BUILDING GENERATIONS OF BUSINESS SUCCESS AND FAMILY STRENGTH





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MESSAGE FROM THE PARTNERS

Thank you for your interest in our firm. Founded in 2003, Continuity has become one of the leading US-based consulting firms exclusively focused on family businesses, family offices and families of wealth. We work with all stakeholders to ensure long term economic success while building family strength and cohesiveness.

Our exceptional team of consultants and trainers have advanced degrees in business, certification and training in family systems, and are thought leaders in the field of conflict management when continuing relationships matter. In addition, we have each held leadership positions in both family and non-family firms.

Our philosophy is straightforward:

- Family businesses are unique. A family business cannot be fully understood by looking at each of its component parts in isolation. Family dynamics and personal identity co-mingle with business and wealth issues at a fundamental level, complicating decision-making and planning. This is why Continuity consultants are trained and experienced across business and family dynamics disciplines.
- The potential for conflict is woven into the fabric of family enterprises. While conflict can present as fighting and anger, it can also cause stakeholders to become "stuck", unable to make crucial decisions in a timely manner as they try to avoid conflict or navigate complex, divergent choices. We recognize these complications and have the skills to help clients manage these inherent, and sometimes extreme, conflicts.
- Planning is crucial. Strategic planning, estate planning, succession planning, governance development and planning for the impact of wealth are complex, highly interdependent topics that are critical for the long term success of enterprising families. It is imperative that family business consultants possess skills in all these disciplines. Our ability to work with existing legal, financial and business advisors is based on exceptional education and solid experience in each of these areas.
- Effective consulting must create real value. Value may be found in the corporate bottom line, through increased family wealth, improved relationships, or in the development of human, intellectual and social capital. We always strive to provide practical solutions that create significant value for the families with whom we work.

By picking up this brochure, you have already taken the first step — acknowledging that sharing control and ownership of important assets together with family members is a unique challenge that can benefit from specialized knowledge and outside help. We welcome the opportunity to serve your family, its business and your legacy.

AT CONTINUITY, we work exclusively with families who share ownership and management of important assets and are keenly aware of their needs. Our comprehensive, interdisciplinary approach allows us to understand all facets of your enterprise and to develop strategies to add the most value. We also assist other professional advisors to help them become more effective through greater understanding of your family dynamics and enterprise system.

Our services include:

CONTINUITY PLANNING

- Providing comprehensive succession planning that integrates business, family, financial and individual interests and concerns in collaboration with other trusted advisors.
- Facilitating the development of a shared vision for continuing business performance and family cohesiveness.
- Identifying opportunities to improve the structure of the business and family systems — addressing communication, control and accountability issues.
- Designing or improving the systems, procedures and policies that drive confidence in business competitiveness and family commitment.
- Using our proprietary tools to gain clarity regarding the past, present and potential future choices for all stakeholders.
- Developing or improving both business and family governance, by designing and implementing boards of directors, advisory boards, family councils and owners councils as appropriate.
- Developing and supporting effective leadership for both business and family.
- As appropriate, helping some or all family members optimally exit their business and develop the next stage in their vision.

WEALTH INTEGRATION

Continuity works with family offices and enterprising families, as well as individual family members, to help them articulate purpose and develop skills regarding family wealth. Together, we clarify the family's wishes and a plan of action to use their wealth to enhance their lives and maximize the family's positive impact.

We develop customized solutions to the unique challenges regarding wealth integration, such as:

- Helping senior generations think through how much to give and when, to empower and not entitle heirs
- Educating the rising generation to understand the implications of wealth and how to integrate it into their lives
- Creating family governance that is effective and purpose-driven
- Developing an aligned vision and structure for shared philanthropy
- Creating positive pre-nuptial / post-nuptial agreements
- Building effective trustee relationships
- Reviewing estate plans and shareholder agreements to ensure intentions are reflected
- Managing wealth disparity in families
- Mediating disputes regarding wealth

CONTINUITY: SPECIALISTS IN MANAGING CONFLICT WHEN CONTINUING Relationships Matter.

PERSONAL AND PROFESSIONAL GROWTH

- Identifying gaps in the individual skills and experience of family members and non-family employees and providing training, coaching and mentoring as appropriate.
- Guiding families in managing the challenges and opportunities that come with wealth.
- Facilitating family meetings and forums to address specific developmental issues.
- Providing family employee review and 360° evaluation.

