



____ / ____ / 2012

TO THE ATTENTION OF _____

PRELIMINARY DIAGNOSIS HOW TO SUCCESSFULLY TRANSFER YOUR BUSINESS

If you're planning on transferring the ownership of your company, consider this sobering statistic from the Ministère du Développement économique, de l'Innovation et de l'Exportation: the success rate for the transfer of a family business is just 30%.

This 3-page questionnaire is designed to help you number among the 30% of successful business transfers. It will demonstrate that most important part of the transfer process takes place before and after the actual transaction. Filling out this questionnaire along with your client will help you clarify your priorities for a successful transition. It is also a good way to verify whether both the buyer and the seller are on the same page. This is why it's a good idea for both parties to answer all the questions, even though some are more applicable to the buyer or the seller.

You could also choose to fill out the questionnaire and discuss a preliminary diagnosis during a free phone conference.

Harmonie Intervention can help you view the transfer from a broader human perspective. Our role primarily consists of helping directors and their team:

- Position the business to ensure continuity
- Make sure that each person's talent is recognized and put to best use
- Understand that the transfer process calls for thought, courage and communication
- Realize that there can often be more drawbacks than advantages to selling shares too quickly
- Confirm the perceptions (seller/buyer) of the overall transfer process
- Help the new director assume the role of CEO

Sincerely,

Sylvie Huard

Businesswoman | Dedicated to SME transfers and harmony in the workplace
Bachelor of Psychology | M.B.A.





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Check (✓) one or more boxes relative to your company

Question	Answer (s)		
1.	<input checked="" type="checkbox"/>	WHETHER YOU ARE THE SELLER OR THE BUYER, WHERE ARE YOU IN THE TRANSFER PROCESS AT THIS TIME?	
a	_____	Building a solid team	
b	_____	Positioning the company to ensure continuity	
c	_____	Conducting the transaction (getting the best price by selling to people you can trust)	
d	_____	Managing the transition of roles	
e	_____	Mobilizing the team behind the new leader	
f	_____	Specify _____	
2.	<input checked="" type="checkbox"/>	WHAT ARE THE MOST STRATEGIC PRIORITY RELATIONS FOR THE COMPANY?	
	_____	Seller/Buyer Pair	_____ Partners
	_____	Directors	_____ Children
	_____	Spouse	_____ Associates
	_____	Clients	_____ Banker
	_____	Employees	_____ Specify _____
3.		WHETHER YOU ARE THE SELLER OR THE BUYER, WHAT ARE THE COMPANY'S GREATEST CHALLENGES IN THE TRANSFER PROCESS?	
a	_____	Long term profitability and viability (business model)	
b	_____	Managing the emotional and human aspects of the transfer	
c	_____	Prioritizing and handling all the company's key relations	
d	_____	Handing over leadership as roles change	
e	_____	Devoting 1% of management time to preparing the business transfer process from the standpoint of the seller/buyer on an ongoing basis	
f	_____	Striking a balance between stability and change	
g	_____	Communicating (not too much/not enough) with employees to prepare them for change	
h	_____	Specify _____	





Question	Answer (s)	
4.	✓	WHAT ARE THE SELLER'S GREATEST CHALLENGES?
a	_____	Documenting your 25-35 years of experience in the company
b	_____	Choosing and positioning your successor from a strategic perspective
c	_____	Expressing your ideas clearly, constructively and comprehensibly
d	_____	Receiving payment over long period under an "otherwise" contract clause (<i>Me Françoise Mercure , Cain Lamarre Casgrain Wells</i>)
e	_____	Mobilizing the buyer before selling or buying shares
f	_____	Understanding the importance of <u>your entrepreneurial identity</u>
g	_____	Preparing for retirement or for a new role in the company giving you more freedom
h	_____	Transforming top-down leadership (a one-man show) to a collegial approach (team). Organizing work together.
i	_____	Planning all the legal aspects (will, trust, etc.) and insurance issues
j	_____	Balancing work/family/health/recreation
k	_____	Specify _____
5.	✓	WHAT ARE THE BUYER'S GREATEST CHALLENGES?
a	_____	Being accepted by all the company's key relations
b	_____	Expressing your ideas clearly, constructively and comprehensibly
c	_____	Understanding the emotive aspect of the transfer for the seller
d	_____	Making sure that you have what it takes to lead the company
e	_____	Getting everyone behind your strategic plan
f	_____	Defining your financing options
g	_____	Drawing up a tailor-made shareholder's agreement
h	_____	Consolidating your credibility
i	_____	Mobilizing the team and clearly defining your role and that of the seller
k	_____	Agreeing with the buyer on expenses (not too much/not enough)
j	_____	Specify _____

QUESTION 6

WHO DID YOU HAVE IN MIND TO ANSWER THE ABOVE QUESTION?





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I'd like to thank everyone who inspired me with the challenge of including all the crucial elements in a successful business transfer in this questionnaire.

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