

# From startup to exit

a practical guide for tech innovators

**forv/s**  
**mazars**





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# Preface

## **A brilliant idea or piece of technology is no longer enough. It must be supported by a solid business plan, coherent strategy, and product market fit.**

Bringing everything to life, finding customers, securing investment, achieving profitability and growing your vision into a thriving business is arguably one of the most challenging aspirations. Yet, more than two-thirds of startups never deliver positive returns for investors.

Fierce competition, volatile markets, and rapidly developing technological landscapes bristle against internal challenges, like building the right team, platform, and operating model capable of adapting when, inevitably, everything shifts beneath your feet. The winners will need adaptability, perseverance, a bit of luck, and a partner they can trust. Ensuring they operate efficiently, pursue the right objectives, build the right networks, and connect to the right opportunities.

The market for innovative new tools and digital transformation technologies has never been more receptive and active. Our annual enterprise research, [Forvis Mazars C-suite Barometer](#), discovered digital transformation is a top-five issue, identifying data quality and tracking as the top two issues for global businesses. Emerging technology businesses are therefore developing new solutions for a market that already recognises their value and is actively seeking them out.

At Forvis Mazars, we work with organisations of all shapes and sizes and pride ourselves on finding innovative solutions for clients, irrespective of their challenges. Whether through our technology consulting, advisory work, or global network, we are uniquely placed to understand what is available in the market, what is coming down the line, and make the right connections to benefit all.



**Karine Philippon**  
Partner, Forvis Mazars US

# Introduction

## The scale of the startup challenge

Tech founders and entrepreneurs are beset by myriad challenges from the outset as they find building a business entails more than creating a piece of technology or innovation. It is a long journey of personal and professional development that requires levelling up in all business areas, time and resources, which can steal focus away from core competence.

Many leaders lack detailed knowledge of business drivers, such as the most tax-efficient way to incorporate in their regions, and few fully understand the legal ramifications of each structure. Grappling with payroll, wages, corporation tax, sales taxes, and bookkeeping also place demands on time and mental availability.

Developing your market orientation, go-to-market approach, and tactics to drive awareness and engage your target audience is another key area of focus. Supporting your customers through implementing your product and aftercare is another full-time job. You cannot do it all.

Once scaling the mountain and heading towards the summit, new challenges emerge. Growth, profitability, and obtaining maximum market valuation are the motivating factors that keep one foot coming down in front of the other. While forward momentum is positive, growth brings complexity. This becomes strategic and operational as you move, each passing month inherently more complex than the last as the business grows, hires more people, and expands into new territories or markets.

**The path ahead is rocky. Climbing to the top takes time and a steady hand to guide you on the right path, and this is just the first step. Business ownership involves orchestrating a careful balance of activities, such as:**

- Deciding on the right internal technology and systems
- Complying with legal requirements and tax structures
- Communicating the business's value to the market
- Ongoing development of a product (or service)
- Setting up a new business and set of accounts
- Securing and supporting customers
- Building a distinctive brand
- Obtaining further funding
- Managing cashflow



# Introduction

Crafting the right senior management team, deploying the right technology ecosystem, and hitting sales targets dominate the conversation, but they are not the only necessary concerns for business success. Cash flow is an ever-present worry. Operating cost-effectively is a ceaseless crusade. Ensuring back office processes are optimised requires intelligent data collection and management. Managing the continuous evolution of your product or service is the critical component to stay relevant and of value to your target customers.

Navigating through your scaleup phase is treacherous. Making sure you are fully prepared for each step of the journey demands knowledge and understanding of what to expect and how to keep going.

“Clients work with us because of our speed, trust, and accuracy. We support thousands of technology clients every day to expand their footprint, deploy into new territories, set up fundamental things like payroll, taxes, finance, sales and marketing, secure expertise for R&D and do so in the most cost-effective fashion. We bridge the gap in terms of information and due diligence to make sure that all of our clients are informed and know the optimal path forward for their business.”



**Gavriel Lebens**  
Partner, Forvis Mazars

## Priming your exit strategy

Starting with a clear vision of where you are trying to get to ensure each decision is anchored to an end goal. Slowly but surely, with each step you take, you draw nearer to that exit point. Building a profitable business with well-documented financials and robust forecasts will give you the best chance for your ideal exit but even following a plan to the letter, you will need a little luck.

