

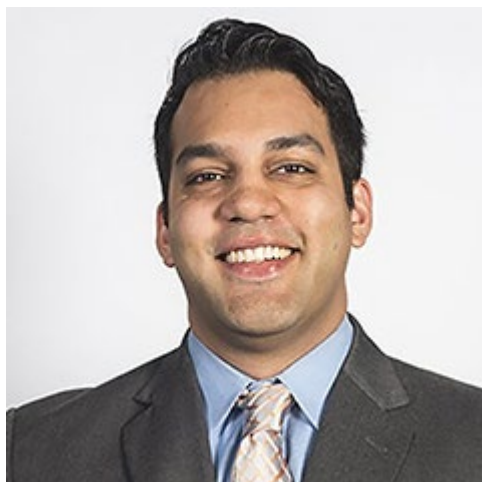
# **Growth Planning & Leadership Transitions**

**Anmol Kohal & Ryan Beesmer**

*Rawls*

BUSINESS  
SUCCESSION  
PLANNERS

**Lane, Gorman, Trubitt  
Controllers roundtable**



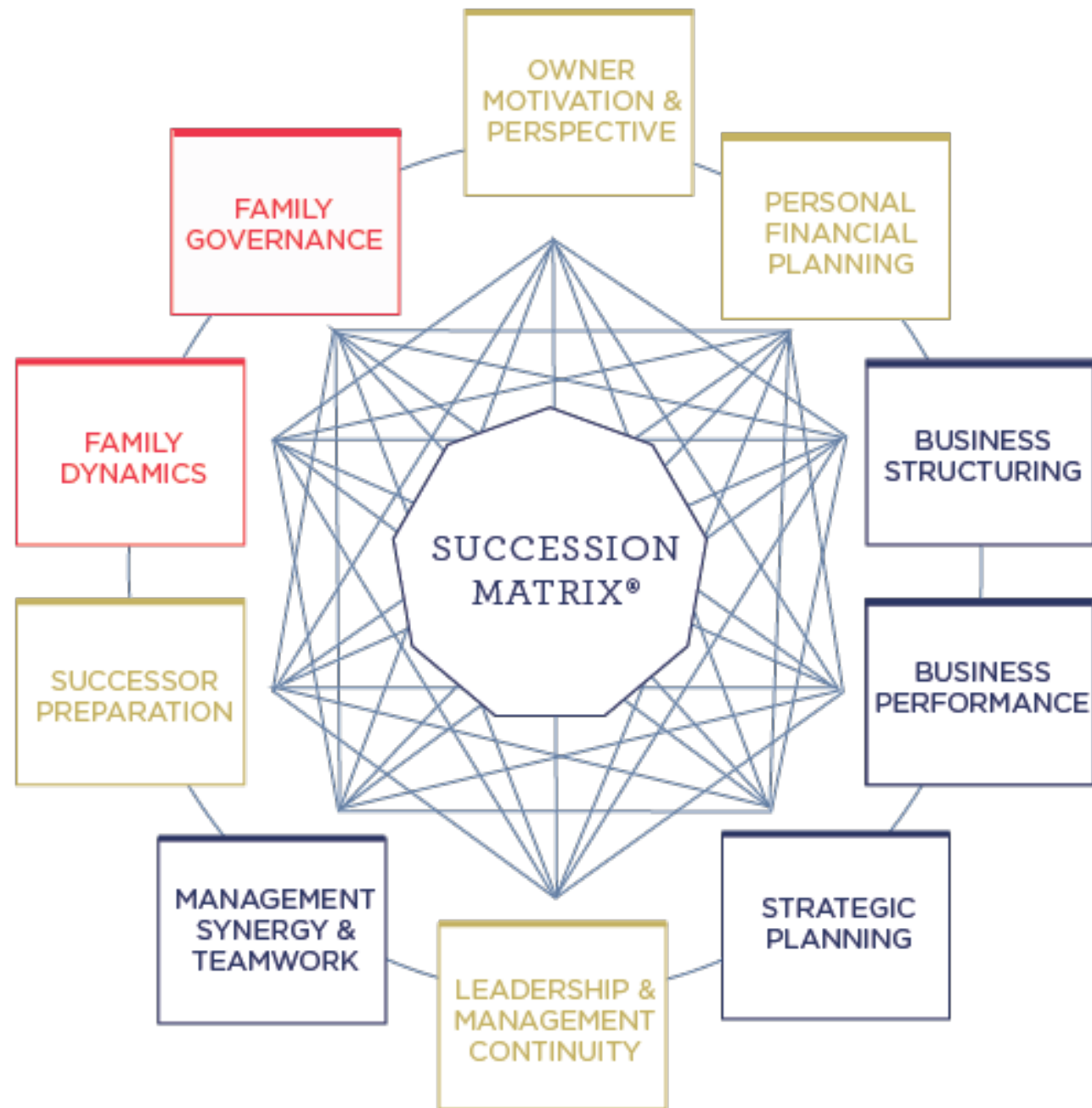
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*Rawls*

BUSINESS  
SUCCESSION  
PLANNERS



# The Matrix acts as a Fly Wheel to Successfully Transition Through Business Changes



# Workshop Take-Away

Time Required: 7 minutes



# Case Study



# Background

- Established in 1965
- Owner: Miles Speedwell, 3<sup>rd</sup> Generation
- Preparing for generational transition with robust growth goals



# The Speedwell Family



Miles Speedwell  
(62)



