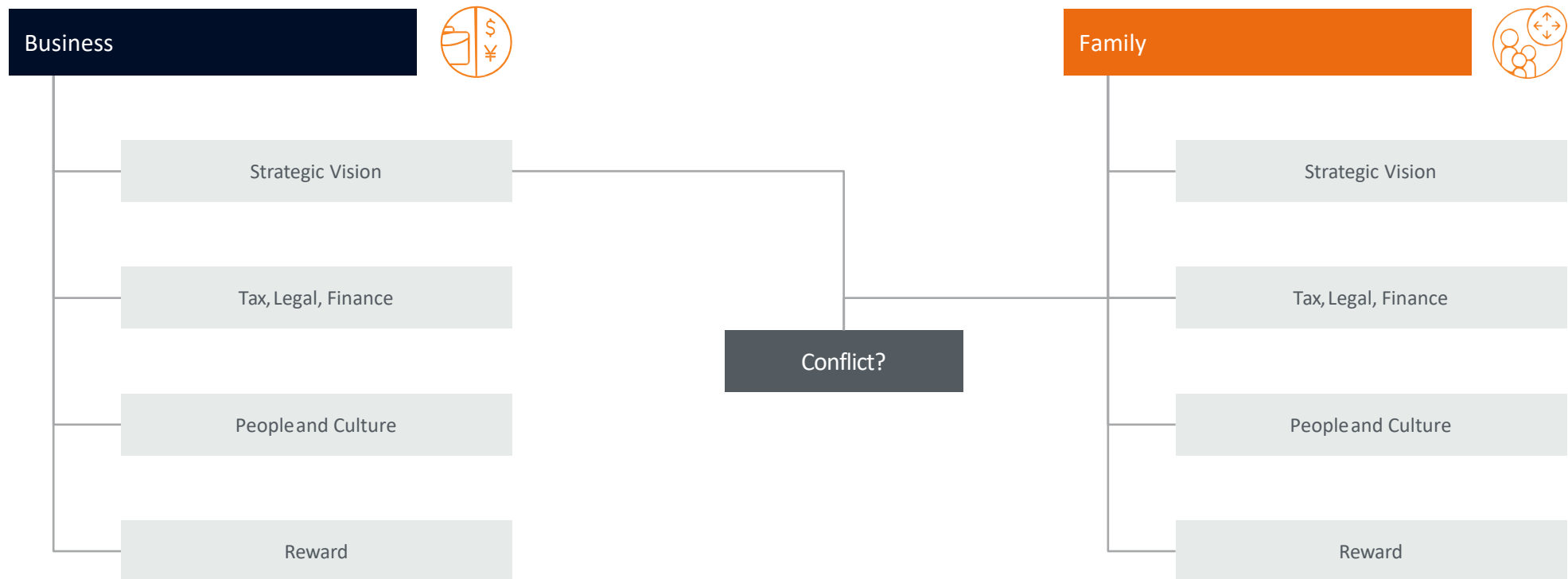
- Kids in the family paid birthright v. market rate
- Non-family members know that family employees are being overpaid – they see cars, neighborhood, vacation, etc.





