



Country
Germany

Industry
Real Estate
Education

SUCCESSION MANAGEMENT

We focus on midsize, family-owned companies and Succession Management on board level. We recently closed two projects, both family-owned companies exist for approximately 120 years (4th generation).

- 1) New CEO of a privately owned Real Estate Investment company (Family Office)
- 2) New CFO of a family-owned private school (high school + boarding school)

Some more information about the 2) assignment:

SITUATION

- Our customer is a family-owned private school (high school + boarding school). The company is set up as a Not For Profit-Organization.
- The company exists for more than 120 years. The school buildings are up to several hundred years old.
- Due to their culture and teaching approach, the school has a high reputation in Germany.
- The existing management team consists of three C-level managers who belong to the family. First, the CFO had to be replaced, later the CEO and COO.

TASK AND PROCESS

The challenge was to find an external board member (first time) who fits the existing culture and the existing management team.

- The new CFO had to combine Financials, HR, IT and Real Estate know-how.
- We presented four qualified managers, each covering the required know-how BUT representing different personalities.
- We guided the decision making process of the existing management team (e.g. through assessments, feedback, reference calls).
- The final decision was a challenge due to two equally qualified managers.
- After several meetings and valuing all information it was a “gut feeling decision” for the “right personality” – knowing that both final candidates would be a very good fit.

OUTLOOK

- We supported the onboarding process.
- In agreement with the management team, we kept the relation to the second candidate to be prepared for any surprises during the onboarding period.

Such assignments required consulting – e.g. understanding and questioning the future strategy and business model + developing milestones/targets for the new manager (according to the strategy) + developing the requirement profile.

Depending on the setup of the company`s shareholders a family constitution could be very useful to avoid future misunderstandings and dispute. We covered family constitution, legal and tax issues with selected partners.

For more information, please contact:

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