3  
Children



Gloria Speedwell  
(58)



Chase Speedwell  
(40)



Three children:  
5, 8 & 10

  
Lane Speedwell  
38 years old  




Mercedes Parker  
(35)



Two children:  
7 & 5

  
Dash Parker  
38 years old  



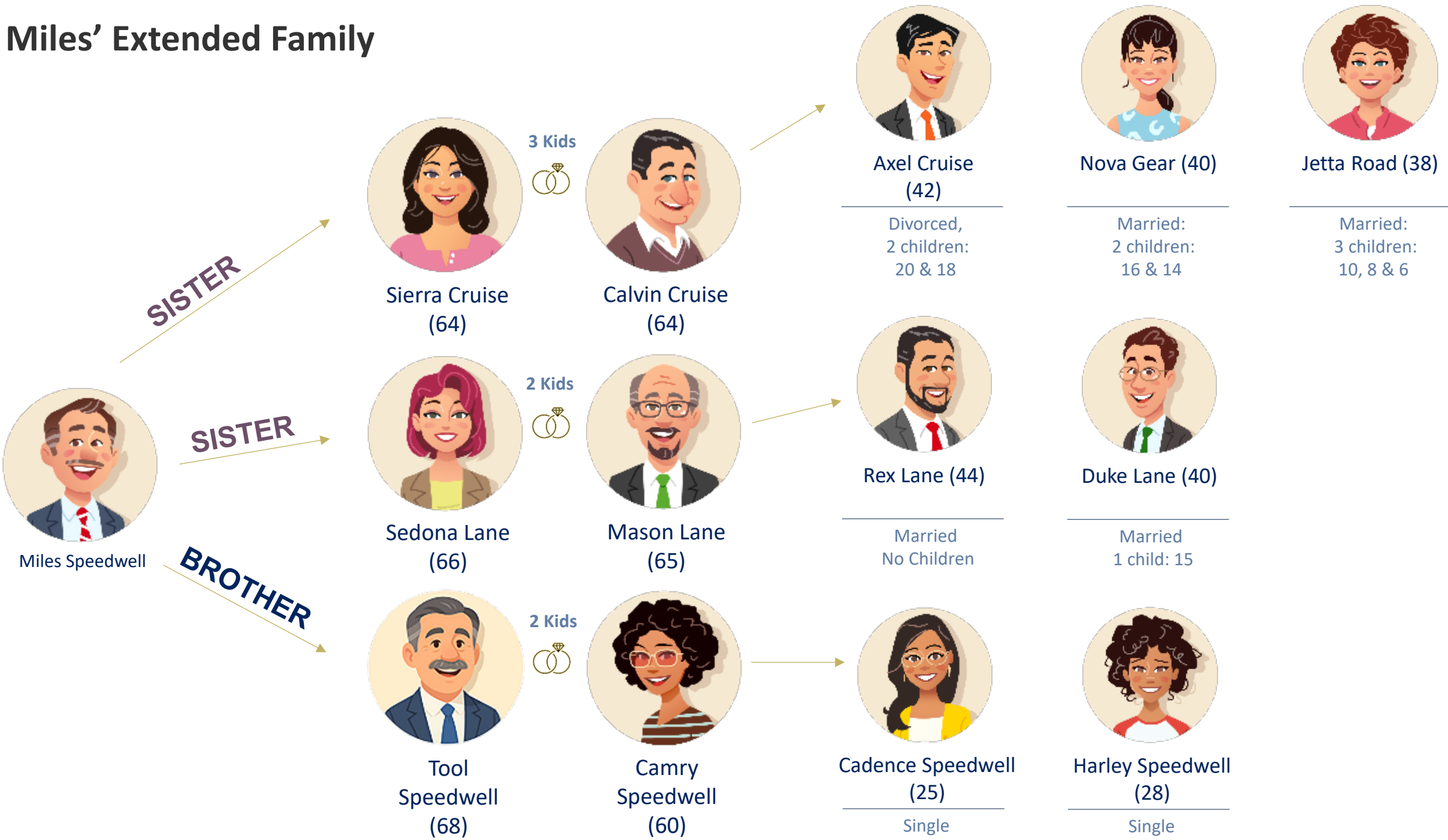

Ryder Speedwell  
(30)



Two children:  
4 & 3

  
Skye Speedwell  
30 years old  


# Miles' Extended Family



# Nine Family Members Currently Work in the Business

1



**Miles Speedwell**  
CEO

2



**Mason Lane**  
Miles' Brother-in-Law  
Senior Advisor & Board  
Member

3



**Chase Speedwell**  
Miles' Son  
Director of Strategic Growth

4



**Axel Cruise**  
Miles' Nephew  
District Manager (5 Stores)

5



**Rex Lane**  
Miles' Nephew  
District Manager (5 Stores)

# Nine Family Members Currently Work in the Business

6



**Duke Lane**

Miles' Nephew  
General Manager

7



**Ryder Speedwell**

Miles' Son  
Human Resources

8



**Harley Speedwell**

Miles' Niece  
Leads Digital Marketing

9



**Cadence Speedwell**

Miles' Niece  
New Car Sales

# Key Leaders (Non-Family)



**Samantha “Sam” Marquez, CFO**

Integral to financial oversight  
60 years old and wants to retire in 3  
years.