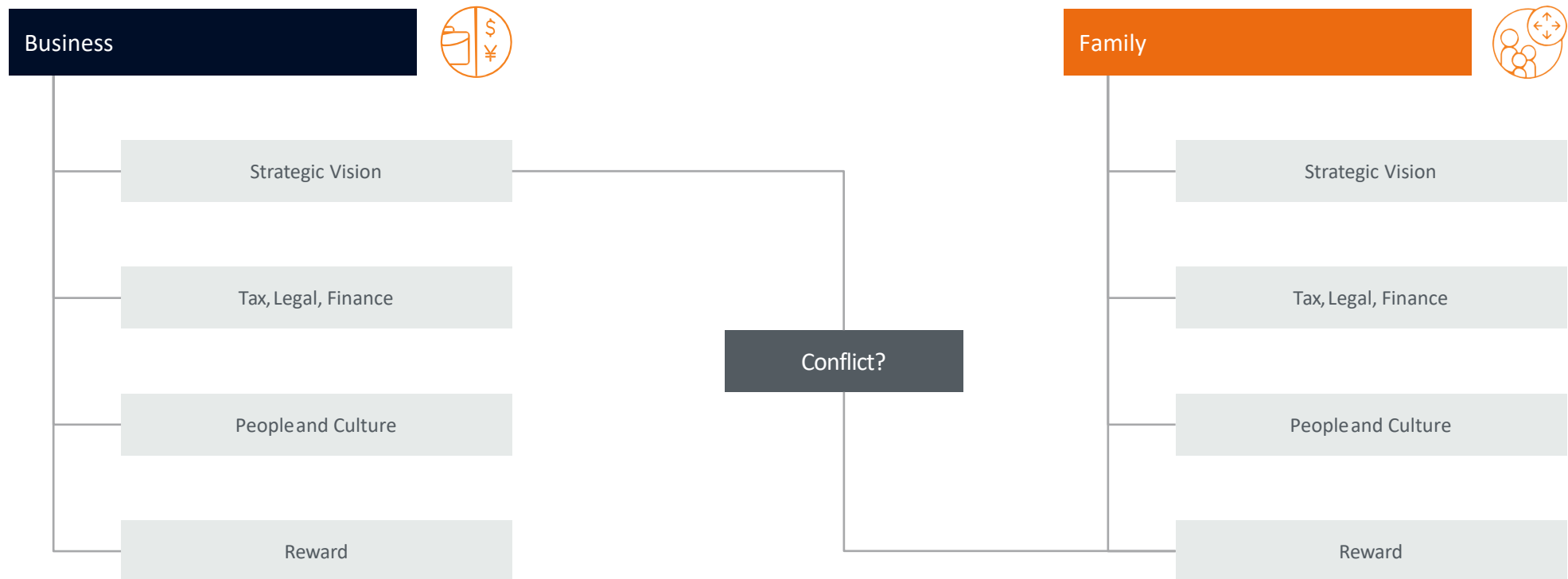
# Final Phase: Resolve Conflicting Objectives – 3

- Business owner has a vision of growing the business but wants to retire soon.
- Growth will take cash
- Owner has liquidity needs at retirement.



# Final Phase: Resolve Conflicting Objectives – 4

- Inactive family shareholders in business are frustrated with active family members being paid huge salary and receiving company car, while the inactives get low or no dividend
- Active kids say, “you are getting a free ride on my equity!”



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## Strategic Opportunities

# Know Your Numbers

## Prevailing Factors

## Amounts/Rates

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Valuation Options

Strategic-Financial-Estate

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Long-Term Capital Gain Rate

20% - **increasing?**

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Qualified Dividend Rate

20% - **increasing?**

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Top Income Tax Rate

37% - **increasing to 39.6%?**

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Annual Gift Exclusion

\$16,000 individual/\$32,000 married (**"Use it or lose it"**)

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Lifetime/Death/GST Exemption

\$12,060,000 individual/\$24,120,000 married (portable)  
Return to \$5 m + inflation?

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Top Transfer Tax Burden

40%

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Additional Tax Burden

\$66,000/month (per \$20 million Taxable Estate @7.2%)

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Applicable Federal Rate (AFR)

