“It’s never too early to start planning for the business’s ultimate future. But it can be too late,” says John Hluck of SunTrust Bank. “Many of our clients are very successful, high-energy people with a passion for their business. Because they are putting all their energy into growing the business, it’s hard to carve time out to explore their longer-term business aspirations.”

Finding time for thoughtful and longer-term planning is a challenge. According to SunTrust Research, only 30 percent of business executives have completed significant planning for growth. Twenty-eight percent have done little or no planning. That leaves only 34 percent completely prepared for business growth and 40 percent feeling somewhat/extremely stressed about their growth plans.

Business leaders have a wide range of views about how they want to see their businesses develop in the near future. A recent SunTrust study of 532 business leaders shows the top objectives for business leaders over the coming years.

Thinking about the future doesn’t mean stepping away from day-to-day involvement in a business. Keeping the long-range plan current and relevant can help focus attention on how to increase the value of the business. Through setting a clear competitive strategy, planning for growth and using financial leverage, you can make better decisions today about the future for both you and the company. Mr. Hluck reminds, “Time and again we see success coming to the business leaders with the foresight to state their long-vision plans and the willingness to invest in thorough planning to get there.” Whether that means going public, acquiring competitors, involving private equity investors or continuing to work into the foreseeable future, setting long-term goals and planning a path to them can strengthen and enhance your company’s stability and profitability in the years to come.

What is your Long-Term Direction for your Business?*

<table>
<thead>
<tr>
<th>Direction</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growing the business organically on our own</td>
<td>57%</td>
</tr>
<tr>
<td>Maintaining status quo in the business</td>
<td>39%</td>
</tr>
<tr>
<td>Growing the business through an acquisition/merger</td>
<td>24%</td>
</tr>
<tr>
<td>Growing the business through Private Equity Group funding</td>
<td>20%</td>
</tr>
<tr>
<td>Splitting the business - selling off parts and keeping others</td>
<td>10%</td>
</tr>
<tr>
<td>Downsizing the business</td>
<td>10%</td>
</tr>
<tr>
<td>Selling off the business to another firm</td>
<td>8%</td>
</tr>
<tr>
<td>Selling off the business to current employees</td>
<td>6%</td>
</tr>
<tr>
<td>Transitioning the business to a family member</td>
<td>5%</td>
</tr>
</tbody>
</table>

*Responses to question: “Which of the following situations do you anticipate for your business during the next 5 years?” Multiple selections were allowed
Developing your Six-Year Vision

Many business leaders think in terms of a future planning horizon, often focused on the next few years. Their plans often reflect today’s objectives and strategies extended a bit and projected forward.

Asking a business leader to look further out and talk about the sixth year can often elicit a very different response. “A six-year plan tells a unique story,” says Beau Cummins, head of Commercial and Business Banking, SunTrust Bank. “Leaders start to talk about their aspirations for the business and themselves. The longer time horizon gets them out of their comfort zone and avoids projecting the status quo into the future.” The planning exercise shifts the emphasis back to creating a vision of what the business could be and dreams of what the leader can do.

Many business owners are too focused on today’s issues to look forward six years. Take, for example, one of SunTrust’s clients, a fast-growing, mid-sized manufacturing company. It has a growing market share, revenues approaching $50 million a year and a reputation for one of the best products in its industry. The management team is working six days a week just to keep up with the company’s growth. Focusing on the future is almost unfathomable. According to Mr. Hluck, “If you ask the owner about what is next, she says ‘Ask me in 10 years.’”

Dismissing the need for a longer term plan leaves the owner as well as her employees, shareholders and business partners exposed. Mr. Hluck asks, “What happens if the owner suddenly has a health problem? What if she burns out? Or, how about if the industry doesn’t perform as well as expected?” Quickly, the risks of “status quo” with no long-term vision and no scenario planning, both for the owner and the business, begin to emerge.

Often owners and management will have multiple interests that a longer-term plan can help discern. Stating a six-year plan forces resolution of the tension between different interests that often show up over a longer time horizon. Whether an owner wants to extract some liquidity from an equity position, a management teams wants to buy up smaller competitors or shareholders want to secure a private equity investment, no action happens without a statement of those aspirations and agreement on the plan.

Creating your Vision

Creating a vision starts with determining what you want for yourself and your business. Answer these basic questions:

- What are my personal goals?
- What are the goals of my family? Will they work in or run the business?
- What are the goals of my company, e.g., recapitalizing for aggressive growth; continuing on current trajectory; preparing to sell?