**Gauge Beemer, COO**

Engaged in daily operational oversight



## CEO Transition

Miles wants to transition out of the CEO role by 2028



# 1

# 2

## Growth Strategy

Expand the dealership network by 10 stores over the next 5 years



# Strategic Goals & Aspirations



## Family Governance

Establish framework that supports operations and builds family trust

# 4

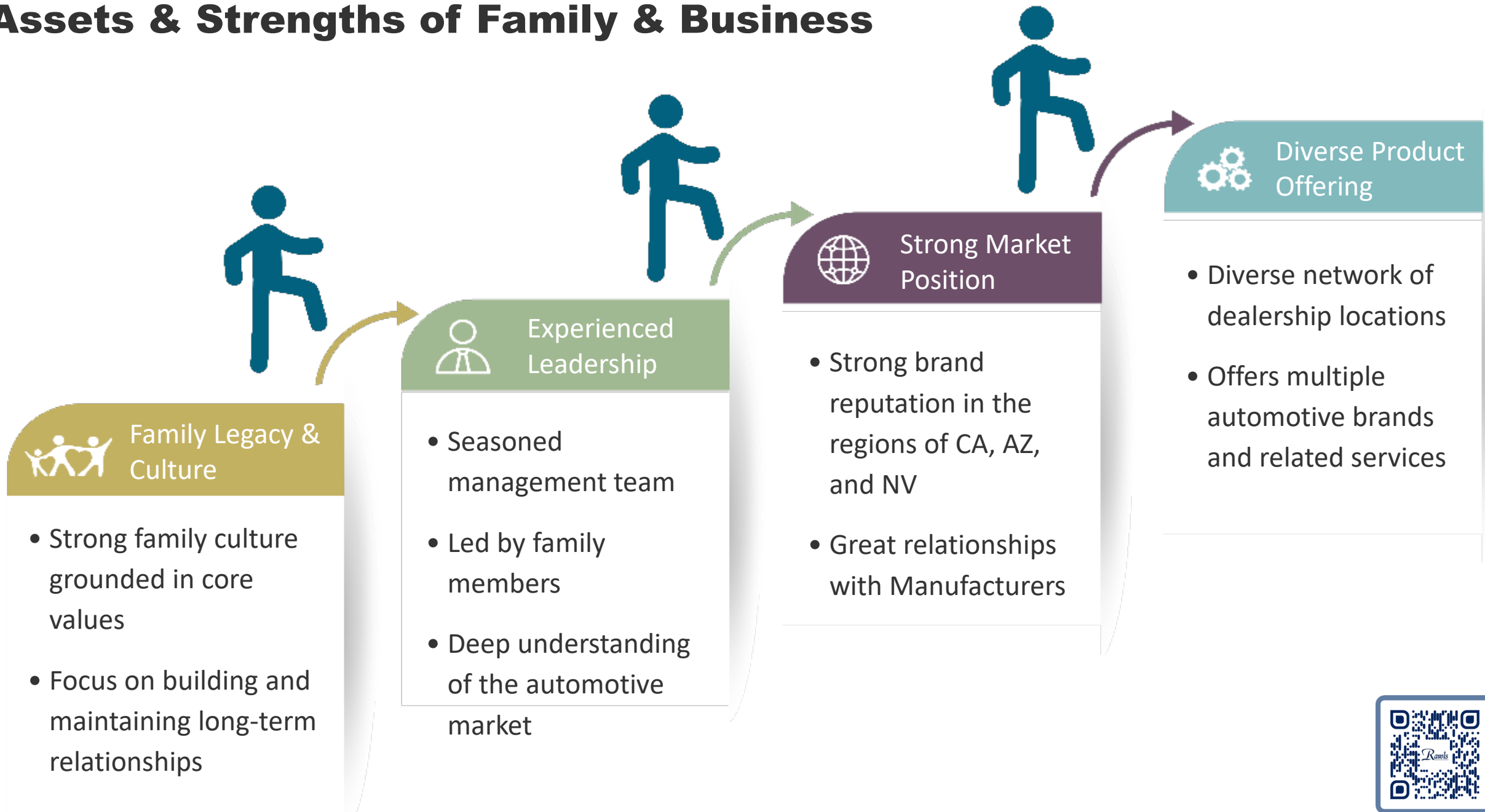
# 3

## Leadership Bench

Successor development for all key roles in the organization



# Assets & Strengths of Family & Business





# **Key Challenges**



# 1 Leadership Transition Strategy

- Establish a clear and realistic timeline for transition
- Evaluate Miles' personal financial independence from the business and define a personally fulfilling "next chapter"
- Review and address any personal guarantees by Miles with lenders / creditors to the business
- Coordinate leadership succession planning and obtain necessary approvals from manufacturers



Miles Speedwell  
(62)



## 2 Choosing a Successor

- Assess Chase, Axel, and Rex as potential family successors
- Identify strengths, leadership potential, and key development gaps
- Evaluate alignment with long-term company vision and strategic goals



