

## Introduction to this Kit

This Kit is designed to assist new Chapter Launch Committees in their initial startups. It reflects lessons learned since the founding of XPX in 2007. The Kit exists in this single document but each section is available as a stand-alone download at the [XPX Startup Kit](#) web page.

Please note that this Kit is designed to be used in conjunction with the [XPX Chapter Manual](#) which provides more detailed instructions for on-going Chapter activities, including checklists by function (events, sponsorship, membership, etc.). The Kit, the Manual and much more information is available in the on-line [XPX Leadership Collaborative](#).

These resources are shared with prospective Chapter Founders and are available on line to new Chapter teams that sign a Chapter Formation Proposal.

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## Exit Planning Exchange Overview

XPX is a highly focused learning community of professional advisors who bring professionalism, collaboration and education to business owners in the heart of the middle market. Our members work in all three phases of the private company life cycle to help their clients: 1-build valuable businesses, 2-execute a successful transition and 3-achieve the life and legacy they seek.

### The Basics

Founded in Boston in 2007. Our 600+ members are experienced advisors who:

- Work directly with owners/senior managers of premier private companies (\$5 to \$100 million in revenues with potential for sustainable, transferrable value)
- Have expertise in one of our 12 professions
- Demonstrate the XPX Advisor Principles in their work

### What to Expect

XPX provides a unique combination of:

- Resources – for continuous learning about the private company life cycle
- Relationships – to ensure you know (and are known to) the best advisors in your market
- Visibility – so you stand out in the market

### Chapters

Boston, Hartford, Fairfield, New York, New Jersey, Philadelphia, Maryland, DC Metro, Chicago, San Antonio and Atlanta with more in development in the U.S. and abroad.

Each XPX Chapter is a locally-controlled non-profit that is supported by XPX Global LLC. Startup Chapters benefit from direct coaching by Global as well as a detailed Startup Kit, Chapter Manual and on-line Leadership Collaborative with resources for all the key Chapter functions.

### Startup Steps

1. Recruit launch committee
2. Build mailing list
3. Launch first event

### 12 Member Professions

- Accountants
- Attorneys
- Bankers
- Coaches
- Consultants
- Insurance Providers
- Investors
- M&A Intermediaries
- Non-profits
- Valuators
- Virtual Managers
- Wealth Planner

### XPX Advisor Principles

Our shared values include:

1. Work collaboratively
2. Put the client first
3. Think long term
4. Consider the human angle
5. Always be learning

### Launch Team

- 1 – Catalyst(s)
- 5 – Founders
- 15 – Launch Committee/Sponsors
- 50 – First Members

Learn more at: [www.exitplanningexchange.com/start-a-chapter](http://www.exitplanningexchange.com/start-a-chapter)

## Starting an XPX Chapter

### Introduction to XPX

The Exit Planning Exchange is a learning community of professional advisors who work with owners of companies in the lower middle market (\$5-100 million in revenues). We take a broad view of the exit planning challenge and seek a broad view of the entire life cycle of a private company including:

- Business value growth
- Business value transfer
- Owner life and legacy

Our community includes advisors and owners in all stages of this process. Our members have specific areas of expertise as well as a holistic understanding of the breadth of challenges an owner faces throughout the stages of the private company life cycle. This helps XPX members to work collaboratively in the best interest of their clients.

From an organizational perspective, we are actually a network of related entities first founded by a small group of New England business colleagues. After holding a number of informal meetings in the Boston area, XPX Boston was formally launched in 2007. This group also formed a management company, XPX Global (Global), which provides continuity of association management, strategy and branding to the network. The network grew organically out of Boston, first to Connecticut (2009), then Philadelphia (2010), DC Metro (2011), Maryland (2014), Chicago (2016), San Antonio (2017) and Atlanta (2019). The Connecticut Chapter has also expanded into two locations in their own state (Hartford and Fairfield County) as well as New York, New Jersey and Long Island.

The strategic commitments that have guided our organization since founding include:

**Focus on the private company market** – Privately held businesses are unique in their long-term time horizons and the connection between the owner(s) of the business and its management. XPX’s core vision is to help business owners build value in their businesses, transfer this value at the time and in the way that is right for the owner to ensure him/her the life and legacy they desire.

**Embrace service providers** – The founders saw a gap in the market between professional organizations representing a single profession and market-oriented organizations that tended to look down on “service providers.” This is the core constituency of XPX: professional advisors of many kinds who work with private companies and their owners.

**Keep the network open** - Another key decision was to not create our own methodologies or content. This means that, unlike other organizations in the exit planning space, we do not advocate a single methodology, approach or vendor. Instead, we endeavor to be a place where all advisors, owners and vendors can interact and collaborate.

**Use the right business models** – Professional organizations can be for-profit or not-for-profit. The XPX founders had experienced both and wanted to get the best of each; so they created a hybrid business model. XPX Chapters are locally controlled non-profits led by prominent professionals in the private company market. The Chapters focus on the high-value tasks attractive to senior professionals as volunteers: events, sponsorship and membership. XPX Global LLC (Global) is a for-profit entity staffed by professionals who provide consistency of management, shared branding and a sound technology infrastructure, none of which is ideal volunteer activities.