It is never too early to start making your business sale-ready. This stage takes discipline, rigour, best practice, meticulous planning and thorough analysis of the business and its operations. You must stay agile, lean, efficient, and ultimately profitable. Remaining attractive to investors, suitors and the market at large demands your technology business runs smoothly, has spotless books, and keeps customers happy.

Preparing to leave your business behind is a daunting step. But knowing you secured the best outcome for you, your investors and your team is what counts.

## Choosing your valued advisor

Nobody can conquer all of this on their own. It will always demand support, guidance, expertise and the right partner to help you meet your business goals. The sooner you bring in the right kind of partner, the faster and more stable your growth trajectory will be.

Detailed knowledge of your revenue cycles, accounting, bookkeeping and business operations ensures you have a trusted, connected and knowledgeable expert who understands your business implicitly. Our global footprint, complete with local support networks, guarantee you have the answers you need about local laws, tax considerations, payroll, and optimal business structure.

Make informed decisions at every step. This handbook details what you need to know to grow, and how our teams work with emerging tech businesses like yours to achieve their business ambitions for the long-term. Working with Forvis Mazars as your valued advisor ensures the details are taken care, empowering you to focus on the big picture.

# Setting the right foundations

**Starting a new business is a rapid journey of discovery, with significant personal and professional development. Recognising how the fundamentals of business work together, how each strategic lever impacts other facets of the business and realising you need to be actively managing it all is eye-opening. It represents an overwhelming task list.**

There are few learning curves as steep as growing your own business, and even fewer where the consequences of a misstep can have such profound consequences. Ensuring your startup's foundations are correct can make a sizeable difference to profit margins and your valuation in the months and years ahead and minimise challenges in the short term. Not to mention that course-correcting a startup can disrupt the delicate cultural balance beyond repair if it means a fundamental change to how work gets done.

## Planning your route to market and beyond

There are numerous ways to incorporate a business and plusses and minuses for each. How you set up should be grounded in your business goals, and your legal and tax structures should mirror this. Investors want to work with companies with a transparent operating model and clear structure primed to use cash as effectively as possible. This first step is key.

Accounts should be constructed to emphasise security and control at this stage, demonstrating a clear grasp of cash flow and recognition of how money moves through the business. This gives stakeholders a clear indicator of stability as you move forward.

With a structure built to scale, your next consideration must be planning your route to market and expansion. Market penetration and awareness must be a priority in terms of tactical execution, but your strategic plan should already be considering new markets and territories.

Constructing personal brands as founders, engaging in speaking opportunities, and pushing your narrative out to the market should also be underway. Honing your presentation skills, researching and understanding your market, and presenting a polished product are all critical to attracting new customers.

If you have already secured investment, make sure you have a solid plan to spend that money and are ready to communicate that plan successfully to stakeholders. A coherent strategy and plan for spending should focus on longer-term goals with minimal use of funding fighting fires. Focus on enhancing your product market fit and how best to bring in revenues through marketing practices and sales hires.

“We empower founders and technological people to focus on important tasks and what they do best. Eliminating all the pain, we deliver a valuable service, providing mission-critical data to make informed decisions. There is nothing we love more than seeing brilliant people achieve their ambitions.”



**Thomas Chen**  
Partner, Forvis Mazars



## Setting the right foundations

“Emerging technologies and emerging technology firms are, we believe, the future of almost everything. Their success or failure in solving some of society’s biggest challenges will directly impact economies around the world: but they need help to get off the ground and up and running. Which is where Forvis Mazars comes in.

At such a pivotal stage, what they need more than anything is guidance and an opportunity. Guidance on how best to setup, how best to structure finances, how to find finance and get validation for their ideas and business plans. An opportunity to connect with and speak to the right people to take their ideas to the next phase. Forvis Mazars operates as a connector for legal issues, financial concerns and a host of other things besides.

Once up and running, the breadth of knowledge and services at Forvis Mazars makes us the perfect partner for an emerging technology brand looking to grow and make a mark.”



**Guillaume Devaux**  
Partner, Forvis Mazars



# Setting the right foundations

## Protecting your brand, IP and remaining compliant

Another important, yet often neglected, aspect of business building is to protect your brand, IP and remain compliant now and in the future. Securing the services of a legal expert to draw up and lock in contractual agreements with customers and employees, secure patents, and fully comprehend the legal ramifications of continuous innovation is paramount. Falling short of local or international law for compliance, data governance, or employment law can hugely damage your brand valuation.