Next ask, how will that happen?

- How long will I stay actively involved? Is there any point where I want to do things differently?
- Will I keep working as an advisor or in a limited role? How much control do I want?
- Will I want to start a new venture, separate from my existing company?
- Am I ready to exit the business completely and start a new phase of my life?

“The longer time horizon gets them out of their comfort zone and avoids projecting the status quo into the future.”

Beau Cummins, Head of Commercial and Business Banking, SunTrust Bank
Focusing on Value

A six-year plan wouldn’t be complete without a thorough focus on maximizing the value of the business. Determining your vision will help you to review everything about your strategy and map out the direction in which your business will need to move to obtain your goals. Finding the ultimate economic yardstick to optimize in planning is equally important. “A sign of a successfully growing business is its focus on its business value,” says Mr. Cummins. “With growth, the balance sheet starts to expand with more assets and liabilities, and the owner needs to optimize around a measure that encompasses both ongoing profitability and cash flow and capitalization. That is business value.”

Optimizing around business value further prepares your business for events that are projected in long-term plans. Whether you plan to seek additional investment for growth, sell off components or hand it over to your children, maximizing business value ensures the owners are rewarded for their work and risk while putting the business in the strongest position with partners, suppliers, investors or acquirers.

Making your Vision a Reality

The six-year plan integrates a long-term vision into your business planning. The more definitive the vision, the more useful the planning can become and the more prepared leaders will be for growth. According to SunTrust Research, only 34 percent of business executives feel fully prepared for growth. Mr. Hluck explains, “As we work with many business leaders, we have regularly spotted six elements that show up in their plans. Addressing these six elements as befits their individual businesses provides a path to develop a long-term plan and the business strategies to reach it.”

Components of a Six-Year Plan

1. Competitive Strategy
   - Cost, differentiation, focus

2. Growth Strategy
   - Organic growth, mergers and acquisitions

3. Divestiture Strategy
   - Sale, spin off, liquidation

4. Capital/Leverage
   - Restructuring Strategy
   - Refinance current loans, take out a commercial or business loan, receive a private equity investment

5. Ownership Plan
   - Successor, retirement planning

6. Value Maximization
   - From profit growth (today) to maximum business value (tomorrow)
Your company’s competitive strategy is the foundation of your business plan — it shapes how you manage and grow your business to meet your goals. You wouldn’t have a successful company if you didn’t develop a winning strategy and execute against it.

A key component in long-term planning is to review your current and projected direction against your competitive strategy. Many businesses find the need to refresh or revitalize their competitive strategy due to economic, market or company circumstances that arise, or may be a potential in the future.

A specialty food manufacturer in Florida found itself facing the need to refresh its competitive strategy. The founders built the business by sourcing, packaging and distributing several new products to grocery store produce departments. They built a good customer base, bolstered by one very large customer. They soon found themselves trapped by the strategic myopia and business risk that customer concentration brings. When they lost that large customer, “It was almost like a sucker punch,” says its co-owner. Her partner adds, “And this was really kind of an earth-shaking thing to us. We were really concerned and fearful of, ‘Hey, this is a big account. And can we survive?’”

The company’s wakeup call led to a well-thought-out strategy that its business leaders have been successfully executing to drive growth. They researched markets and identified a need in the food service industry for fresh, healthy foods for children in school cafeterias. They then developed a new line of business to supply fresh produce, cut and ready to serve, to school systems. As their reputation grew, so did their orders. Today, their food service segment is 40 to 45 percent of their entire business with continued strong growth projected.

Actively managing strategy, with regular strategy reviews and systems (see call out box), gives owners a greater ability to react to competitive pressures.

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**Systems to Manage Competitive Strategy**

- **Use a strategic “tripwire” system:** Think of it like an alarm system to tell you when any of the key assumptions and drivers of your competitive strategy might be changing. Gather and review competitive behavior data (pricing, sales strategies, product developments, etc.), industry trends, economic/business cycle data, customer segment shifts, issues, emerging needs, supplier developments and any other relevant data that forms the foundation of your competitive strategy.

- **Implement impact triage:** When changes are identified, analyze the impact on your competitive strategy. There are a host of ways to create and maintain strategic plans – the key is to do it thoroughly and thoughtfully when mandated by your tripwire system signals.