**Chase Speedwell**  
Miles' Son  
Director of Strategic Growth



**Axel Cruise**  
Miles' Nephew  
District Manager (5 Stores)

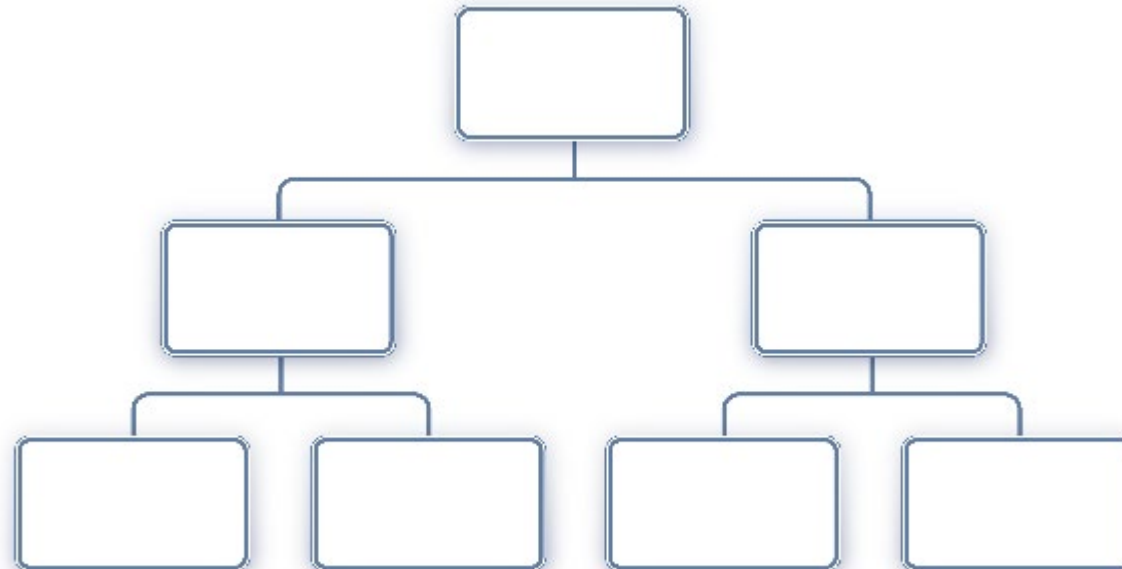


**Rex Lane**  
Miles' Nephew  
District Manager (5 Stores)



# 3 Organizational Structure

- Align management structure with long-term growth goals
- Avoid over-reliance on a single individual for key responsibilities
- Assess whether the family has the capability to lead at the scale envisioned
- Identify gaps and consider bringing in non-family leadership if needed



## 4 Financial Performance Issues

- Address the recent 25% decline in vehicle sales
- Develop strategies to mitigate impact on profitability



# 5

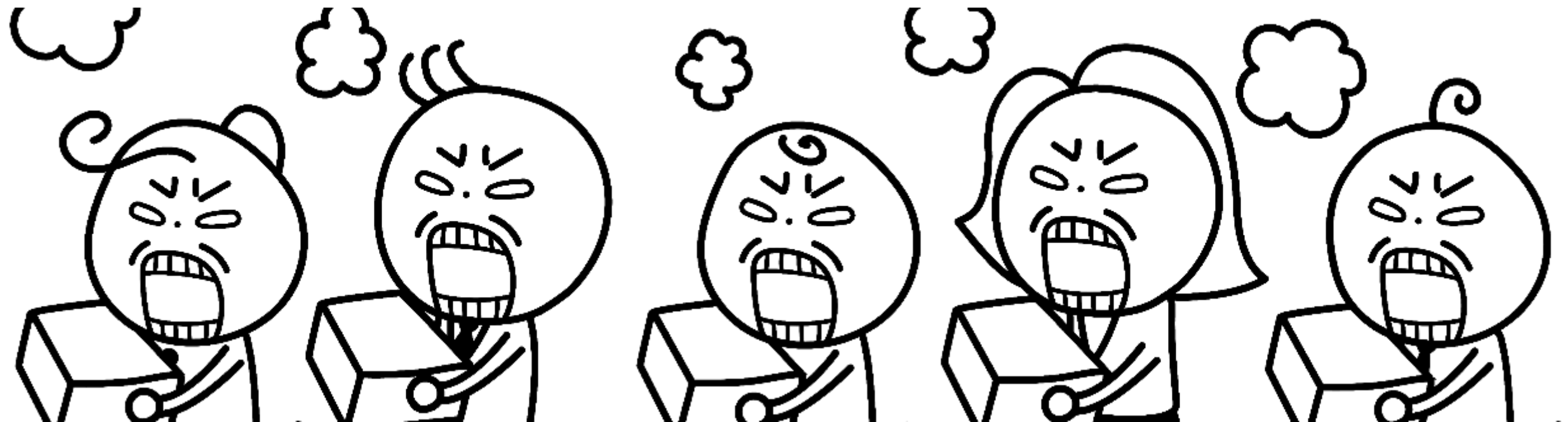
## Employee Turnover

- Rising turnover among mid-management and employees
- Exit interviews cite poor leadership and declining culture as key reasons



## 6 Management & Department Teamwork

- Navigating differing leadership styles and expectations among family and key executives
- Promoting alignment to support a unified business management approach



# 7

## Retirement & Transition of Key Leaders

- Key leaders, including the CFO, nearing retirement
- Risk of disruption to financial management continuity



