



**OUR
MANIFESTO**

*Professionals and
Family Businesses*



Nexta
Professionisti e Imprese

1. VISION and MISSION

NEXTA is a Licensed Professional Business Entity which provides interdisciplinary services to support family SMEs and entrepreneurial families to manage ongoing changes inside and outside the business.

Nexta is a reference point for family SMEs and entrepreneurial families, distinguishing for its constant presence and closeness, in order to ensure the required professional support to plan and manage: i) Changes (within the family and the business); ii) Cultural context; iii) Market opportunities and risks; iv) Regulatory framework.

In the course of its business, Nexta always acts in compliance with the family's values and tradition. Family SMEs own specific and distinctive values that make them different from other businesses: Nexta's target is to seize the peculiar character of decision-making processes and make family businesses grow according to their own tradition.

Nexta stands out thanks to its deep sensitivity, attention, knowledge and authority on the specific issues of family SMEs and entrepreneurial families, which we complement with the interdisciplinary professional skills of a broad team of lawyers, chartered accountants, corporate experts and labor consultants who have been working in the world of family businesses for years.

Nexta supports family SMEs and/or entrepreneurial families to create sustainable, long-term Value and is aware that the true Value is only attained through the harmonizing balance between economic-financial targets of the business and its personal, human and value goals as set by its family's and all of its stakeholders' tradition (seen as a community of people sharing the same values and priorities, regardless of mere blood ties).

Family SMEs and entrepreneurial families:

- i. Trying to safeguard their business to the benefit of future generations and in compliance with their own historical and value memory (resisting over the time);
- ii. Riding the change and not fearing new challenges

Find that Nexta can be their best/ideal "customized" partner.

Conclusion: Nexta is the first Multi Family-Business Office whose structure includes in-house interdisciplinary professional skills, addressed to family SMEs and entrepreneurial families owning and/or operating a SME directly.

2. VALUES

Supporting, safeguarding and valuing the tradition and culture of family businesses and of entrepreneurial families in their growth and innovation through a constant and ongoing professional contribute.

NEXTA's key values can be summarized as follows:

- **Knowledge** of dynamics peculiar to “doing business within family SMEs and entrepreneurial families”
- **Qualified and consolidated professional skills** (which intentionally supplement the skills retained by the business and/or the family).
- **Unbiased view**, seen as an “intellectual independence” factor in our contribution to the decision-making process.
- **Continuity**, seen as the “consistent presence” of the Nexta advisor abreast with the SME and/or the family, on a daily basis.
- **“Real time” proximity**, seen as a presence designed to ensure a timely response to changing requirements.

3. REFERENCE MARKET – who, what, why, how

I. WHO: who are NEXTA's clients

- **Family SMEs**, i.e. businesses with a turnover under 100/150M that are typically owned and/or governed by families as well as entrepreneurial families owning or which owned a distinctive and typical family business.

A common feature of both targets is the need to define, and thus implement, strategic development processes that are consistent with their own tradition and are innovation-oriented at the same time (this is the requirement: Nexta must be the answer).

II. WHAT: which “services” will be provided by NEXTA

- Providing high-value strategic advice for the family business and the entrepreneurial family, with a view to ensuring continuity and growth over the time.
- Supporting family SMEs and/or entrepreneurial families to define and implement the strategic plan with professional, interdisciplinary skills.
- Providing an external and unbiased view with respect to the members of the family.
- Assisting family SMEs while growing their internal awareness and the external visibility of their distinctive, economically relevant values.

III. WHY?

- Riding the business, without suffering the unavoidable, endogenous changes linked to family, SME or individuals belonging to either of them, as well as any unforeseeable, external changes arising from the macro- and micro-economic reference context.
- Specifically, riding the endogenous and often traumatic change occurring in family SMEs represented by generational turnover (value beyond generations).
- Resilience over the time, by innovating quicker with respect to other businesses.

IV. HOW Nexta intends to keep its promise to the market

Nexta’s tangible and actual offer is characterized by:

- Deep sensitivity and expertise in the specific issues of family SMEs and entrepreneurial families, which was gained over the year and translates into a professional, specialized know-how. Advice is provided “based on the skills required”, first considering the client and its vision, its priorities, the characteristics of its business model and its family dynamics: in other words, we understand the family SME and the entrepreneurial family as a whole, thus providing an effective and not merely efficient advice.
- Our approach is eclectic and versatile and implements a problem-solving perspective.
- We offer specialized, interdisciplinary skills complementing those owned by the entrepreneur/business or family: a team of diversified professionals who are able to provide all specializations required by increasingly composite challenges.
- The NEXTA brand identifies a team of professionals who make available their specialized, interdisciplinary skills while applying them to family SMEs. The Nexta brand is a guarantee of know-how, uniqueness and consistency, continuity and uniformity through the professional relationship.