## XPX Chapters

### Membership

XPX Chapters create communities of trusted advisors to privately held companies and their owners. XPX members all understand that a business owner needs advisors from multiple disciplines. Through XPX, advisors can get to know and learn from other advisors. The knowledge, relationships and referrals received through XPX help our members improve their own businesses, support their clients' businesses and contribute to the strengthening of the exit planning field.

The kinds of professions represented at XPX include:

- Accountants
- Attorneys
- Bankers
- Coaches
- Consultants
- Exit Planners
- Insurance Providers
- Investors
- M&A Intermediaries
- Non-profits
- Valuators
- Virtual Managers
- Wealth Planner

The breadth of this list demonstrates that “it takes a village,” that is, a broad network of advisors to help a private business owner to succeed. Because of this breadth, our network contains many more potential referral sources for a member than potential competitors. This distribution makes for a collegial and collaborative environment. The kind of professional who comes to XPX and stays understands that their own business and their clients' businesses will benefit from access to a broad network of advisors with diverse experience and expertise.

One of the best ways to see this diversity is in the [Advisor Directory](#) on the XPX website. Here, any visitor to the website can sort all XPX Members according to Profession, 75 Areas of Expertise and 20 Client Industries.

The member value proposition is three fold (with member quotes):

- Resources – XPX programs provide high quality content about the private company life cycle. This helps advisors understand the big picture of their clients' challenges, how they fit in and where the line is between problems they can solve and where they can use help from others. *“What I know, What I don't know, What I don't know that I don't know. XPX helps me get this right.”*
- Relationships – XPX programming is designed for members to get to know each other, see how others think, learn what they do. You'll expand your network with people who are genuine, inviting and welcome collaboration. *“We're givers, not takers (and givers get more in the long run)”*
- Visibility – You'll raise your profile by sharing your knowledge in meetings, networking and contributing to our on-line Owners' Academy knowledge base. *“I know the guy/gal!”*

The XPX network was the subject of a research project that validated the benefits of our approach, showing that perceived visible expertise is key to giving and receiving business referrals between advisors. The study also found that in the previous six months, star referrers made 21 referrals and received 25. [Read and download the study here.](#)

## Events

XPX Chapters provide informative programming for advisors to business owners focused on the entire private company life cycle (business value growth, business value transfer and owner life and legacy). Some Chapters also offer programming specifically targeted at business owners such as Owners' Academy, Summits and Roundtables. Sample programming includes:

- Presentations by former business owners who have successfully exited their businesses
- Panels with topic experts, such as the mergers and acquisitions landscape, the value of IT, or financing for businesses and M&A
- Case study presentations
- Short member presentations about a client experience
- Co-hosted events with industry associations
- Talks by subject experts on topics such as philanthropy, legal issues, or personal wealth issues
- Social events at a local brewery, restaurant or museum
- Networking events, sometimes with a networking facilitator or program
- Members-only dinners
- Roundtables with presentations by XPX members designed for more interaction with smaller audiences
- Special interest groups for members who work in a specific industry or market
- Small group power networking
- Larger-scale summits with many breakout presenters and keynote speakers.

You can find a listing of recent events on the page containing our [National Calendar](#). At the top of this page, there is also a link to a document that details every XPX event held since our founding. There is also a list of the first three events at each Chapter in the [Startup Event History](#).

Established Chapters also have Governance and Finance functions. These are addressed in the full XPX Chapter Manual.

## XPX Global

The role of Global in the overall XPX network is to provide the kind of association strategy, customer service, branding and management services for the Chapters that are better done in a centralized way. The goal is to give the Chapters the best of both worlds: local control of events, membership and sponsorship combined with professional branding and administration. Global provides this support under a standard Service and License Agreement (SLA) with each Chapter. The servicing includes administrative support of all Chapter activities while the licensing includes strategic branding, infrastructure and facilitation of the Leadership Collaborative (which includes representatives of every Chapter).

## Branding

One of the basic assumptions of our network is that the individual brands of the Chapters are enhanced by their relationship with the overall XPX brand. We achieve this by presenting a standard look, design and message to the world. These standards are applied in logos, our website and email templates.

The XPX website consistently appears on the first page of a search for “exit planning.” This positioning has been achieved through what is called “natural” search based on the high level of relevant, dynamic content posted on our site by Members and Sponsors in the Owners' Academy. This content is a win-win for our entire network. It gives helps raise

[XPX Startup Kit | Page 5 | For further information, please contact Mary Adams ,781-729-9650, \[mary@exitplanningexchange.com\]\(mailto:mary@exitplanningexchange.com\)](#)

the profile of our Members because links from our site to those of our Members and Sponsors helps their own web strength. Moreover, it ensures that the XPX website continues to have strong search engine visibility.