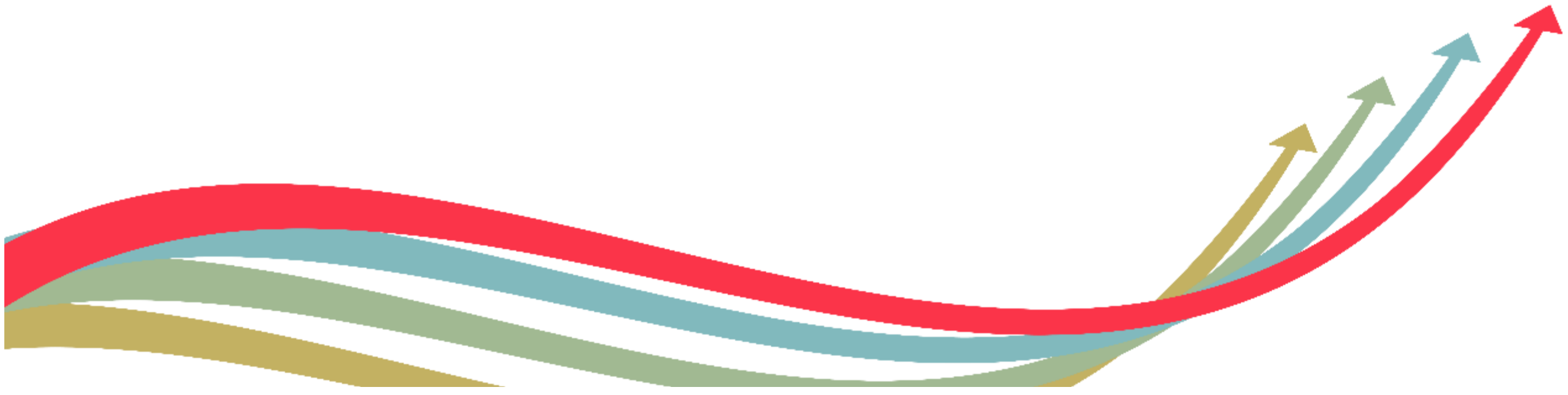
## 8 Hesitancy to Implement Estate & Tax Strategies

- Emotional hesitation around gifting, ownership transfer, and tax strategies
- Concerns about successors' readiness and financial maturity to implement CPA's recommendations



# Growth & Sustainability Challenges

- Generational Perspectives
- Market Dynamics
- Complex family ownership dynamics
- Resistance to change



# Immediate Strategies





## Initiate Strategic Planning

Create alignment amongst all key leaders for the vision and trajectory of the organization



# Participants

All key leaders today and potential successors for tomorrow.



**Miles Speedwell**  
CEO



**“Sam” Marquez**  
CFO



**Gauge Beemer**  
COO



**Chase Speedwell**  
Miles' Son



**Axel Cruise**  
Miles' Nephew



**Rex Lane**  
Miles' Nephew



# Key Strategic Decisions

1. Reaffirmation of Mission, Vision and Core Values

ONE VISION.  
MANY VOICES.  
ONE DIRECTION.