Leveraging stock options and equity shares to attract the best talent makes sense when your initial salary packages are likely low. What you do not want to happen, however, is to give away too much of a stake in your firm and lose ultimate control. Legal representatives and accounting expertise are essential to guarantee what you offer is affordable in more ways than one.

While this might seem intrinsic to a tech business, having the right tools and systems can form the backbone of business success. Technology ecosystems and documented processes may feel like the bastion of the larger enterprise, but making the right decisions at this stage can profoundly enhance your business as you grow. Large change management and widespread transformation programmes use time, energy, resources and morale, and many organisations struggle to recover if not implemented successfully.

Making the right choices in tooling, architecture and automating repetitive tasks can amplify growth, empower teams and create an enjoyable workplace. This leaves you free to focus on important tasks and collaborate freely to tackle big challenges with the right applications to deliver change. Employees are the lifeblood of your business, so be thorough in selecting the right people, as they can be the catalyst for success.

“Some of the mistakes we often see is a relentless focus on the product and a reluctance to release new features to market without them being perfect. What happens is companies spend a lot of money, go round in circles, and forget to speak directly to the customers they intend to serve. Our work supports technology firms to get a product to market fast, launch quickly, and learn as they move.”



**Kay Pierik**  
Partner, Forvis Mazars

# The Forvis Mazars accelerator: Forvis Mazars XFactory

To demonstrate and prove our commitment to founders and entrepreneurs worldwide, Forvis Mazars has launched its own startup accelerator: Forvis Mazars XFactory.

## Background

Providing multi-disciplinary support, the programme will surface insights and market information collected by Forvis Mazars in its role as an observer of market trends. Support for the startups in the programme will take advantage of the full range of Forvis Mazars' skills:

- Help and guidance in building business models
- Advice on HR, communications and marketing
- Access to Venture Capital funds
- International growth planning
- Support in seeking financing

## Challenge

Designed by entrepreneurs for entrepreneurs, the six-month programme has been carefully choreographed and designed to provide critical support in all the essential elements needed to build the foundations of a successful business.

Launched in France with aspirations to expand to territories around the world, businesses can apply to join the programme for access to:

- Benefit from personalised coaching on the breadth of Forvis Mazars' skills.
- Gain visibility and notoriety through a dedicated outreach programme.
- A unique network of prospects and partners through the Forvis Mazars network.

## The future with Forvis Mazars XFactory

Our commitment to championing ideas and great leaders, has combined with our desire to highlight projects led by female entrepreneurs (70% of accelerator projects will be led by women). Often marginalised in the tech industry, Forvis Mazars wants to support and guide female leaders and address the gender balance in the industry.

“We want to support and celebrate innovation from all sectors around the world, but most importantly, provide a platform for the under-represented. Our first cohort in January 2024 will feature at least seven female-led businesses and we can't wait to spread our wings into new territories. We have worked closely with successful founders and spoken to hundreds of entrepreneurs to help build a programme that is focused, flexible, and highly targeted on known areas of weakness for new startup businesses. We are excited to see what jewels we find as we embark on this programme together.”



**Florence Sardas**  
Partner, Forvis Mazars



# Scaling for success

**There is no singular, definitive moment to determine when you move out of your startup phase and into your scaling phase. The pursuit of efficiency and growth should be ever-present throughout your journey. However, once you have an established and profitable product or service, your employee count is nearing 100, and revenues are into the tens of millions, there will be a noticeable shift in operations, conversations, and aspirations.**

Where once you talked about where to find cash, now the conversation is about optimising cashflow and automating service delivery across the business. The metrics upon which you measure your success will shift and the structure of the business will move with them, and the importance of your decisions regarding leadership and management hires will increase as the margin for error shrinks. Your systems and technology ecosystem will come under increasing scrutiny as you look to not only expand your operation but also deliver exemplary employee experiences. Things will be noticeably more complex.

