

SOCIAL ACQUISITION CASE STUDY TEMPLATE

Legacy Leadership Lab **TEMPLATE**

AUTHORS

ALEKSANDRA SZAFIARSKA
SEAN CAMPBELL
DR. SEAN GEOBEY

PUBLISHED

JANUARY 25 2021
WATERLOO, CANADA



Case Study Template

Title of case

The purpose of this exercise is to demonstrate the challenges and opportunities of conversion through succession as experienced from the perspective of key stakeholders. The cases should represent a range of perspectives on successions through conversions, as well as the range of points along an enterprise's life cycle. This will include explorations of the conversion from the seller's perspective and the buyer's perspective, as well as of sustaining the converted business post-succession.

Introduction

A brief outline of the company and the questions it faces, situated within the broader context of the succession challenge Canada faces. This should include an introduction to the perspective taken in the case (e.g., owner, potential buyer, investor, community member, etc.).

Background

Limit this section to relevant details that set the context and help the reader better understand the problem statement.

- Dates and details of founding, including key stakeholders involved. An overview of the growth of the SME until present day should be included. Some key points that could be included:
- Any previous successions
- Employee number growth over time (if any)
- Goods/services - type, market
- Business fundamentals - growth, debt, employee retention
- Community relations - what role does this SME play in its community?
- Current management/governance structure
- Reason for the current critical decision point
- Outline the timeline and reasons for a key decision right now. For example, age, finances, pursuing new opportunities for a business founder seeking an exit

Key Considerations

Include one to three bullet point statements about each of the following:

- Key human resource considerations
- Existing HR expertise
- Gaps in knowledge and expertise
- Key financial resource considerations
- Business valuation
- Credit availability
- Key social impact considerations
- Ownership structure
- Community outreach

Current Situation

Include the resources available and any pre-existing motivations for conversion. Remind the reader of their specific role – what hat are you wearing in this situation (e.g. business owner, business advisor, worker, customer, economic development officer, banker, etc.)?

For early versions of a case, a few different problem statements or possible perspectives about the current enterprise can be offered.

Strategic Alternatives

The author *may* include a list of strategic alternatives for the purpose of either requiring participants to analyze the suitability of each alternative, or to provide a starting point upon which they can create further strategic alternatives.

Reference

The author may or may not choose to include external references. A case that is the result of primary sources (e.g. experience of author or interviews with business leader) may not require external references. An author who determines that only case content should be relied upon by the participants for their analysis may intentionally exclude external references to focus attention on the course content. Alternatively, a case developed as the result of secondary documentation, or one where the author requires external research of the participant, may include external references.