Low by historical standards

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September 2022 Rates

AFR Short 3.05%; Mid – 2.93%; Long – 3.14% & **7520 – 3.60%**

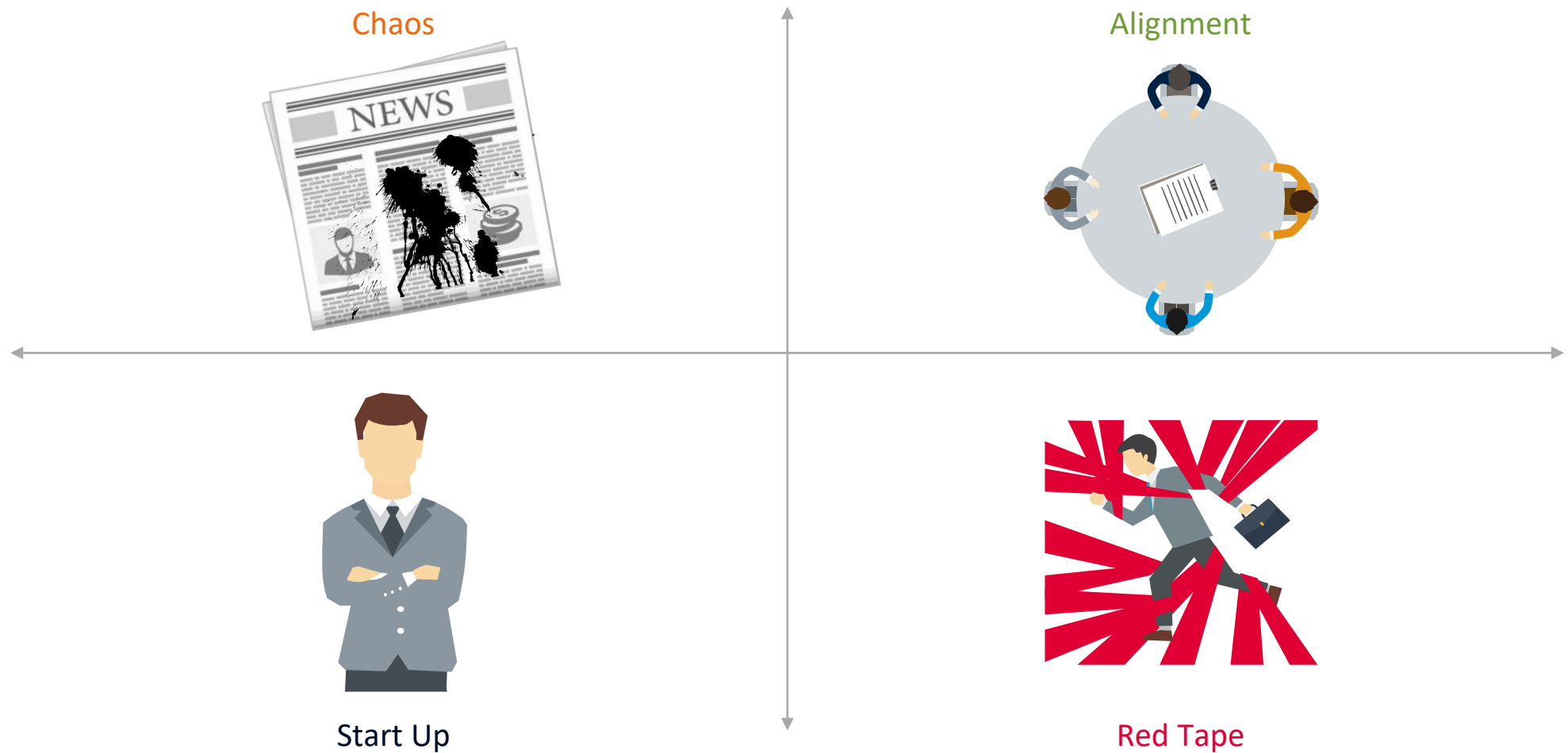
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Medicare Surcharge