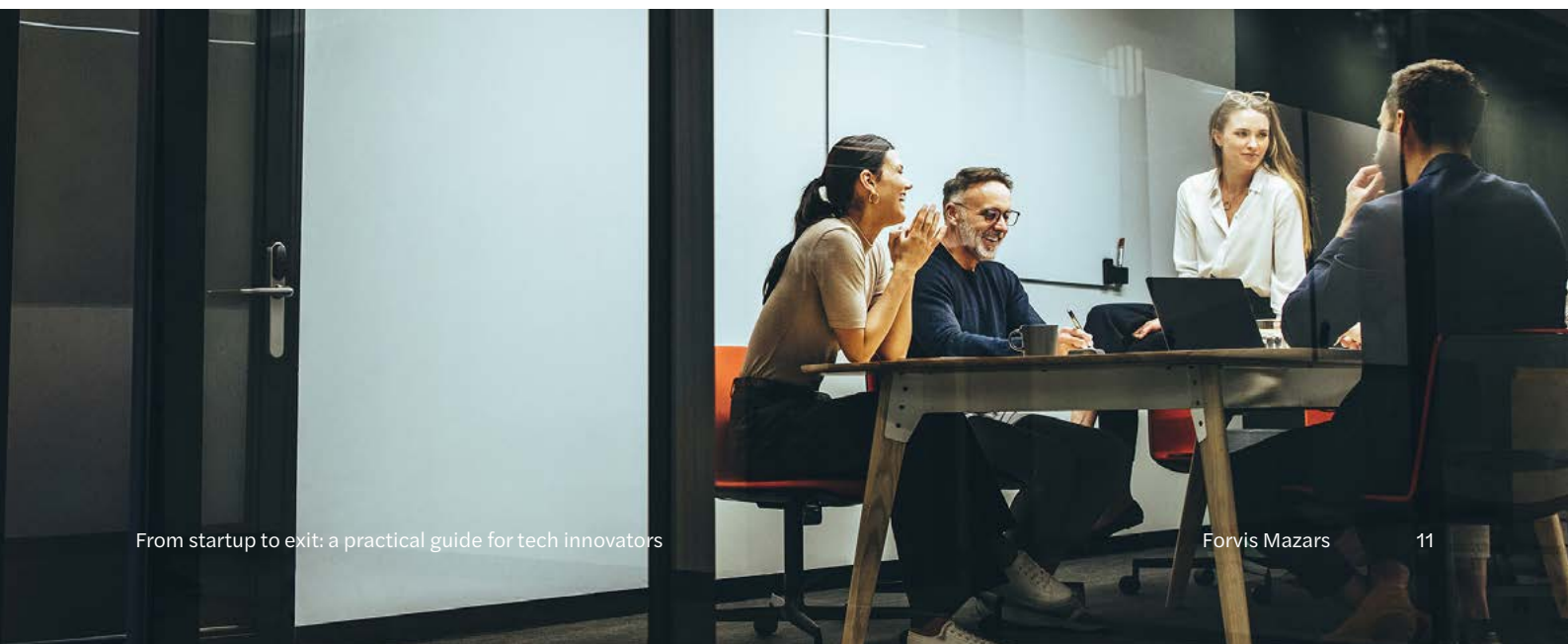
Profitable and sustainable growth are the watchwords now as your business and emerging brand enters a potentially messy phase. Many technology firms never escape this period as they pursue the wrong market, waste resources, or get unlucky with product development timelines and new market entrants. The services of a seasoned partner and trusted advisor are essential to keep you focused on the right objectives and maximise your market value.

## Finding your path with room to grow

The leaders you bring in to support you on your journey grow increasingly important as your business expands. Managing increasing complexity is a prerequisite to leadership, and must demonstrate the capacity to deliver key projects while the business transforms around them.

Sourcing the right talent takes dedication and robust hiring practices that emphasise cultural fit and an ability to execute strategic plans in a messy environment. Work with your most trusted advisors through these critical decisions and build a senior leadership group with experience in taking a technology business to the next level.

Forvis Mazars' consulting teams and partners can help you right-size departments and provide detailed analysis of how new hires will impact the bottom line. Businesses benefit from scenario planning and clear reports demonstrating focus areas, making it easier to take decisive action.



# Scaling for success

As well as bringing in the right talent to lead and expand your business, you should use the right tools and systems to empower them to do their job. With the business growing in both size and complexity, the tools you deploy should be capable of handling increased production and offer future-proofed functionality to support you for years to come.

Source best-in-class solutions wherever possible. Market-leading technology boasts the highest levels of security for added protection from cyber-attacks while allowing you room to upgrade and increase functionality as you grow.

“Our analytical technology consulting work means we are plugged into the market and understand the world of innovation and nuance. As part of our work, we engage directly with enterprise clients looking for new tools and solutions to significant business problems, and we take great pride in helping solve them. Our startup clients bring intelligent technologies into the world and have a vast opportunity to almost immediately find themselves working with big businesses to deliver end-to-end solutions”.