2. Future Organizational Structure

ALIGNED ON  
GROWTH: WHAT,  
HOW & WHO LEADS

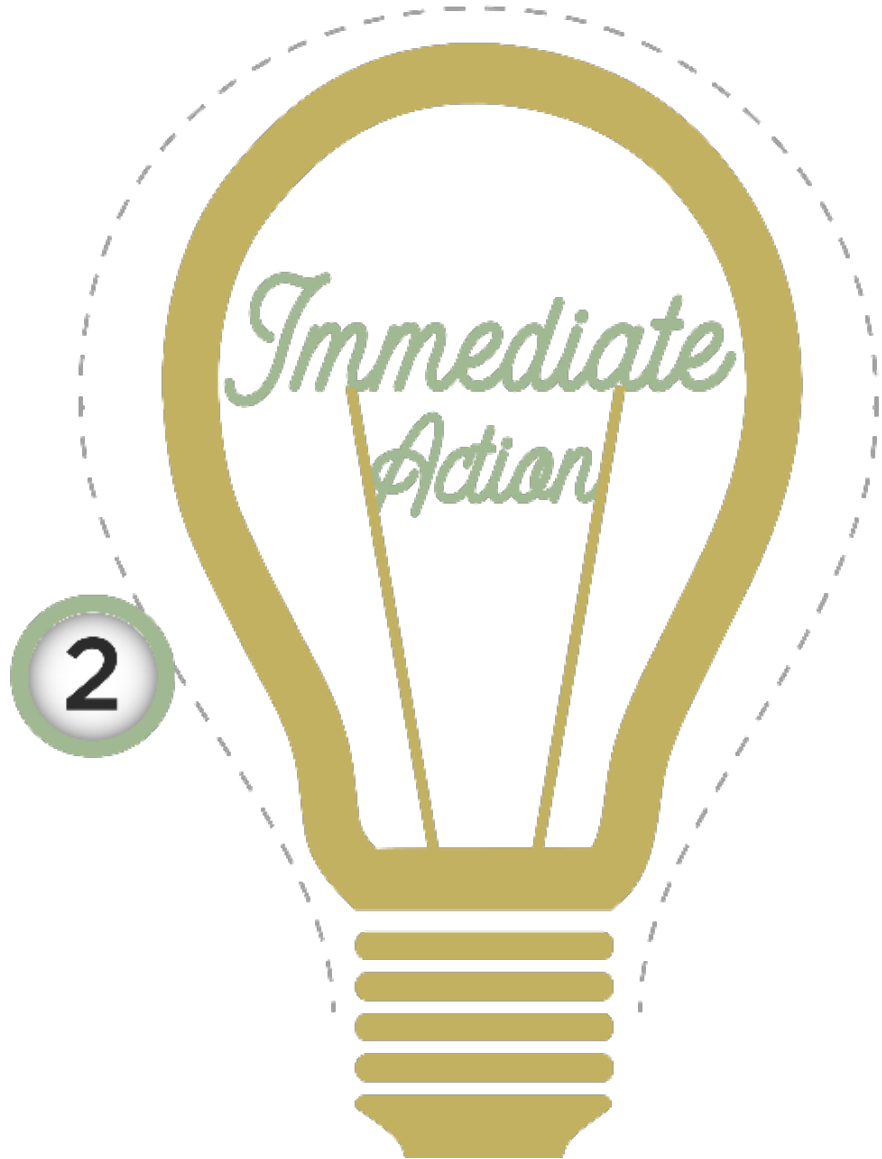
3. Identification of Key Initiatives

CLARITY ON ROLES,  
POWER & THE PATH  
FORWARD

FROM TENSION  
TO TRACTION



# Formalize Successor Development Program



1. Define BASKE Necessary for CEO/Dealer
2. Evaluate Each Candidate
3. Assess Personal Commitment & Interests
4. Launch Custom Development Programs



**Chase Speedwell**  
Miles' Son



**Axel Cruise**  
Miles' Nephew



**Rex Lane**  
Miles' Nephew

# Create CEO Leadership Transition Plan

3

*Immediate  
Action*

1. Outline CEO to Chairman Transition
2. Detail Leadership Transition Steps
3. Develop Financial Independence Strategy
4. Facilitate Transition to New Role
5. Assess Skills & Recruitment Needs



Miles Speedwell



# Address Immediate

## Leadership Gaps



1. Develop Timeline and Transition Steps for CFO Retirement
2. Define BASKET Requirements for CFO Role
3. Evaluate Internal Talent for CFO Succession



Sam Marquez, CFO



# Develop Leadership Bench Strength for All Key Roles



1. Identify Required Competencies (BASKET)
2. Talent Evaluation and Career Planning
3. Cultivate a Culture of Development



# Address Leadership/Culture

## Issues Impacting Performance



1. Conduct Employee Feedback Surveys
2. Develop Leadership Development Curriculums
3. Incorporate Core Values into Onboarding, Leadership Programs and Evaluations



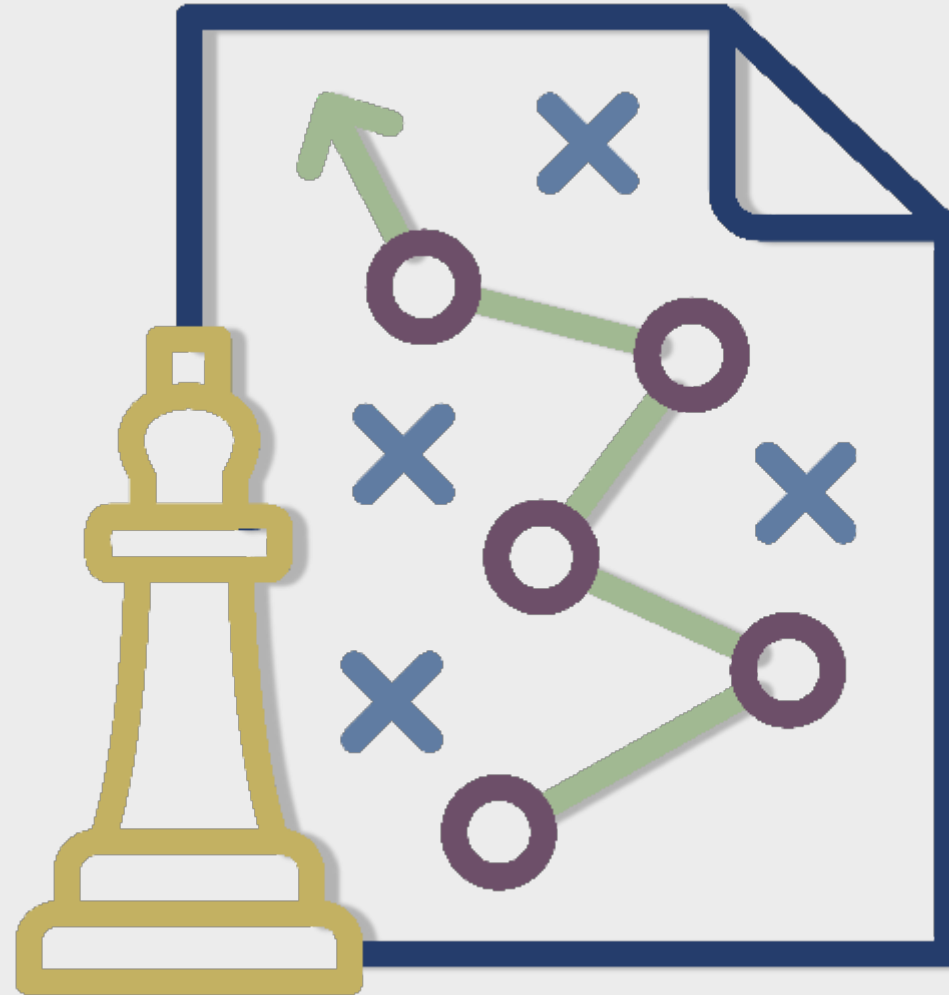
# Implement Estate & Tax Strategies



Determine the underlying factors impacting Miles' ability to move forward on recommended Estate & Tax Strategies by the CPA and advisory team.