## Infrastructure

Global's infrastructure has become more sophisticated over the course of the last ten years. Our third generation platform, launched in late 2015, uses Wild Apricot which is designed to support membership associations. This implementation enabled us to consolidate multiple systems and databases. The website is built on top of this integrated database. This means that we provide a customized user experience for Chapters and members. Examples include: Members who log in are taken directly to their own Chapter's home page. The Member application also serves as the Member Profile in the directories. Event registrations are automatically filled in with the Member's key information. There is a complete audit trail of all transactions in the system and financial summaries available to each Member. The platform is connected to a Stripe account for credit card payments. Global reconciles the payments to the Wild Apricot data and distributes receipts to the Chapters under the terms of the SLA.

## Leadership Collaborative

Each Chapter has considerable flexibility within this shared framework to develop its local network and operations. Global, on the other hand, tries to support all functions where standardization and systemization make sense. For this structure to work there needs to be a high level of transparency and communication among all the entities. The structure we use to facilitate this communication and learning is the Leadership Collaborative. Meetings are held quarterly via teleconference and in person once a year. Participants include the Global staff and the Presidents (and often the Presidents-Elect) from each Chapter.

The Leadership Collaborative is the major governance body for XPX Global, essentially filling the role as its board. It is also the major governance body for the network. No major decision is made without the participation of the entire Leadership Collaborative.

## Chapter Formation Process

Global supports and incubates groups seeking to form new Chapters. There are three phases to this process:

### I. Startup

This phase begins once the Foundation Group has signed the Chapter Formation Proposal. At this time, you receive a copy of the full XPX Startup Kit, full XPX Chapter Manual and access to our on-line Leadership Collaborative. We will also set up a calendar of coaching/check-in calls between Global and your team.

Over the following months, you should focus on recruiting a Launch Committee. This committee should include at least 15 advisors from different disciplines although there is room for multiple members from each profession. It is also helpful to include people who have experience with industry or professional associations as well as an accountant and a lawyer who can help later on with governance and finances.

The Launch Committee has three key tasks:

1. Recruit Launch Sponsors – This is your main source of startup funds and usually come from the members of you Launch Committee.
2. Invite Members – Membership can be free or paid during the launch phase of a Chapter. Each member gets an on-line profile and helps populate the Member Directory of your website.
3. Host initial events – The heart of XPX are in-person meetings. The initial goal of the Events Team is to plan the Chapter Launch meeting and sketch out the following 2-3 meetings so that they can be announced at the initial Chapter Launch meeting

These tasks are explained in further detail in the **Critical Path to Chapter Launch** section of the Startup Kit.

Throughout the Launch Phase, Global will share helpful documents and hold periodic conference calls with your team so that we can help your efforts stay on track and answer any questions you may have. As you prepare your first meeting announcement, we will create a logo, website and event description. We will manage registrations and provide reporting. We will also work with you to get your Launch Committee Members and Sponsors into the on-line directory for your Chapter. All this means that you will have a full website with Sponsor, Member and Leadership Directories before you even hold your first event.

At this point, your Startup will not yet have a legal entity or bank account so Global will act on your behalf and run your operations through a separate start-up bank account. We will also contract with a bookkeeping firm to prepare a monthly financial summary for your Board.

## II. Launch

Your first event can generally be held within a year from your initial Chapter Formation Proposal. This event moves you into the Launch Phase. This phase lasts up to one year.

During this time, you will want to fill out your event calendar and develop your paid membership and sponsorship programs. Your other main task is to take steps to become an independent entity. This involves creating a local 501(c)6 and filing for non-profit status (approval takes a long time but as long as you have filed, you can operate as a non-profit). These documents will enable you to get a Federal tax identification number (FEIN) and open a bank account.

At this point, the Chapter and Global will sign the standard Service and License Agreement (SLA). Once you sign the SLA, Global will remit the Chapter's net cash to you so that you may operate as an independent entity.

## III. Growth

The Growth Phase begins once you are operating independently under the SLA. With maturity, you will begin to plan out your events for a full season and create an annual sponsorship program. Global will support you with association strategic, customer service, branding and management services, and involve you more fully in the Leadership Collaborative.

## What to Expect at XPX

### Long-Term Thinking

Our long-term perspective is visible in all three nodes of our network:

**For business owners** – Private businesses are often successful in the short term but fail to create a repeatable, sustainable business with transferable value and lasting legacy. We provide learning and networks to help our members' clients build more valuable, successful businesses.

**For advisors** - No one advisor has all the skills needed to shepherd their private company clients through their entire life cycle from growth and transfer of value to owner legacy. We convene a diverse community of advisors who learn from each other, ensure their clients get the right advisors and build their own practices along the way.

**For our Chapters** – Building an association to support this kind of multi-disciplinary community takes a lot of time, investment and expertise. XPX Global provides full association management, web, branding and strategy to XPX Chapters so that the local members only have to focus on membership, events and sponsorship.

### Personal Return

Each XPX Chapter has a slightly different personality. But all the Chapters have the same strong core values. What to expect from your involvement (quotes from a recent member focus group):

**Resources** – You'll learn from great content and programming. "What I know, What I don't know, What I don't know that I don't know. XPX helps me get this right."