- **Start with a clean slate:** When working off your current strategy, your thinking is instantly influenced and bounded by that strategy. Periodically going to a clean slate – the strategic equivalent of the zero-based budget – can open your eyes to new opportunities. When seen against a white background, opportunities for a successful strategy, be it cost, differentiation or focus will stand out much more clearly.
Growth is top of mind for most business owners. Eight-five percent of business leaders are looking to grow, either through organic or mergers and acquisition strategies.

ORGANIC GROWTH

Organic growth — growing the business lines with internally developed products and capabilities — is the favored strategy of 57 percent of business leaders.

Businesses focused on organic growth stand out in the way they view the strengths of their businesses. Those pursuing organic growth recognized strengths in the following factors:

- Year-over-year sales (+12%)
- Cash flow (+11%)
- Employee morale (+11%)
- Ability to get credit (+9%)
- Mission or focus of our business (+8%)

“Organic growth is a means to convert a strong strategy that has met with some success into business value,” says Mr. Hluck. “You typically need three elements for organic growth: a foundational competitive strategy, a tested business model that can drive growth and an organization that can adapt and add capabilities in line with your plan.”

Let’s look again at the specialty food manufacturer and the execution of its current organic growth plans. The company built a strong organization that understood its core market and was able to pivot to a new market for growth. SunTrust Research shows that 25 percent of businesses will follow a similar path and create new markets for their products.

Thirty-three percent of businesses will grow primarily through expanding a product or service line. This provides an opportunity to monetize investments in existing customer acquisition and satisfaction and for a lower cost of sale by cross-selling. Another 24 percent of businesses surveyed are planning to take out additional business loans to fulfill their growth plan.

The valuation impact from executing growth plans can be significant, especially with organic growth often viewed as an indicator of how well internal resources are used to expand profit, ultimately resulting in higher valuations.
Mergers and acquisitions (M&A) help companies expand capabilities and customer bases while also offering the promise of synergies, either in cost reduction with consolidation of redundant functions or in revenue growth from new sales opportunities and market strength. Twenty-four percent of business leaders are looking to grow their companies through mergers and acquisitions.

The best business combinations will:
- Leverage the newly combined management skills to increase sales through new products, new markets or technical advances.
- Combine customer lists to boost cross-sell opportunities and improve the client experience.
- Use combined resources for expansion heft or market power.

Mergers and acquisitions do come with risks. Studies show that almost 70 percent of mergers fail to meet their goals (Braun, 2014). Chrysler+Daimler-Benz, AOL+Time-Warner, Kmart+Sears, Arbys+Wendy’s – these are just some examples of mergers where the outcomes fell short of the goal.

There are many reasons why mergers fail. First, the act of merging can be a distraction from your core strategy. Mr. Hluck cautions business leaders, “M&A fever can leave you working harder and with more risk. Execution of your current plan may not be as exciting, but it may be the prudent move.”

Second, integrating after a merger is hard work. Synergies look good on paper but are blocked by the work of merging customer bases, disparate operations, incompatible technologies and divergent cultures. That’s before you uncover problems that may have been buried or financial performance figures that were gilded.

Third, there are lots of assumptions and decisions that add risk to a merger. Mr. Hluck adds, “Given our market position, SunTrust sees many, many deals in the market, and we are around with management as they work through the consequences. A success requires a good strategic fit, keeping deal economics in line during the search process and properly assessing and executing the merger integration plan. That’s a lot to get right.”

M&A growth approach can be very successful, particularly when executed by management teams and investor groups with strong expertise in finding and assembling businesses. Mr. Hluck advises, “Sometimes the best reminder of M&A challenges is the calculation of a deal’s accretive value with full consideration of all risks and the overall likelihood of success.”
Is divestiture the key to your growth plans? Businesses that make sense under one roof today may not make sense tomorrow. Taking a hard look at your business finances, expense structure and capitalization may identify underperforming business lines or units that could benefit from divestiture.

Divestiture, whether sale of a business or product line, spin off into a new entity or liquidation for the value of its assets, has never been easier than in today’s market. “We see strategic sales, private equity investments, spin offs to management and a host of creative ways to divest,” says Mr. Hluck. “With private equity sales over $450B a year and more global firms with the capital capacity and interest in accessing the U.S. market or capabilities of companies here, disposing of non-strategic assets is much easier than even ten years ago.”

Letting go of part of your business may feel like letting go of a child, but selling, spinning off, or liquidating a non-performing portion may help increase the value more than trying to make it work.