# Long-Term Strategies



1

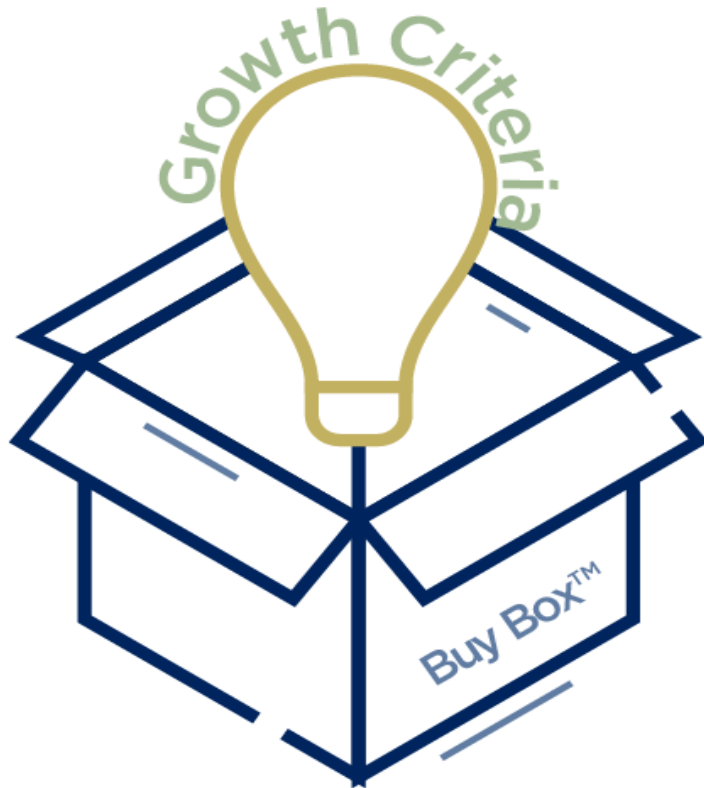
## Remove Personal Guarantees

- Initiate Discussion with Lenders
- Consult Legal and Financial Advisors



Miles Speedwell





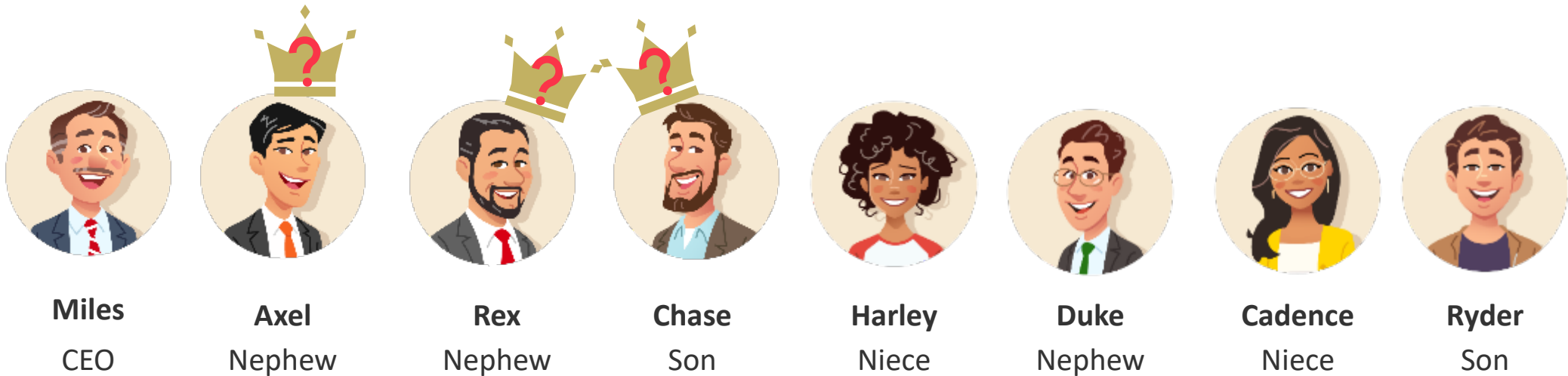
## 2 Long-Term Business Growth Strategy

- Tie in performance metrics to drive growth initiatives as defined by strategic plan
- Develop a Buy Box™
- 5-Yr Growth Plan: Geographic & Market Diversification



# 3 Establish Family Governance

- Family Covenants
  - Establish expectations between Miles & potential successors (Chase, Alex & Rex)
  - Align expectations amongst next gen leaders (Chase & Alex, Rex & Chase, Alex & Rex)
- Family Business Council
- Clear employment, performance, and benefit policies for family members in the business



## 4

## Enhance Management Synergy

- Establish Management Advisory Boards
  - Include leaders from different dealerships departments, dealerships & regions
  - Enhance collaboration & teamwork thru problem solving strategic issues
- Select Members Based On Leadership Potential