**Relationships** – You'll expand your network with people who are genuine, inviting and welcome collaboration. "We're givers, not takers (and givers get more in the long run)"

**Visibility** – You'll raise your profile by sharing your knowledge in meetings, networking and contributing to our on-line Owners' Academy knowledge base. "I know the guy/gal!"

**Values** – You'll find a group of like-minded advisors who share our values of collaboration, client first, long-term thinking, focus on the human factor and continuous learning. "It's about the quality of the people in the room."

### Maximum Benefit

Most of our meetings and content are open to the public. But the maximum benefit comes from deeper involvement:

**Membership** – Become a member to participate in all the activities. Be recognized on the Chapter site. Share your expertise in our on-line Owners' Academy.

**Sponsorship** – Move to the next level by adding your brand to our events, emails and website through a local sponsorship.

**Leadership** – Get maximum visibility and respect by contributing to the growth and success of the local board.

## Member Demographics

### XPX Advisors

- Work directly with owners/senior managers of lower middle market companies (\$5 to \$100 million in revenues)
- Have expertise in one of our 12 professions (see lists below)
- Demonstrate the [XPX Core Principles](#) in their work (details in next section – client first, collaboration, think long term, consider the human angle, always be learning).

### Distribution

The average breakdown of Chapter Members by profession is as follows. Please note that some members have more than one profession. This is why the consultant category seems somewhat over-represented.

Consultant	25.0%
Wealth Planner	15.0%
M&A Intermediary	10.0%
Accountant	10.0%
Attorney	10.0%
Banker	7.0%
Insurance	7.0%
Valuation	5.0%
Coach	5.0%
Investor	5.0%
Non-profit	0.5%
Virtual Manager	0.5%

### Specialties

These are the top seven specialties of our members by profession:

#### Accountant

- Tax
- Family business
- Business management
- Finance
- Audit
- Business growth
- Financial Modelling

#### Attorney

- Mergers
- Buy side/Acquisitions
- Family business
- Estate planning
- Sell side/Divestiture
- Equity
- Due diligence

#### Banker

- Finance
- Lending
- Business development
- Debt
- Family business
- Investments
- Cash management

**Coach**

- Business growth
- Business management
- Management succession
- Strategic planning
- Leadership Development
- Change Management
- Entrepreneurship

**Investor**

- Equity
- Finance
- Investments
- Family business
- Financial Modelling
- Private equity
- Business development

**Valuation**

- Transaction advisory
- Sell side/Divestiture
- Buy side/Acquisitions
- Financial Modelling
- Family business
- Mergers
- Business growth

**Consultant**

- Business growth
- Business management
- Strategic planning
- Family business
- Entrepreneurship
- Business development
- Management succession

**M&A Intermediary**

- Sell side/Divestiture
- Buy side/Acquisitions
- Transaction intermediary
- Mergers
- Transaction advisory
- Finance
- Equity

**Virtual Manager**

- Business growth
- Strategic planning
- Business management
- Business development
- Change Management
- Leadership Development
- Cash flow enhancements

**Insurance**

- Estate planning
- Employee benefits
- Investments
- Risk management
- Retirement
- Family business
- Strategic planning

**Non-profit**

- Strategic planning
- Board of Directors (not for profit)
- Business growth
- Business management
- Financial Modelling
- Operations
- Cash flow enhancements

**Wealth Planner**

- Investments
- Estate planning
- Retirement
- Family business
- Trusts
- Fiduciary
- Charitable giving

The diversity of the XPX membership is its greatest strength. It gives you a big pool of potential members to attract to your community. And it ensures that every gathering of XPX members has a rich mix of skills and experience to support business owners in all stages of their business life cycle from growth to transfer and legacy.

While the membership is diverse, it is united by a core set of values described in the [XPX Advisor Principles](#).

## Advisor Principles

XPX shared values are based on five core principles:

### 1. Work collaboratively

No advisor works in isolation. Every private company and its owners rely on a number of external advisors. It is in the client's interest that these advisors work well together. Advisors can help their clients by having a deep network of other advisors they know and trust, and by understanding how to work as a team in the best interest of the client.

### 2. Put the client first

Many advisors are subject to extensive codes of conduct of their own professions designed to put the client first. Collaborative advisors can help their clients by communicating and working with both their clients and the clients' other advisors to ensure that there are no conflicts of interest and that the team meets the highest standards of confidentiality and transparency.

### 3. Think long term

Most privately-held businesses create jobs for the owners and employees but close down after the owners retire. A smaller number of companies defy this pattern. They not only generate a living for themselves and their employees, they also create transferrable, realizable exit value. The Exit Planning Exchange was founded in the belief that more companies could become long-lived assets with the right help to create lasting value for the owners, employees and stakeholders in their communities. Advisors can help their clients understand and navigate the road to long-term value.

### 4. Consider the human angle

Private companies are different from public companies in that their ownership tends to be concentrated in a single person or small group of people. This generally means that the owners and the business are closely tied together. These ties can be financial, ownership, taxation, family and emotional. Advisors can help their clients by being aware of the complex relationship between the company and its owners, and by considering both the human and the business dimensions of a company.