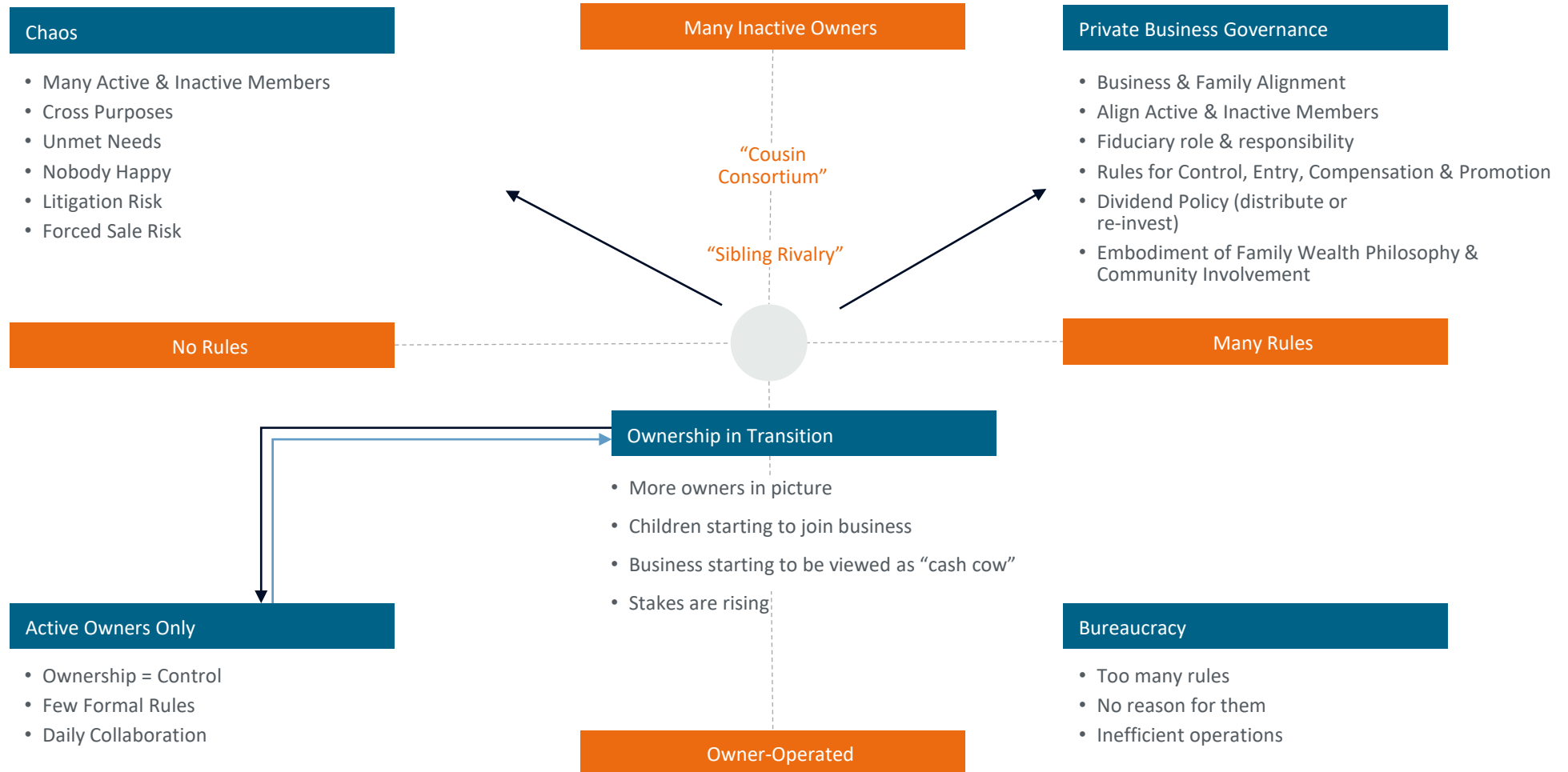
3.8%

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# Evolution of a Business. . . .or De-evolution?



# Ownership Transition Model— Avoiding Chaos



# Strategic Opportunities: All In The Family

- **Create Financial Stability**
  - Take some chips off the table
  - Tax-free distribution
  - Diversify
- **Prepare for Management Succession**
  - Identify and groom an heir apparent
  - Design incentive to attract/retain/reward top talent
- **Establish Private Business Governance Model**
  - Family Business Council
  - Board of Advisors
  - Dividend policy

# Strategic Opportunities: All In The Family

- **Classic Freeze**
  - Valuation discounts
  - Low AFR cycle
  - The “No Plan” plan can result in additional \$66,000/month in estate taxes<sup>1</sup>!
- **Consolidate Ownership**
  - Buy out non-optimal shareholders
  - 3.8% Medicare surcharge
  - Low capital gains

<sup>1</sup> For illustrative purposes only.



# Strategic Opportunities: Sale to Third Party

- **Wear Hat of Buyer**
  - Curb appeal
  - Assess drivers
  - Talented and likeable managers
  - Audited financials
- **State of the Market**
  - Frothy?
  - “Private equity firms now have more than \$1 trillion of available capital. Expect more deals at higher prices.” – Fortune.com

# Strategic Opportunities: Sale to Third Party

- **What's It Worth?**

- Strategic vs. financial buyers
- EBITDA vs. adjusted EBIDTA
- Multiplier
  - Industry specific
  - Growth prospects
  - Firm size
  - Established financial history
  - Earnings stability/volatility
  - Top talent in place
  - Owner participation
  - Concentrations
  - Unique vs generic product/service

- **Strategic Positioning**

- “It’s not what you get – it’s what you keep
- Long-term capital gain rate still low (20%).
- Core Assets – Real Estate – Cash

# Strategic Opportunities: The Rest of the Story

- **Other Options**
  - Internal management buy-out
  - ESOP
  - IPO
- **Polishing the Apple**
  - Knowledge is power!
  - Manage as a dual track process
    - Plan A as chosen with
    - Back-up Plan B
- Analyze value, cash flow, liquidity and risk

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# Changing Paradigms

# Valuation Planning

## The Old Paradigm

“I know what my business is worth based on the offers I get.”