**Nicolas Quairel**  
Partner, Forvis Mazars



**Jason Pourakis**  
Partner, Forvis Mazars US

Forvis Mazars helps clients worldwide build technology roadmaps and define their operations for years to come. Whether it is data governance support, ERP selection, or a steer on which financial tools to deploy, our partners are on hand to give up-to-the-minute advice and help you set up for success.

“We help companies better understand how they are running through compliance plus advisory and accounting. Our clients expect us to be available and experts in their world so we do everything we can and more to meet those expectations.

Our goal is to help companies construct their accounts so that they understand cost centres, all dimensions of the business, high-quality revenues, and accounting software design before holding their hands through the difficult questions. For us, success is standardised practices and workflows that make scaling easy.”



# Scaling for success

We support clients with tax and legal expertise, risk assessments, supplier analysis and even tech viability reports to minimise the risks of growing internationally and taking on new customers or partners, ensuring the highest valuation of our clients' brand, and demonstrating sustainable growth through intelligent choices.

“There are a wealth of tax benefits available for emerging technology businesses that pertain to a host of different activities. Forvis Mazars specialises in understanding precisely where these benefits exist and supporting clients to make the most of them. Offering management packages and detailed assistance throughout the growth journey, we guarantee that your business is always tax efficient.”



**Anne-Sophie Palacin**  
Partner, Forvis Mazars

## Managing your expansion with intelligence

With growth comes expansion. Whether it is a new office in a new city, an acquisition, or a subsidiary in an entirely new territory, there are significant legal and tax implications that you need to understand. Deciphering the most cost-effective, tax-efficient, and compliant route for your growth takes time, but it is critical you get it right.

International laws, local jurisdictions, state-wide taxation, and municipal incentive structures can all play a part and influence the right move for your firm. Remaining compliant, staying across tax requirements, and doing your due diligence are key.

Throughout this growth phase, you need a comprehensive and coherent view of your finances. How you manage your books and run your accounts and how you communicate this across the business will make all the difference.

Potential investors, partners and suppliers will want to know of any risks in working with you or forging long-term partnerships. Clean, clear, accurate accounts are the clearest indication of your viability.

Rapid expansion without considered thought is a recipe for disaster. First, understand and review your position in the market, your finances or cash flow, and chart what makes the most sense as your next move. Revisit your KPIs and adjust them to meet the moment and your priorities.

While there may be a desire, for example, to sign up every new customer as you grow, some customers are better than others. Do the due diligence, understand the risks, and make smart choices that are unlikely to come back and bite you, leaving holes in your cash flow or profitability.

## Pristine finances and international expansion for AutoRABIT

*“My first interaction with Forvis Mazars was over a decade ago when I worked for another organisation. I was looking for a CPA to help make sense of complicated books. Forvis Mazars was the only firm that responded and took the time to help me. That feeling of being heard, empathised with, and having my problems solved left an indelible mark that saw me return to them when I joined AutoRABIT. The attention to detail and depth of knowledge is extraordinary. The Forvis Mazars team has been instrumental in driving our international growth and helping us keep our finances pristine.”*

**Noah Kunin-Goldsmith**  
Vice President Finance, AutoRABIT

### Background

AutoRABIT is a fast-growing software development company founded in 2015. Since then, the company has grown to more than 200 team members across the world including the US, England, Australia, France, the Czech Republic, and India.

### Challenge

When Noah joined AutoRABIT as VP of Finance in 2021, his first task was to file the company's US tax returns. With a footprint in multiple states and global expansion, ensuring they were accurate was a significant undertaking. Turning to Forvis Mazars for support, Noah and the team began analysing the books, amending and refileing historical returns for absolute accuracy.

*“What we discovered were a few discrepancies that needed rectifying. Not uncommon for a rapidly growing firm, but ones that needed our attention nonetheless. Updating these issues helped us stay fully compliant and guaranteed we had a much better understanding of the organisation's financial health as we continued our growth trajectory.”*

After completing the tax returns, Noah turned his attention to AutoRABIT's international expansion plans and again enlisted the support of Forvis Mazars to find the most tax-efficient and cost-effective way to grow.

*“Forvis Mazars has been instrumental in connecting us to local experts in legislation, taxation and compliance. Since Forvis Mazars is not a referral business, it has felt connected and seamless at every turn and you cannot put a price on that as a rapidly growing company.”*

### The future with Forvis Mazars

As the firm continues to grow, investors, lenders and stakeholders are seeking increased confidence in the company's operations. Responsible for global compliance and working closely with internal IT and InfoSec teams, Noah is looking to work with Forvis Mazars to prepare the firm for audit.

