

FAMILY BUSINESS 360°

Beyond the Start-Up: Taking Your Family Business to the Next Level

Don Krahrmer – Schwabe, Williamson & Wyatt

Matt Bisturis – Schwabe, Williamson & Wyatt

Michael Morrow – Nutcase Inc.

Miriam Berman – Nutcase Inc.

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Background

One of the primary challenges for any growing family enterprise is moving beyond the "start-up" mentality to prepare for the next level of growth and complexity. Structures and processes that worked in the less formal earlier stages of the business are usually not suitable for long term growth and eventual succession. The 2016 Family Business Survey conducted by PricewaterhouseCoopers shows that professionalizing the enterprise is one of the top five challenges facing family firms within the next five years. Michael Morrow and Miriam Berman, husband and wife co-founders of Nutcase Inc., will share their experience and insights on key decisions they've had to make to take their business to the next level, including:

- Should you enlist the help of an advisory board for business planning and beyond?
- How do you hire strategic positions to free yourself up to focus on business strategy & growth?
- How do business structures, shareholder and buy/sell agreements affect transition options?

Questions for Reflection

What challenges face your family business when it comes to professionalizing and preparing for growth?

How could an advisory board impact the strategic planning capabilities of your family business?

What qualities and talents do next generation family members possess that could aid in your business growth?

Further Reading

[Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability, and Family Leadership](#) (2011) John Ward Ph.D., Palgrave Macmillan

[Building a Successful Family Business Board: A Guide for Leaders, Directors, and Families](#) (2011). Jennifer Pendergast et al, Palgrave Macmillan

[More than Family: Non-Family Executives in the Family Business](#) (2011) Craig Aronoff Ph.D. and John Ward Ph.D., Palgrave Macmillan

The 'Missing Middle': Bridging the Strategy Gap in Family Firms (2016) Family Business Survey, PricewaterhouseCoopers, <http://www.pwc.com/gx/en/family-business-services/global-family-business-survey-2016/pwc-global-family-business-survey-2016-the-missing-middle.pdf>

Austin Family Business Program Resources

Advisor Search listing of experienced family business professionals:
<http://business.oregonstate.edu/familybusinessonline/advisor-search>

Social Media

Facebook at: <https://www.facebook.com/familybusinessonline>

LinkedIn at: <http://www.linkedin.com/groups/Austin-Family-Business-Program-5188170>

Audio Podcasts: <http://business.oregonstate.edu/familybusinessonline/podcasts>

Panelist Biographies

Donald L. Krahmer, Jr. JD, MBA – Shareholder at Schwabe, Williamson & Wyatt

Don Krahmer, Jr. is a trusted advisor to many of the Pacific Northwest's leading companies, executives, entrepreneurs and investors. He has been a practicing corporate lawyer for over 25 years, representing companies in manufacturing and distribution, technology (both hardware and software), healthcare, construction, real estate, financial services, energy and natural resources. Don has hands-on experience working with corporate governance, acquisitions, venture capital and finance, and international expansion.

Don received his BS degree in Economics from Willamette University and his JD from Willamette University College of Law. He also holds an MBA from Willamette University.

Matthew Bisturis – Shareholder at Schwabe, Williamson & Wyatt

Matt Bisturis helps companies and their owners navigate the legal challenges that come with establishing, growing, operating and eventually transitioning their businesses. Matt's business background and his experience handling both business and real estate transactions allows him to provide valuable guidance to clients of all sizes and across various industries. Matt particularly enjoys helping business owners apply transition planning strategies to maximize, capture and keep the illiquid wealth they have built in their closely held businesses.

Matt received his BA degree cum laude from University of Puget Sound and his JD from the University of Oregon School of Law.

Nutcase Inc.

Nutcase was founded at the Civil War football game back in 2000, when Michael Morrow, president and founder of Nutcase and former Nike Creative Director, brought out two helmets he had cooked up in his garage, both festooned with the mascots of each team. He wore them in the bleachers at the game, and the response from fans around him was immediate. People loved the helmets. Something clicked in Michael's head at that moment: "Sports helmets are dull. They are either licensed cartoon character designs for kids or simple solid colors. The helmet that is a vibrant extension of a person's personality...it doesn't exist." Nutcase Inc. was born to fill this need.

Michael Morrow and co-founder and wife, Miriam Berman, grew the business from two employees to 16, and have experienced tremendous success while expanding the business to international markets. Today Nutcase helmets can be found all over the world.