# Valuation Planning

## The Old Paradigm

“I know what my business is worth based on the offers I get.”

## The New Paradigm

“Valuation is an art . . . and a science.”

- Strategic                      \$30 million
  - Financial                      \$25 million
  - Estate                         \$18 million
- 
- Purpose driven
  - Preserve confidentiality

# Family Business vs. Family Wealth

## The Old Paradigm

“My grandparents started this business and I am keeping it for my kids and grandkids.”

# Family Business vs. Family Wealth

## The Old Paradigm

“My grandparents started this business and I am keeping it for my kids and grandkids.”

## The New Paradigm

“The business world is more complicated than it used to be. My family wants to do something else.”

- Control of family wealth is more critical than control of family business
- Opportunity cost. Would you buy your business at the same price?



# Static Documents vs. Dynamic Objectives

## The Old Paradigm

“I own my business 100%, so no need for employment agreement, incentive plan or shareholder’s agreement.”

# Static Documents vs. Dynamic Objectives

## The Old Paradigm

“I own my business 100%, so no need for employment agreement, incentive plan or shareholder’s agreement.”

## The New Paradigm

“I have to strategically position the business and wealth. Protect the business, my family and employees.”

- Keep
  - Death, disability and retirement
  - Ownership and management continuity
  - Establish rules of entry and family business governance
  - Market rate vs. birthright
- Transition to third party
  - Position/protect A-team players
  - Conflicting documents

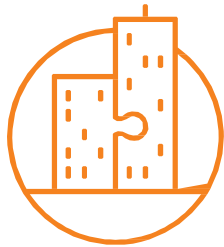
# Strategic Positioning – Next Steps

- Put Team together
  - AEP® is collaboration designation!
- Understand your options
- Learn where business and family goals are at cross-purpose—and align
- Establish legacy for future generations
- Plan and fund away the estate tax obligation

# Freedom of Choice

More dollars to

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Your Businesses



Your Family



Your Community





## Susan P. Rounds

Director,  
Head U.S. Wealth Planning

Deutsche Bank  
Wealth Management

Susan P. Rounds is a Director and Head of U.S. Wealth Planning for Deutsche Bank Wealth Management – Americas.

Ms. Rounds specializes in providing services and solutions to clients in the areas of tax and estate planning, business succession, risk management, philanthropy, family governance, intergenerational wealth transfer, and legacy planning. In a career spanning over 25 years, Ms. Rounds has advised ultra-high-net-worth individuals, families, and privately-held business owner clients during her tenure in Big Eight Accounting, global financial institutions, and private legal practice. Ms. Rounds has been elected to the NAEPC Estate Planning Hall of Fame® Class of '22.

As a national speaker, author, and commentator, her articles have been featured in leading publications such as *Trusts & Estates Magazine*, *The Journal of Practical Estate Planning*, and *The Journal of Private Wealth Management*. Ms. Rounds makes frequent presentations at national seminars and Estate Planning Councils across the country.

Ms. Rounds sits on the Editorial Board for Opportunity Zone Magazine and has been named as one of the Top 25 Opportunity Zone Influencers in the country for the past 5 years. Ms. Rounds previously served as a member of the board of directors for the National Association of Estate Planners and Councils, and as Editor for the *NAEPC Journal of Estate and Tax Planning*.

Ms. Rounds taught *Federal Estate and Gift Tax* at the University of Georgia School of Law, *Federal Income Tax* and *Principles of Accounting* at the University of Georgia Terry College of Business, and all sections for the National CPA Examination, including Financial Reporting; Income Tax and Regulatory Reporting; Business Law; and Audit. She also served as a faculty member for the NYU Summer Institute on Taxation.

Formal degrees and designations include a BBA in Accounting, *cum laude*, from UT El Paso, a Juris Doctor from the University of Georgia, and an LL.M. in Taxation from Emory University School of Law. Ms. Rounds passed the comprehensive four-part CPA exam on the first sitting and is a registered TEP (Trusts and Estates Practitioner) and earned the STEP Advanced Certificate in Cross-Border Estate Planning. Ms. Rounds is also an Accredited Estate Planner® (*Distinguished*) Nominee.

Ms. Rounds can be reached at (626) 565 7705 (cell), (310) 788 6152 (office), or [susan.rounds@db.com](mailto:susan.rounds@db.com).

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