The importance of pruning the business through divestiture is critically important for many businesses. First, unlike in multi-national corporations, poorly performing or strategically misfit products or business lines have nowhere to hide in more resource-constrained mid-sized businesses. Thirty-eight percent of business leaders surveyed cited lack of capital as an obstacle to growth and 39 percent cited limited staff. Businesses facing these challenges can’t afford to waste precious resources on secondary or tertiary priorities.

Second, non-core businesses can eat away at your focus on opportunities that are in line with your strategy. As Mr. Cummins asks, “Do you really want to risk misfiring on your best opportunities so that you can accommodate your least promising ones?” He adds, “As a financial partner and advisor to many businesses over the years, I have recognized that leaders with the discipline to clear away distractions so they can succeed will likely do just that.”

Third, businesses or their parts may generate more value and cash through sale or partnership. Both financial and strategic investors may have opportunities to use the divested business to fill gaps in their own business lines, cross-sell with complementary business initiatives, put staff and capabilities to work or affect industry dynamics. Finding companies with any combination of those features can provide cash to put into more strategic opportunities.
Capital planning to balance financial structure and capital mix is a core component of any regular planning process. It can uncover avenues to add value to the business and, if appropriate for the business’s plans, outline a path towards owner liquidity. Businesses are planning to take the following financing steps that will affect their debt/equity mix:

- **23%** Refinance current loans
- **20%** Take out a commercial or business loan
- **20%** Lease equipment

Revisiting your weighted average costs of capital means optimizing the debt/equity mix and funding sources for today’s business situation with consideration for tomorrow’s plans. For owners, it also means looking across personal and business ownership portfolios when rebalancing.

In today’s business environment, the historically low cost of capital continues to present an opportunity to astute business leaders. “Having the right leverage plan in place can reduce the need for higher cost equity and substantially reduce the weighted average cost of capital,” says Mr. Hluck. “Using loans or leases to keep cash flow strong or refinancing higher-rate existing debt while executing against your growth plan maximizes value and demonstrates the upside potential of your business.”

Adhering to their ideal capital cost was important to a $20 million annual revenue commercial printer and SunTrust client. The business’s expansion plans called for a state of the art digital press to remain competitive in meeting printing turnaround time, quality and equipment efficiency requirements. Having paid off its previous equipment facility, management was able to easily absorb the additional debt of a $3 million facility to finance the new printer. Leaders expect the additional business growth and business value created from this new revenue producing asset will rebalance debt and equity components of enterprise value to their ideal mix.

For some businesses, there is an opportunity in leveraging for transition via dividend recapitalization to support owners looking to liquidate equity. New debt can be used to leverage the dividend payment stream and support an exit for an owner or investor. For smaller businesses, an SBA 7(a) loan allows for existing or potential ownership partnerships to finance the goodwill of the company and restructure business ownership with a capital infusion for payout.

Finally, the explosive growth of private equity means that it is in the planning consideration set for many companies. In fact, 20 percent of businesses are planning to pursue private equity investments. Private equity bundles together funds and investor expertise to support everything from early stage technology companies to leveraged buyouts of mature companies with an eye for stable, sustainable growth. Private equity groups have become highly specialized around industries, financial condition and company stage of development. Whatever your situation, there is a private equity group designed to work with you and provide investment funds to support your plans.

“Using loans or leases to keep cash flow strong or refinancing higher-rate existing debt while executing against your growth plan maximizes value and shows potential buyers the upside potential of your business.”

John Hluck of SunTrust Bank
CHOOSING A SUCCESSOR

Selecting a successor is often the hardest decision for owners reluctant to let go of the reins of a company. Yet choosing a successor is critical to the health of the business going forward. Knowing your company will be run successfully provides peace of mind for you, your family and your employees.

For example, a SunTrust client recently experienced a change of ownership. The long-term owner “decided it was time to retire and enjoy all of his hard work,” the new owner explains. As a 27-year veteran of the company, the long-term employee turned new owner learned the business from the ground up. Her passion grew along with her knowledge and skills, working side-by-side with the owner and learning every aspect of the business including purchasing, inventory and overall trends of the business. With SunTrust working both sides of the sale, the ownership transition flowed smoothly and the new owner was ready to take over the helm of the company with the flip of a switch. She says, “I think the most important thing is to make the transition seamless. Clients don’t want to do extra work because you acquired a business.”