STRATEGIC AND ORGANIZATIONAL DEVELOPMENT

- Supporting the growth of a professional, entrepreneurial culture.
- Improving plans for responding to risk and strategic threats. Identifying opportunities arising from the business, family, and estate plan.
- Appropriately engaging with trusted advisors such as estate planners, financial and legal advisors, and accountants — to facilitate beneficial change for the family and the enterprise.
- Enhancing company morale and family harmony through strategies that help improve communication, goal setting and productivity.
- Creating and advancing corporate boards of directors and family councils.

COACHING FOR COLLABORATIVE PROFESSIONALS SERVING FAMILY BUSINESS

- Preparing for role as Director
- Preparing for family meetings
- Understanding family dynamics and dealing with specific challenges.



CONFLICT MANAGEMENT

Managing conflict is the most important Critical Success Factor for families who share ownership and management of a businesses or other assets.

We deliver comprehensive family business consulting services to help our clients manage the inherent and often extreme conflicts that arise in family enterprise. Through identifying and understanding the multiple issues at play, we design strategies to manage conflict in a way that leaves all stakeholders feeling heard and fairly treated.

This is accomplished by:

- Implementing our unique method for understanding and managing conflict that preserves and strengthens important continuing relationships.
- Mediating individual disputes, even if the family is engaged in active litigation.
- Exploring the organizational structure, family roles, and business strategy; analyzing their interaction with family dynamics and history and their impact on conflict.
- Developing individual stakeholders, personally and professionally, and the systems in which they interact, in order to grow the enterprise and the family out of conflict.

CONTINUITY IS A LEADING FAMILY BUSINESS CONSULTING FIRM THAT DEVELOPS COMPREHENSIVE STRATEGIES FOR ENTERPRISING FAMILIES, SO THEY CAN THRIVE TOGETHER AS OWNERS, MANAGERS AND FAMILY MEMBERS THROUGH SUCCEEDING GENERATIONS.

We serve clients throughout the United States and internationally.

For some clients, managing the inherent conflicts and challenges of early generation businesses may be the focus of our work. For others, managing wealth productively, finding common purpose and balancing the potentially competing interests among several family branches may be most important. Still others are looking for succession planning that ensures a strong enterprise and leaves all stakeholders feeling fairly treated.

Whatever the situation, we take the time to understand your enterprise, your family, and the interests and needs of all stakeholders in order to help you make sound, informed decisions.

CONFLICT AND UNCERTAINTY Eventually challenge Most family businesses. We can help. We maintain confidential relationships with our clients and do not publicly disclose client names. Some of the feedback we have received is:

You helped save my family... thank you!

> Second generation assisted living communities firm formerly in active litigation

I wanted to personally thank you for all your work. You got into a situation that was almost impossible and brought us through it better than we could have hoped.

- Second generation real estate and construction business

Continuity provides enormous value to our clients.

- Estate attorney to several large family enterprises

I never thought our company would be so transformed and prepared for the future, but thanks to you and Continuity, we are.

> — Fourth generation manufacturing firm

I didn't think I was ready to lead, but Continuity helped us turn a crisis back into a stable family business.

— Third generation B2B company after the unexpected passing of the founder

One of the best presentations about what really happens in family business that our center has ever had.

— Leading university-based center for family enterprise

CLIENTS

We work with clients ranging in size from ultra high net worth families and their companies to lower middle market firms where the consequences of not getting family business transitions "right" can have an existential impact on family relationships, operations and ongoing success. We also work with family offices where decision making and planning impact generational wealth. We work with family owned and managed businesses across all industries, from diverse cultures and throughout the world.

INDUSTRIES WE HAVE SERVED

- Agriculture and Farming
- Arts and Entertainment
- Construction
- Defense
- Educational/Training Services
- Family Offices
- Healthcare
- Industrial Equipment
- Life Science
- Manufacturing and
- Technology
- Oil and Gas
- Professional Services
- Real Estate
- Restaurants and Hospitality
- Retail and Distribution

SUMMARY OF OUR SERVICES

- Succession planning
- Conflict management
- Corporate governance and board development
- Family governance and council development
- Rising generation education and development
- Organizational and management development
- Executive coaching
- Life coaching and mentoring
- Business strategy
- Family systems assessment and guidance
- Crisis management
- Dispute mediation
- Family meeting facilitation
- Family retreats planning and facilitation
- Managing change and transition
- Coaching collaborative professionals
- Assisting private equity and other financial transaction efforts
- Exit strategy planning
- Family employee 360° review
- Family office services
- Wealth integration

TRAININGS IN:

- Dispute resolution skills
- Conflict management when continuing relationships matter
- Non-family employee engagement
- Pre-and-post nuptial agreements
- Family Enterprise for Family Business Centers
- Family and Corporate Governance
- Ownership and Family Councils
- Conference keynotes
- Preparing for and integrating generational wealth

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