### 5. Always be learning

The business environment changes constantly. Private companies and their advisors must adapt to keep up. Advisors can help their clients by seeking to learn latest trends and best practices, not only in their own field but also in other fields that affect their clients' success.

The bottom line of these Principles is that the big picture matters. The work of an advisor to a privately held business or its owner requires more than just expertise. It also requires systems thinking and a desire to do what is right for the owners, the company and its stakeholders over both the short- and long-term.

[View these principles on the XPX website](#)

## Launch Team Profiles

XPX Chapters are founded by local advisors who fit the **XPX Member Demographics** and do business consistent with the **XPX Advisor Principles**.

It all starts with one or a small number of people who serve as the Catalysts. It grows from there in deliberate steps that we call 1-5-15-50. This table provides more detail on the people who get involved at different levels of membership/leadership.

Step	Who	Why they do it	What they do
All	Advisors who work directly with owners and/or senior managers of lower middle-market companies. These advisors have deep expertise in one or more of the 12 XPX professions and work consistent with the XPX Advisor Code (client first, think long term, collaborate, consider human angle, always be learning)	Believe that there is a need for an organization like XPX in their local market.	Contribute to the launch and growth of a new XPX Chapter in varying degrees.
1 – Catalyst(s)	Senior-level advisors with proven leadership abilities and a local network. Some Catalysts just gather the team. Others go on to lead the ultimate organization	Looking to build/grow their visibility in their local market. Many are looking to leverage an opportunity such as a new market, new business/role, new mandate for business development, personal or professional changes.	Leverage their existing network to gather a core team willing to step up and lead a launch process
5 – Founders	Advisors with good networks. Group should include one of each: accountant, lawyer, investment banker, consultant and wealth advisor. At least one of these should have prior non-profit board experience	See value in being identified as leaders of a high-value network like XPX.	Leverage their existing networks to lead the launch and attract volunteers
15 – Launch Committee	Advisors who would be good individual contributors to getting the Chapter off the ground. A good goal is to get at least one representative from each of the 12 professions represented in XPX plus duplicates for core professions (accountant, lawyer, M&A intermediary, banker and consultant).	They know that you give to get. Identification as a contributor raises your visibility in the network.	Volunteer to contribute their time and small investment
50 – Chapter Launch	Advisors who walk in the room and say to themselves, “this is a group of people I want to know and will want to know me.”	Learning, networking, raising their visibility	Participate in events, post a profile, evolve into members.

## Startup Event History

As you are considering how to launch your own Chapter, here's some inspiration from the first three events at other startups. You can get further ideas from the Chapter and [National Calendar](#) which include events from 2015 on (see bottom of calendar page). There is also a [downloadable summary](#) of all events prior to that.

### Boston:

September 2007 - **Seminar with Tom Brady Sr on ESOP's**: Tom Brady, Sr. (the quarterback's father) presented to more than 60 professionals on the topic of Employee Stock Option Plans (ESOPs) as a selling vehicle for business owners of part or all of their investment.

November 2007 - **Frank Talk with a Straight Shooter**: Former Business owner Fran LaBrecque captivated the audience of 45 people by frankly discussing his stories of building, then selling his cash and-carry auto parts business, ADAP.

January 2008 - **Will the Owner Really Sell?**: Babson College Professor of Entrepreneurship Les Charm gave an entertaining presentation at Babson College. Business professionals dealing with closely held companies have seen it before: The owner founded the business many years ago and says he or she wants a change. Or the business has been in the family and is in need of new management. Or the market looks good for a sale. But you wonder, "Will the Owner Really Sell?"

### Connecticut:

April 30, 2010 – **Sale of Stock in a Closely-Held Business to an "ESOP"** (Employee Stock Ownership Plan): An Exit and Diversification Strategy for Business Owners: Kenneth Pia of Meyers, Harrison & Pia, LLC and Stanley Bulua of Danziger & Markhoff LLP presented an overview on key practical and strategic aspects of employee stock ownership plans that business owners, and their counsel should consider in formulating their exit planning strategies. They explained the overall structure of a leveraged ESOP transaction, including the objectives of an ESOP, the tax benefits available in an ESOP transaction, the financing aspects of an ESOP transaction and the special ESOP valuation requirements.

February 24, 2010 – **Serial Entrepreneur Selling Four Companies**: Cliff Sirlin, serial entrepreneur joined us in the office of Martin Chioffi LLP for a breakfast meeting with board members and prospective new members of the Exit Planning Exchange of Connecticut. He shared how he and partner Andy Appelbaum built and sold four companies, the lessons they learned along the way, the meaningful advice received and how Cliff has leveraged this learning as they build their next company. Cliff's story explained the differences when selling to a public company (Enernoc) versus a private company (wholly owned private subsidiary of Staples.)