*“Complimenting and upskilling us in critical areas, working with Forvis Mazars has been overwhelmingly positive for the company. We look forward to our next phase of growth together.”*



# Planning for exit

**Chances are you have considered your exit strategy from the beginning of your journey. Now that it is here, getting the best possible outcome for you, your business, and your family takes guidance, considered planning and near-perfect execution. This is the time to take stock of your personal objectives, define your plan, and begin the succession process.**

Before making any firm decisions, consider all your options. There are a few ways to extract oneself from the business, whether you wish to maintain some level of involvement or leave your legacy to others. You can even choose the timescale for your succession: leaving immediately, phased out or gradual. The best way to evaluate your choices is to work with external experts who can kickstart and shape initial plans and advise you through a transaction.

For your business, this phase is about adding value, differentiating your firm from competitors, and pointing to sustainable growth opportunities supported by reliable sales forecasts. You must take an objective view of your business, removing the emotion and making the right choices to eliminate problems, whatever they might be. Getting this part right can make a huge difference to your business valuation and, ultimately, the rest of your life.

## **Understanding the realities of leaving your business behind**

The value of your business can be tied to your involvement as a founder. The more involved you are, the more difficult it becomes to secure the best price for the business since it becomes more about buying you than the business itself. Ensure management teams have the necessary knowledge and own the fundamental relationships with partners, customers, and suppliers throughout the value chain so that your involvement in the day-to-day is minimised.

Empowered senior leadership and strong management are attractive characteristics to investors. Involve your successors in key decisions and plans to ensure they are engaged and aligned with your vision.

As an owner, you should not overlook what your post-business future looks like. Often, there is a great deal of personal value and emotion in the business, so you must consider how your decisions will affect you. Ponder what you will do next and allow yourself the time and space to process a life-changing decision.

Business succession is a process that business owners will likely only ever experience once. Our experts have worked with many businesses to ensure the process is smooth and owners achieve their goals for their next stage in life.

Accurate financial reporting over numerous years builds a compelling case for your business. You can paint a compelling proposition if you are clear on details such as customers, partners and suppliers, and key metrics such as EBITDA, profitability per customer (which may involve detailed analysis across sales channels.).

Quality sales forecasts based on robust data and the ability to illustrate strong, sustainably growing profits, growth opportunities and potential future profits will also increase the value of your business. Combine these forecasts and growth figures with clean books, tax filings and compliance documentation, and you are already answering any questions of your firm. Strong financial performance during due diligence and negotiations will also give prospective buyers confidence.

# Planning for exit

## Performing due diligence

When preparing for an exit, one of the most essential yet gruelling tasks is identifying potential red flags for a buyer. You must be ruthless in your assessment and lean on the services of external experts who are free from bias and can remain objective in the face of highly emotional decisions.

### There are several questions to consider:

- Is there an overreliance on you as the owner?
- Can your management team continue once you step down?
- Is the strategic direction of the organisation clear?
- Are your processes rigid, documented and scalable?
- Can you show you track your KPIs, and do you know how you compare to best-in-class peers or competitors?

Offering objective guidance and dependable advice based on accurate data, Forvis Mazars' clients are constantly assessing their organisational performance and addressing issues when they arise. Adopting a proactive approach mitigates the need to make often difficult decisions and a critical moment.

One of the best things you can do as a founder is to build a sale-ready business ahead of time. Consider critical business decisions with an eye on the exit strategy and make judgment calls based on that

assessment. Making wholesale changes to your business in short timeframes is fraught with risk as cultures and working models become entrenched, and it may raise a red flag to investors and buyers.

As an emerging business owner, you have access to a wealth of data. Enhancing your organisation's value is about positioning the information in a structured format to enable better and faster decisions. This includes your tooling, systems, processes and even the level of automation across the business.

Identify how to unlock productivity or innovation by mapping recurring and non-recurring items and steps in the value chain and look at processes to eliminate anything that doesn't add value. Adopting a lean approach to your value chains helps buyers and investors assess your business and pinpoint areas more readily that might drive further profitability.

Forvis Mazars partners and technology experts can be called upon to assess your operations and analyse performance anytime. By conducting detailed research into how your business operates and making clear and concise recommendations on where to improve, we can help you drive the best value for your business.

Whichever exit strategy you pursue, going it alone is not an option. Whether you need to source investors or buyers, or submit your organisation for a comprehensive audit, experienced advisors are there to make your business sale-ready, maximise its value and support you through each phase of the transaction.