Creating seamless transitions starts with discussing your vision with your current management team and any advisors or principals in the business. Ask for their visions of the future and what they foresee if you leave the business to determine who, if anyone, is positioned to take over. The new owner consulted with her employees, interviewing everyone on a personal level, asking how they felt about the transition and where they saw themselves in the next 2 to 5 years with the company. Open communication ensured a loyal employee base, and business as usual for the company.

There are a number of issues to consider as you build a successful transition plan:

Leadership options for new leaders include:
• Family. Consider preparation level and need to supplement with mentors, classes or conferences. Think about interim leadership until the 2nd generation is ready.
• Current management or filling gaps with newly recruited management.

Dependency on current management
• Degree to which current leadership and company are intertwined in the eyes of community, customers and partners.
• Process of introducing a new leader.

Impact of transition on company culture and employees
• Ensure a smooth transition by choosing a successor early in the process.
• Integrate new team into responsibilities and duties. Create management continuity through the transition.
• Communicate your plans to help employees adjust to transition.

The financial mechanics of the transaction are equally important whether selling to employees through an Employee Stock Ownership Plan, to investors in a Private Equity Group or selling to another company. Valuation is critical to making the transaction work.

RETIREMENT PLANNING

A key step in any planning is ensuring that you and your family will be financially comfortable throughout your retirement. Working to get your personal finances in order, well before the transition point, eliminates any financial surprises going forward. That’s where a private wealth advisor can help you link your personal needs and timing with your outflows from the business to ensure personal financial security as the business continues.

Mr. Hluck reiterates, “As a business leader, your transition or retirement is very different from that of your employees for many reasons. It is imperative to begin planning early to create strategies and executions that maximize the value of your business and shore up the funds you will need to move on to the next stage in your life.” Working on a strategy with trusted financial advisors can help you harness the wide range of resources needed to successfully prepare you and your business for the future.
Business value is the single most important metric in planning. Many of the business development options you will consider, including selling, transitioning and recapitalizing, will require a transaction based directly or indirectly on your business’s value.

Valuation is typically grounded in current and projected economic performance. Fundamentally, every incremental $1 in profit could generate $5 in valuation or more depending on the valuation multiples of revenue or profits in your industry. High growth is important, but for most companies cash generation is the fundamental measure. Capital efficiency is a factor, with businesses that generate profits using less capital usually enjoying higher valuations and greater returns for equity holders. Mr. Hluck comments, “Value maximization is related to growth, certainly, but it’s more than just selling more products or adding more market share. It’s about making sure your company increases its value — as you grow.”

“Businesses need to think ‘value’. Business leaders often become successful because they focus so well on the care and feeding of the income statement. Longer-term planning involves shifting to balance sheet optimization to drive business value.”

Beau Cummins, Head of Commercial and Business Banking, SunTrust Bank
Course Setting: Six Years from Now

Planning six years out can be a daunting task. Moving from meeting growth targets to envisioning where you should spend your time and what your company should look like in six years can seem quite a leap. Finding time to plan in a week that is already crammed-full is a challenge and explains why, according to SunTrust Research, only 30 percent of business executives have completed significant planning for growth.

Start with learning
Dig deeper on the parts of the six elements of planning with which you are least familiar. There are many resources. The SunTrust Resource Center has in-depth information and “how-to” guides on many components of building a six-year plan.

Draw on advisors and peers
Many of the people you work with — CPAs, lawyers, bankers, business partners and management team members — can help you with components of the six-year plan outlined here. People who know you and know your business can lend a friendly ear and provide you with sound judgment and advice. These people will also open their network to you to find others who have been down this path before and can share experience.

Reach out to technical experts
There are many elements of a six-year plan where it is advisable to seek professionals who can help you with the strategy and execution. Getting the right industry experts, accessing banking experts, securing informed wealth planning, finding a business consultant to help you get your plan on paper — these are all critical tasks toward creating a solid plan. Your SunTrust Relationship Manager can serve as an advisor and help you access the right people.

Start building a plan
Get beyond the blank sheet of paper and start writing it down. A well-thought-through one-page outline goes a long way toward setting out your direction. Heeding this advice and starting today rather than tomorrow will be critical. Whether you are starting or updating your six-year plan, have a discussion with your SunTrust Relationship Manager. Your Relationship Manager can help you with SunTrust research and access to a team who can support you as you move through creating and executing your six-year plan. To find out more, call your SunTrust Relationship Manager or visit suntrust.com/sixyearplan on the SunTrust Resource Center for more Six-Year planning information.

Works Cited