November 17, 2009: **Succession Planning and Exit Planning**: Kevin Kennedy, founder and CEO of Beacon Exit Planning, LLC. Beacon specializes in exit and succession planning for private business owners will joined us for this breakfast meeting, the inaugural event for XPX - Connecticut. He described selling his 63-year-old business with two other owners to the company's third succession team. His presentation focused on the experience of an owner in buying a company, transferring a business and preparing the new owners for leadership during the succession process.

## Philadelphia

September 15, 2010 – **From dorm room to public company buyout: Lessons learned along the way to a successful exit**

Mario Ricciardelli, President and CEO of TUI Student Travel presented the story of his own successful exit, but as President of TUI Student Travel, he discussed the traits and trends he's seen among the thirteen companies he has helped acquire over the last 6 years for TUI. Mario entertained the audience with his first-hand experiences around his own exit and of the owners whose companies he has acquired.

November 16, 2010 – **Exit Stories from the Trenches:** Following Mario Ricciardelli's story of a business started in his dorm room, its highs and lows, its very profitable sale and his and his company's journey, post-sale, the attendees heard from the perspective of three seasoned advisors who have worked with hundreds of companies, and seen all types of situations and outcomes. Panelists: Matt Coyne, Brandywine Mergers & Acquisitions, LLC, Ray Agran, Saul Ewing LLP, and Jack Beauregard, Successful Transition Planning Institute.

January 26, 2011 – **Collaborative Exit Planning Exercise:** Attendees participated in a collaborative exercise that included the broad range of advisors to business owners. Attendees viewed a brief video of a business owner discussing with her investment banker an offer she has received for the family's oil field equipment business. Attendees worked together to develop additional questions and recommendations for the owner. The video was created by the Bigelow Company, an investment banking firm in Portsmouth, NH.

## DC Metro

September 15, 2011 – **Exiting My Business(es): Past, Present and Future:** This was a panel discussion with two serial entrepreneurs who discussed their experience starting, buying and selling companies. With the benefit of hindsight, they answered questions as to what they did right and wrong when planning for their exits and selling their companies, and what they will be doing differently in the future with their current companies. In partnership with others, including her sister, Alana Davidson started two companies, bought two companies, and sold four companies. Taking on the role of the operator, her industry experience ranges from international education and training to biotech to residential real estate development. As a self-styled CEO, Entrepreneur and Salesman, Todd Stave spent thirteen years of his career acquiring, turning around, operating and selling twelve different businesses for an average return on invested capital of +40% annually.

October 20, 2011 – **The Sale of a Iconic American Business:** Jack Moore, a fourth-generation family member and former board director of Benjamin Moore & Co. told his story of how this fourth generation, family owned business founded in 1883 streamlined its operations and doubled its profits from \$40M to \$80M in the late 1990s culminating in the company's sale to Berkshire Hathaway in an all-cash transaction.

January 19, 2012 – **What's it Worth?** Business Valuations and What Your Client Needs to Know About Them: Jeremy Bendler, Co-founder and Partner of Klausner Bendler + Associates, PC. discussed business valuation and what XPX members need to know about them. Among other important issues, he explained the difference between the types and purposes of valuation reports, when it's important and necessary for exit planning and when not, what to look for in an appraiser and a report, and how you can best advise your client on these issues.

## Maryland

March 21, 2014 – **Inaugural Event**: Our inaugural event served to introduce local colleagues to the mission of XPX and the benefits of membership, and featured a facilitated Power Networking session.

April 18, 2014 – **Successful Transitions & How They Happened**: A moderated panel discussion of business owners and advisors. This meeting highlighted how successful collaboration among service providers can produce extraordinary results for all parties. Our panel comprised: Paul Silber, Blu Venture Investors; Lars Hanan, BroadOak Capital Partners; Downie McCarty, Baltimore Tool Works; Jill Reamer, Peak Strategy Advisors.

May 30, 2014 – **For Successful Transitions, Build Value First**: We kicked off our series of programs devoted to one of the core themes of the mission of XPX: that intentionally building business value leads to more successful transitions for owners and their companies. Author, Coach, Publisher and CEO Marty O'Neil discussed the principles outlined in his book Building Business Value.

## Chicago

September 14, 2016 - **XPX Chicago Chapter Launch Event**- You are cordially invited to the launch event for the Chicago chapter of the Exit Planning Exchange (“XPX”). This event will give you an opportunity to meet with like-minded professionals who serve the business owner community. The program will include a key note speech given by Bruce Leech, the Executive Director of the Coleman Entrepreneurship Center at DePaul University. As a business owner who successfully sold his business, Bruce will provide guidance to professionals on how they can better serve their clients in planning and executing a private company sale.

October 05, 2016 - **New Regulations on Valuation Discounts & Family Business** – With speakers Scott Bieber, Partner - Thompson Coburn, LLP and Warren Jacobsen, President - Horizon Capital Advisors, LLC. Open to members of XPX Only (free membership now, join here) – Admission free, pay for your own breakfast.

November 09, 2016 - **Business Coaching** - Through coaching executives at all levels can become more effective leaders, entrepreneurs, critical thinkers, and masters of the sales process. Executives hone their skills to better lead their organization, whether a single department or the entire company. Our speaker, David Anderson will cover what business advisors should know about coaching business owners.