Advisors can better communicate you, your business and its commercial direction to the market by working with you to understand your purpose, strategy, mission and values. Their experience is invaluable.



## Planning for exit

Forvis Mazars' clients benefit from legal, tax and accounting expertise and can quickly and efficiently demonstrate financial performance with solid, detailed future potential. Our partners support founders through the rigorous and gruelling processes needed to demonstrate IPO readiness or showcase value to potential suitors.

“We care deeply about the outcomes for all our clients. While we recognise that the highest valuation is a key driver, it isn't the only factor. Working together with clients, we apply the lessons we've learned through thousands of exits and walk through every stage with clients, step by step. What matters most is that everyone gets what they want and we maximise the value for all parties.”



**Karine Philippon**  
Partner, Forvis Mazars US





# Facilitating a management buyout at Advanced Dynamics



## Background

Advanced Dynamics is a leading UK packaging machinery solutions company specialising in filling, labelling, capping & sleeving machines.

The business partnered with Forvis Mazars in 2019 ahead of ambitious growth plans. Gradually absorbing the financial operation, Forvis Mazars supported the packaging machinery solutions company through rapid growth and reduced the management burden for Malcolm Little, Executive Chairman of Advanced Dynamics and his senior leadership team. Taking care of the day-to-day and providing solid guidance, Forvis Mazars helped Advanced Dynamics turn growth into a stable and enduring reality.

*“I hadn’t even considered my exit until I received a phone call from our partner at Forvis Mazars. I had just reduced my working week to four days, I was in my garden enjoying the sunshine on my day off when my mobile phone rang. In fewer than six months, Forvis Mazars took us through a buyout process, secured my retirement fund and empowered the new Managing Director. Forvis Mazars’ proactive and simple approach combined with rigorous process and guidance made the decision simple for all parties involved. One of the best decisions I’ve made in all my years in business.”*

### Malcolm Little

Executive Chairman, Advanced Dynamics

## Challenge

When the government announced a widely expected change that never materialised in tax legislation due to directly affect how much money founders and business owners could extract from the businesses they were selling, Forvis Mazars contacted Malcolm to ask him if he had considered his next move.

*“We grew rapidly and exceeded our growth targets much sooner than we imagined. What it meant for us as a business and for me personally was huge. When Forvis Mazars asked about my next steps and explained what could be coming down the line, it made me stop and consider all my options.”*

Malcolm went on holiday to think about it and decided to look at a succession plan. In the coming months, Forvis Mazars walked Malcolm and the newly promoted Managing Director for Advanced Dynamics through a Management Buyout. Doing all the due diligence and making the process as easy as possible, Forvis Mazars gave Malcolm and Advanced Dynamics a clear path forward, too.

*“My life changed, and it was almost as simple as putting pen to paper. Forvis Mazars showed us the repercussions of the buyout, how it would affect shares, and debt on the company and the revised targets the company would need to hit to avoid any issues in the coming months and years. I couldn’t believe how easy it was.”*

## The future for Advanced Dynamics

The new Managing Director is in control with Forvis Mazars by his side supporting him for the years ahead. Malcolm still comes in and has a seat on the board but is happy with the decision he made.

*“My heart and soul went into this place and I wasn’t ready to walk away completely. Forvis Mazars understood that reality and offered me the best possible path forward for me and the company.”*