- Although Nexta's proposal of advice remains consistent, Nexta's activity is conceptually divided into three Departments operating in highly interconnected areas:
 - **Organisation and governance of companies and properties** (i.e.: best structure for family SMEs and entrepreneurial families)
 - **Business planning and value creation** (i.e.: action planning for business development purposes and achievement of strategic targets of the family business)
 - **Family company law** (best legal connotation of the activities carried out by the other two departments to protect the rights of family SMEs and entrepreneurial families)

WANT TO ESTABLISH A PARTNERSHIP WITH US?

I. WHO: which "*professionals*" should be engaged with NEXTA

- If you join the Nexta Project you should preliminarily share and be convinced of its vision, mission and values.
- Characteristics of the professionals joining NEXTA should mirror NEXTA's offer to its clients.

The NEXTA project can therefore be joined by all professionals who have acquired the following skills in their years of practice:

- a consolidated expertise, including relationships, in the world of family SMEs and entrepreneurial families, which translates in the holistic understanding of these realities (so-called relational competence).
- technical/specialized skills in the issues which are peculiar to family SMEs or entrepreneurial families (technical competence).
- sensitivity and human and professional proximity to the world of family SMEs, considered as a valuable asset of the Italian economic fabric
- a combination of these three factors.

II. WHY you should become a partner of NEXTA

Many professionals in Italy are already offering ongoing assistance resembling Nexta's to their client, although

- this activity is tightly linked to a direct and personal relationship of individual professionals, subject to all consequent limitations
- technical skills required for an adequate response are then provided by external resources

Joining the Nexta project enhances and reinforces these activities due to several reasons:

- **Boutique effect:** the chance to offer your own skills amid other specialized professionals;
- **Maintaining a direct relationship with your clients,** thus enhancing the quality of the proposed services;
- **Team working:** the chance both to work in team on specific appointments and to join a family of professionals sharing the same values, which can be confronted on specific subjects, all with significant, positive effects on the quality of work;
- **Enhancing your own skills and attitudes,** which can only be achieved when working in a specialized structure;
- **Furthering your knowledge in your own technical specialization;**
- **Getting acquainted with the academic and associative community of family businesses,** thanks to the cooperation between Nexta and Fabri and the university community;
- **Retaining your own individuality within a team context:** the profit distribution model is meritocratic and distributes profits on the basis of:
 - Technical skills
 - Quantity and quality of time devoted to clients
 - Relational competence
 - Commercial skills
 - General development and coordination activities

III. HOW you can become a partner of NEXTA

Gradual approach is part of the rules to join Next: an “interim period” is required before becoming partner in order to get adequately acquainted and confirm that the vision, mission and values of the NEXTA project are actually shared.

During this period, professionals are qualified as “Members”.

Nonetheless, although they share engagements and common occasions for development and promotion, the relationship is still very flexible.

The only keynote is the branding (“member of NEXTA”) of the professional. The use of Member should not lead to consider NEXTA as a network.

The status of Member is in fact temporary: indicatively, it should lead to a partnership in 2/3 years or be otherwise terminated.

Please see the attached template for a regulation of the “Member” relationship.

If the Member phase is successful, you may choose to become a Partner of Nexta.

NEXTA is a limited liability company established between professionals as a STA (partnership between lawyers).

Nexta’s model shows certain novelty and innovation features:

- Nexta’s Partners only include professional individuals (save for shareholders, if any, up to the limits provided by law, which would not carry on legal profession through NEXTA).
- Nexta’s Partners all own equal quotas, which favors fast entry procedures. Incoming professional partners are required to pay a quota equal to the nominal value of the corporate capital increased by a premium (calculated on the basis of costs-investments borne by Nexta for the development of the project so far).
- A Partner is subject to mutual and binding regulatory obligations, consistently with the underlying corporate relationship.
- The project also contemplates the entry of new shareholders, depending on the ongoing development requirements of the company. Non-professional shareholders are required to pay a subscription price equal to the value of the company based on future profitability, considering the purpose of that capital contribution.