## San Antonio

September 28, 2017 - **XPX San Antonio Launch Event**- You are cordially invited to the launch event for the San Antonio chapter of the Exit Planning Exchange (“XPX”). This event will give you an opportunity to meet with like-minded professionals who serve the business owner community. The program will include speaker Michael Girdley, of the Geekdom Fund.

November 16, 2017 - **Speed Networking** - Come get to know us and let us get to know you! This event is free to XPX members, guests and other professionals. This is the last opportunity to check out XPX in 2017. Professionals who join before 12/31/17 will receive 12 months’ free dues, courtesy of our founding sponsors.

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January 18, 2018 - **An Insider's View of NAFTA Negotiations** - Our speaker will be Robert Barnett, a partner in Cacheaux, Cavasos and Newton (CCN) Law Firm. The presentation will be from a well-informed insider's view of both sides of the table. The new trade agreement will affect agriculture, automotive, energy, technology, retail and services, so if you have clients in any of those industries (and who among us doesn't) you should set aside the date and reserve your spot now!

## Critical Path to Chapter Launch

### Starting Line: Sign the Chapter Formation Letter

- One (or more) Catalysts engage in discussion(s) with Global to explore the mutual fit with XPX.
- If the fit is there, Global provides the Chapter Formation Terms which include a link to apply and create a profile on the XPX website.
- Catalyst(s) completes free profile as a Chapter Founder.
- Global confirms Catalyst's exclusive right to develop an XPX Chapter in their market.
- Standing date set for monthly coaching/update calls. Throughout the launch, XPX Global requires attendance by at least one of your team members at a monthly coaching/update meeting.
- Catalyst and all subsequent team members will receive access to the XPX [Leadership Collaborative](#) section of our website including the [Startup Kit](#) and detailed resource centers for all major functions like events, membership and sponsorship. The section also includes downloadable financials and metrics for all Chapters which help you picture your own Chapter's growth trajectory.

### Months 1-3: Grow the team to 5

- Catalyst and Global identify a founding group that usually includes an Accountant, Attorney, Investment Banker, Consultant and Wealth Manager. At least one of these Founders should have prior board experience with an industry or business association.
- Each of the Founders also completes a free profile as a Chapter Founder
- Once the team reaches five Founders, full group meets with Global virtually or in person to discuss how to connect XPX with your local market and review XPX resources
- Global creates a web page for the Chapter in Formation that explains the team's vision and includes a link to apply as a Launch Sponsor.

### Months 4-6: Grow the team to 15

- Founders set date and location for a Chapter Launch Committee Meeting.
- Global publishes the meeting on your Chapter web page to gather RSVP's.
- Founders identify and invite potential launch sponsors to the meeting.
- The invitees at the Launch Committee Meeting should include (rough distribution, including the Founders):

Accountants – 2

Attorneys - 2

Bankers – 2

Coaches – 2

Consultants – 3

Insurance – 2

Investor – 2 (usually private equity)

M&A Intermediary – 2 (i-banker and broker)

Non-profit - 1 (foundation, educational inst)

Valuation – 1

Virtual Manager – 1 (CFO's, CEO's)

Wealth Planner – 2

- Global tracks RSVP's and updates the Founders periodically.

- At the meeting, Founders and Global present the XPX opportunity and pitch the launch sponsorships. We recommend using the Experience XPX networking exercise using the XPX Launch Sponsor One Sheet as a handout.
- Founders convert and pay to a Launch Sponsor membership.
- Founders follow up with potential Launch Sponsors and instruct Global when to reach out to help Launch Sponsors set up their profiles and make payment.
- Once the group reaches the \$15,000 minimum, this money is non-refundable. Global will collect its standard 35% fee for the work supporting the startup and building the website.
- At this point, Global will launch a full Chapter website featuring the Founders and Launch Sponsors with personal profiles and corporate logos. The site will include, at a minimum, the following pages: Home, Events, Join, Members, Sponsors, Leaders
- Global sets up a call to introduce your team to our Chapter Administrator, Angie Ellis, to talk through how she will support the Chapter Launch and beyond.

## Months 7-9: Plan the Chapter Launch Meeting with 50 attendees

- Set date and venue for first event
- Global can help you decide on the format. This can take the form of an owner interview, owner panel, local thought leader presentation or an Experience XPX networking exercise.
- After the Launch Meeting, we recommend using a case study format for the first year. Global will provide you with cases to choose from that include a calendar of meeting themes.
- Divide Launch Committee into teams:
  - Venues and food:
    - Identify venue for first meeting and case study meetings
    - Create budget for food
    - Make recommendations to Launch Committee on meeting pricing
  - Launch Meeting program:
    - Decide on format
    - Identify speakers and/or networking facilitators
    - Write up blurb for publicizing the meeting
  - Case study programs – recommended but not required for rest of year
    - Choose case study to be used as theme for the program year
    - Using the guidelines, map out each meeting topic
    - Plan format (time for speakers/discussion/networking)
    - Recruit panelists for each program
  - Mailing list
    - Enlist Launch Committee members to write to their contacts to let them know about upcoming XPX Launch
    - Ensure Launch Committee members send contact names and emails to Global to prepare the Chapter's mailing list
  - Coordinate with Global on first Chapter email to the list with registration info for the Chapter Launch
  - Charter Member recruitment/profiles