# Conclusion

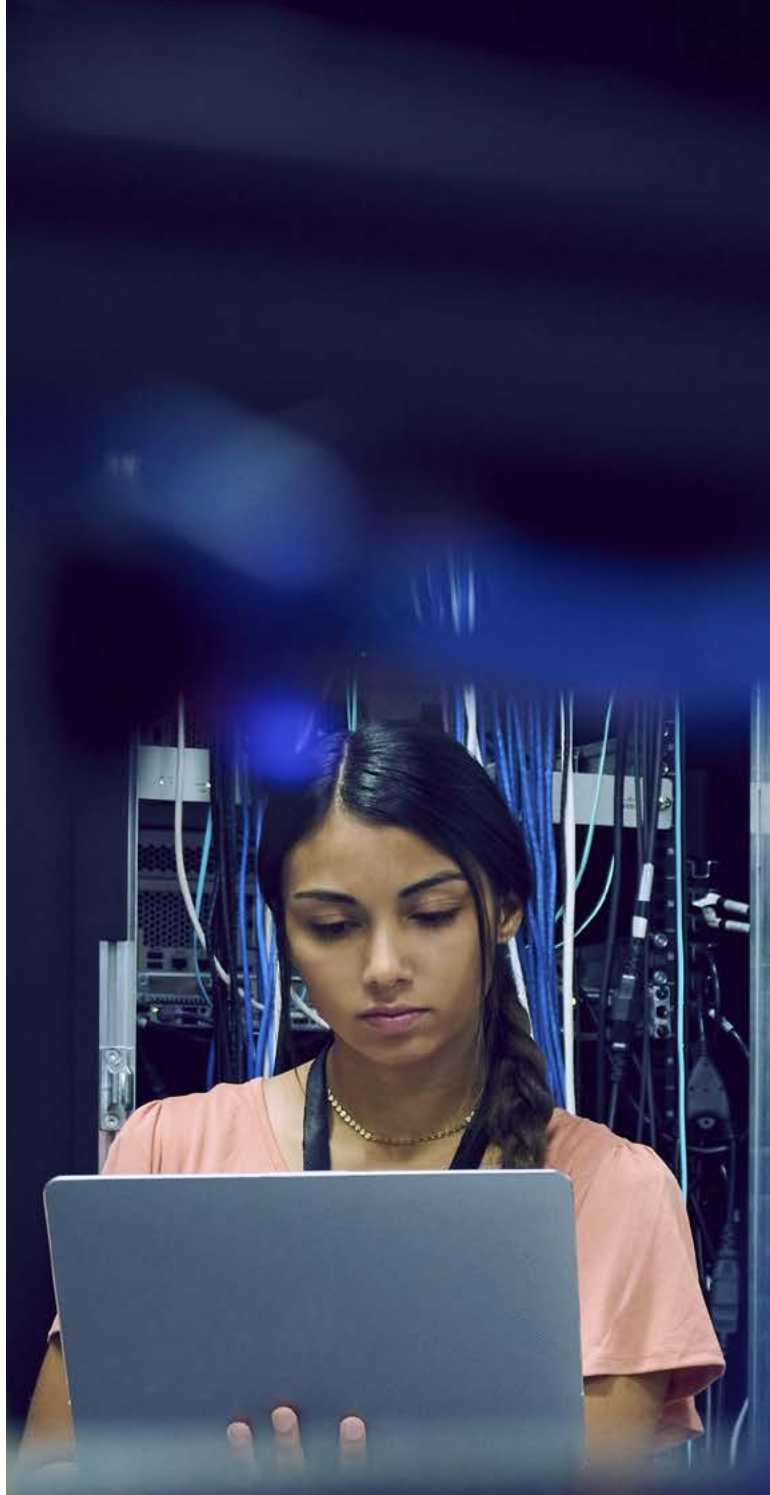
In conclusion, this guide provides a comprehensive roadmap for those embarking on the exhilarating journey of launching and managing an emerging technology business.

The first chapter, setting the right foundations, underscores the importance of thorough planning and market strategy. It emphasizes the need to protect your business through proper legal and intellectual property measures. This initial phase serves as the cornerstone of a successful tech startup, where a well-thought-out approach can mitigate risks and pave the way for sustained growth.

Scaling for success acknowledges that the path to succeed in the tech industry is not a solitary one. It highlights the significance of assembling the right team with complementary skills and fostering a culture of innovation. This guide also delves into the complexities of international compliance, a critical consideration for startups with a goal for global expansion. Scaling requires a balanced combination of human capital and technology, and this section provides practical guidance for achieving that equilibrium.

Finally, planning for exit underscores the importance of forward-thinking decision making, financial transparency, and due diligence in the lead-up to an exit strategy. Whether it is an acquisition, merger, IPO or MBO, this phase demands meticulous preparation and execution to maximise value and ensure a smooth transition.

In today's ever-evolving tech landscape, these three phases are integral to the success and sustainability of any innovative startup. This report has offered a wealth of information, strategies, and best practices that can serve as a beacon for tech innovators navigating the complex waters of entrepreneurship. By setting the right foundations, scaling with prudence, and planning for exit with precision, tech entrepreneurs can enhance their chances of not only surviving but thriving in the competitive world of technology startups. Ultimately, this guide is a valuable resource for those who dare to dream and have the ambition to turn their vision into reality.



## Looking for the right support?

Read more about our tailored services and global network and speak to our local experts about growing your business.

[Click here](#)

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