# 5

## Build a High-Performance Culture

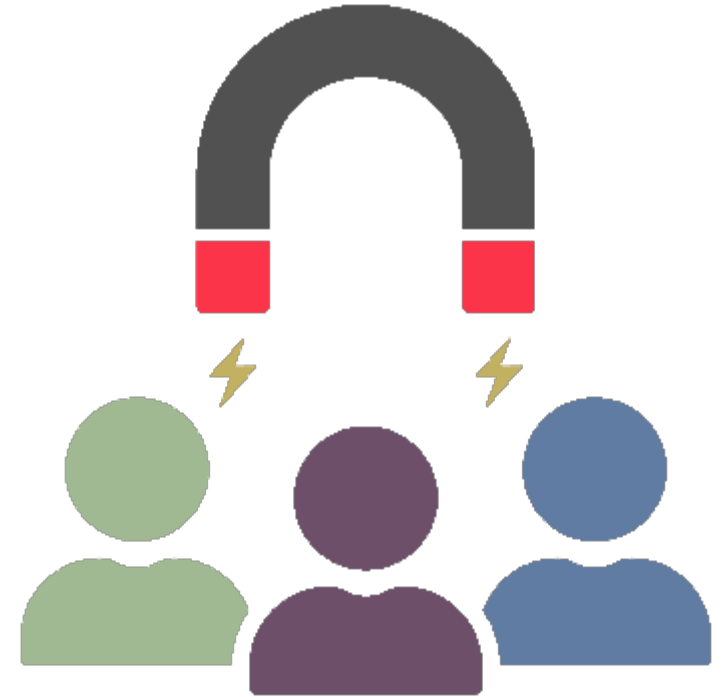
- Revitalize a People Development Strategy
- Establish a Speedwell University



## 6

## Key Leader Retention Incentives

- Implementation of Incentive Plans
- Align Incentive Plans to Key Leaders' Contributions



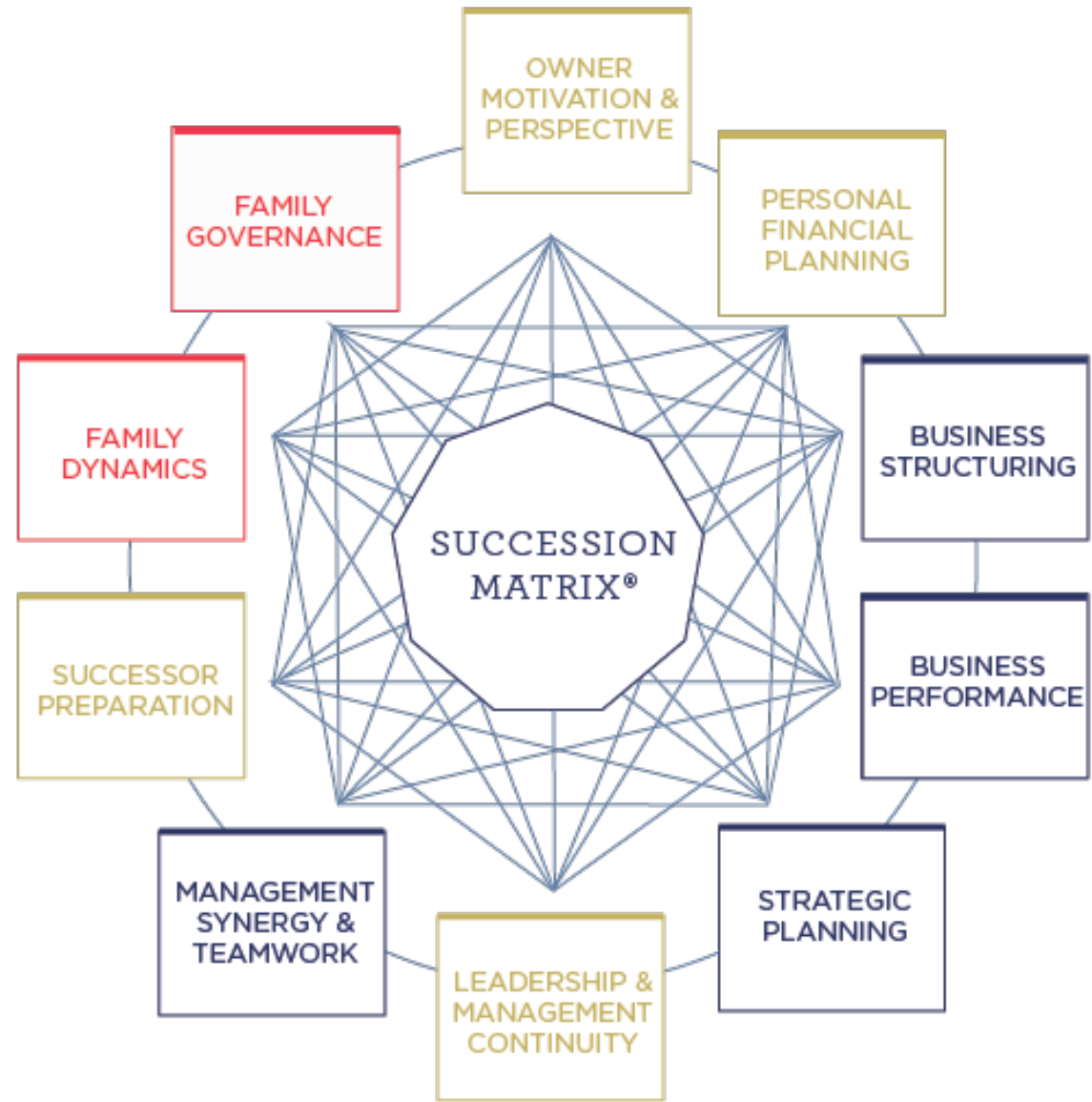
# Succession Planning



- What is your purpose?
- Where is your vision?
- What is getting in the way?
- What resources do you need?



# Succession Planning Builds Value & Creates Options Towards the Future You Envision



# Workshop Take-Away

Time Required: 7 minutes



# Questions



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