

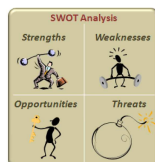
News and Announcements

- ISCAP-IPP works on a further analysis of the educational needs for business transfers in Portugal. We will keep you informed about the results in the newsletter.
- Our colleagues in Austria have started a second phase in business transfer. In the first phase they produced a book entitled: Business Succession in Europe; your way to success; ISBN 3 902103-17-5.
- It was scheduled that the final conference should be in Nürnberg at Berufsförderungswerk institute. Because the final products were not ready at that moment we have prolonged the project and partners will organise final activities and present the outcomes.
- In The Netherlands it is scheduled to organise a final seminar on 27th January 2012 in 's-Hertogenbosch.
- We have video interviews with transferors, a notary and an experienced consultant. These interviews are in Dutch and have been subtitled in English which implies that these can be used by others. Even, it is possible to make subtitles in each language.
- The study guide is almost ready. This guide is a real



1.3 Business Analysis (assessing the current business)

To be discussed



To be discussed

YouTube: Family Business Management Strategies

<http://www.youtube.com/watch?v=5nK1C7Gg788&feature=relmfu>

Learn why running a family business takes a good plan, effective communication and solid execution. Billy Valdes, CEO and business consultant, Valdes Consulting Group, discusses best practices in running a family business.

Learning outcomes

By the end of this chapter you should:

- Be able to apply a self assessment test (personal and financial goals)
- Be able to apply a (quick) scan on the business to be transferred, using available tools
- Be able to apply a more profound financial, business and market analyses
- Know how to assess your business succession readiness
- Be able to apply these concepts to practice

Key Terms

SWOT-analysis, strategy, assessment

Topics:

- Analysis of the (financial) situation of the firm
- Market analysis (SWOT-analysis)
- Strategic plan and business plan
- Assessments

18

guide and not a book or manual. It helps students, teachers and entrepreneurs to find their way in this subject. Sometimes with explanations, often with a link to a website and sometimes with literature available on internet.

- In January BFW-Nürnberg has scheduled a student workshop under the BFW Programme of PlusPunkte for all students in the BFW house. In case the students enroll in this workshop, they will gain extra points for their vocational training. The planning is now final and the workshop will start in the week of 16th or 23rd of January 2012. Contact: BFW Nürnberg (lilli.maierhofer@bfw-nuernberg.de)!
- The comic book on Business Transfer is now in its final stage of production. The scenario is based on transfers within a famous Dutch shoe company which is already in the 9th generation. It will tell the story of a family business and how a business can be continued. One page from this (without text in the balloons):



Needs

Already years ago the EC has researched the situation of Business Transfer. The researchers produced a report with the following recommendations:

- 1: The transfer of businesses to third parties should be facilitated .
- 2: Transfers to employees should also be facilitated.
- 3: Develop special rules for inheritance and gifts to facilitate business transfers; i.e. as tax reductions.
- 4: Measures to encourage timely preparation. Graduates should be encouraged to take over the company of the parents (or even from an outsider of the family).
- 5: Tax relief on money received from a transfer which is subsequently reinvested in another SME.
- 6: And finally financial instruments to stimulate business transfers.

The commission also advises to pay attention

A Helping Hand for SMEs - Mentoring Business Transfer (<http://www.eurochambers.eu/Content/Default.asp?PageID=107>)

Helping the transfer of businesses; a 'good practice guide' of measures for supporting the transfer of businesses to new ownership.

(http://europa.eu.int/comm/enterprise/entrepreneurship/support_measures/transfer_business/index.htm)

Publicity

Peter ter Horst (Avans University) and Jos Schijns (Open University) have presented a lecture on Business Transfer during the IntEnt conference in Arnhem (NL) this year. Avans developed a course on business transfer in cooperation with the European partners. The paper is available on the website (www.business-transfer.nl)



To transfer a business without losing trust and peace of the family and with perspectives for the company (owners, managers and workers) in the future requires good preparation, intensive and open communication and support of experts. A book that might help to understand this process better is: 'Overdracht van het Familiebedrijf, 2009; Story Publishers; Gent-BE (in Dutch); and in Germany Unternehmensnachfolge – Die Optimale Planung (in German) (www.bmwi.de). Our project website provides you with a range of references that helps you getting more insight and knowledge in the BT process (<http://www.business-transfer.nl/project/development-of-the-bt-program-wp2>).

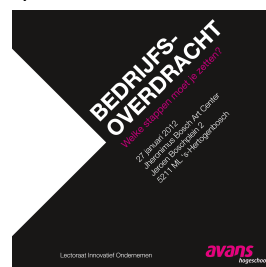
Worth knowing

- The financial crises have influenced starters. The number of starters has decreased (in 2008 and 2009), and also the yearly turn over. It is expected that this will become better in 2011.
- The number of independent entrepreneurs in The Netherlands is now ca. 1.100.000 (exclusive agriculture). This is ca. 12% of the working population.
- The percentage of female entrepreneurs is rising in The Netherlands. Nowadays the percentage of female starters is about 35% and the percentage of ethnic minorities has risen up to 25%. 70% of the female entrepreneurs have a profit in their company.
- An interesting article (in Dutch) has been published by mr. Jozef Lievens. He expects a 'tsunami' of transfers of family enterprises in coming years. In perspective of our economies, employment and investments it is wise to manage these transfer in the right way and so assure the survival of these enterprises. Refer to: http://www.fbnet.be/downloads/persbericht_belan_g_van_familiebedrijven_081012.pdf

- In frame of this project, professor Peter ter Horst, AVANS University of Applied Sciences develops an international program for Business Transfers and is looking for materials as books, modules, video cases, or lectures that can support us with the further development of the program. Contact mr. Peter ter Horst by e-mail (pe.terhorst@avans.nl) if you are interested.
- Another project on Business Transfer has started in November 2010, is coordinated by mrs. Andrea Lang (www.bit.at) and focus on dissemination of achieved results on business transfers.
- The final report of the Expert group family businesses (EC, November, 2009) is available at: http://ec.europa.eu/enterprise/policies/sme/promotingentrepreneurship/familybusiness/family_business_expert_group_report_en.pdf
- A study on BT was presented by the EC and is available at: http://ec.europa.eu/enterprise/policies/sme/files/craft/family_business/doc/familybusiness_study_en.pdf (EC, 2008)
- In the project we produced some video interviews to stimulate discussions with entrepreneurs and within their families.

Seminar

The seminar on 27-1-2012 is in Dutch but if you are interested in the products please send an e-mail to jpa@planet.nl and we inform you how you can get these products and when these are available.



Merry Christmas and a happy 2012!