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- Check all Launch Committee profiles on website to make sure they are complete (photos, strong “Call me when” statements, etc)
- Set pricing strategy for Charter Members (trial period, timing and amount of ultimate pricing)
- Reach out to additional prospects identified by the Launch Committee to recruit Charter Members
- Treasurer – Track revenues and expenses with help of bookkeeper provided by Global

During the startup phase, a new XPX Chapter does not set up a legal entity. This work will be undertaken in the initial year of operation. At the appropriate time, XPX Global will provide sample documentation that you can adapt to your state’s requirements and your local needs. Until your legal formation is complete, the Chapter will not be able to open a bank account. In the interim, XPX Global will manage the Chapter’s money in a reserve account and provide you with monthly reporting. Once the local entity is established, a bank account is opened and the standard legal agreement is signed between the Chapter and XPX Global, your cash will be wired to your new account.

## Chapter Formation Checklist

This Checklist addresses the specific division of labor during a Chapter startup. Additional checklists and guidance for established Chapters is contained in the [Chapter Manual](#) available in the on-line Leadership Collaborative. This Manual can also be helpful for startup Events, Membership and Sponsorship efforts.

CHAPTER FORMATION TASKS	GLOBAL	LOCAL
<b>Startup</b>		
• Sign letter agreement	X	X
• Provide Startup Kit and Chapter Manual and access to on-line Leadership Collaborative	X	
• Lead monthly conference calls	X	
• Create Chapter web page and, later, logo and website	X	
• Sponsorship: Recruit Launch Sponsors		X
• Membership: Build mailing list of at least 150 names		X
• Membership: Recruit attendees/contacts to become members		X
• Events: Plan first event(s)		X
• Develop launch messaging	X	X
<b>Launch</b>		
• Events: Begin to plan out several months in advance, holding an event at least once every two months		X
• Sponsorship: Develop longer-term sponsorship plan		X
• Membership: Plan for conversion to paid membership (where applicable)		X
• Participate in Leadership Collaborative with other Chapters (see section on Leadership Collaborative for more details)		X
• Perform bookkeeping and provide financials	X	
• Supply sample documents for Governance to include: Chapter By Laws, Sample Committee Charters, Sample Board Member Code of Conduct standards, etc.	X	
• Legal: Formalize board of directors, Form a 501(c)6 entity, File for non-profit status, Create Chapter's governance documents.		X



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<ul style="list-style-type: none"> <li>Financial: Open bank account with credit and/or debit card, Prepare to take over bookkeeping and financials</li> </ul>		X
<ul style="list-style-type: none"> <li>Execute Service and License Agreement</li> </ul>	X	X
<b>Growth</b>		
<ul style="list-style-type: none"> <li>Send net cash to Chapter</li> </ul>	X	
<ul style="list-style-type: none"> <li>Events: Plan out calendar for a full season at a time</li> </ul>		X
<ul style="list-style-type: none"> <li>Sponsorship: Create a membership grid and marketing materials</li> </ul>		X
<ul style="list-style-type: none"> <li>Membership: Begin to focus on membership retention as well as acquisition</li> </ul>		X
<ul style="list-style-type: none"> <li>Contribute and learn from the XPX Leadership Collaborative</li> </ul>		X
<ul style="list-style-type: none"> <li>On-going support for Chapter activities per the XPX Chapter Manual</li> </ul>	X	

## Resources to Support You

XPX has over a decade of experience and a deep knowledge base to support you. Here's a list of the many resources you can draw on in your journey:

1. **This Startup Kit** – in hard copy or in the [Startup Kit](#)\* section on our website
2. **Start a Chapter** – a public [section on our website](#) with numerous background videos
3. **Leadership Collaborative**\* – the [resource pages](#) that support all XPX Leaders including financial, membership, sponsorship, events and presidents
4. **Chapter Manual**\* – found in the Leadership Collaborative, this [manual includes checklists](#) for all major functions of an XPX Chapter
5. **XPX Website** – you can use the top level navigation of [our site](#) to give a good tour of the organization including (from left to right): Advisor Directory, Owners' Academy, Chapters, About (including Principles, FAQ's, National Calendar, and Help (with lots of Member Tips)
6. **Personal Coaching** – all Chapters in development are encouraged to take advantage of regular coaching by our Executive Director to help you fill in the blanks as you get to know XPX and to benefit from the many lessons learned in prior startups.

\* To access these leader-only resources, please sign into the website using the email and password you created when you completed your membership application



## Make Your Own History!

We look forward to working with you to launch your new Chapter. We will be in touch with you along the way but feel free to reach out if you ever need us,

The XPX Global Team

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