

# HOW TO AVOID THE PITFALLS OF SELLING YOUR BUSINESS



**DENISE HALL**

**LORRAINE PIRIHI**



# RELAUNCH YOUR LIFE

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Lorraine Pirihi has a unique background, including over 13 years in business helping small business owners get organized so they can be much more productive and profitable.

Time management was a major issue for her clients, however Lorraine identified it was 'Mind Management' that created what they were experiencing.

She realized that the reason many business owners didn't get the results they were looking for was because of their lack of awareness and having the right mind-set.

Lorraine identified that the majority of businesses she worked with were babyboomers who were

unaware that their business, health, relationships and life in general could improve dramatically by changing themselves!

Through her studies on personal development and coaching experience, Lorraine created Relaunch Your Life, specializing in helping business owners over 50 overcome fear, procrastination and self-sabotage so they can confidently move forward and change their life.

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Denise Hall is an ex-Business Owner turned Exit Strategist and Business Broker

She knows how to play the "Finish Unfinished Business" game like no other.

Starting a business is a BIG deal. Building it to become more than a hobby is even Bigger again.

In fact, building your Business into an Asset may result in it being possibly the largest asset you'll ever own, which is where Denise comes in. Not "Starting with the End in Mind" can result in all the blood, sweat and tears you've invested, not to mention your money, resulting in nothing!

In July 2011, Denise sold her 7-figure business for fair market value. From building a "Mother of a Business", to finding a way to GET OUT as profitably and painlessly as possible, Denise paints a picture enabling all to see what needs to be done, and how to do it.

To quote Denise, "Business, after all, is NOT a Life sentence..."

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## How to Avoid the Pitfalls of Selling Your Business

L.P. Well, welcome everyone! I'm Lorraine Pirihi, from Relaunch Your Life. And welcome to my Inner Circle. And today I have with me Denise Hall from Business Brokers. Now let me tell you a little bit about Denise. Denise is an ex-business owner who's turned exit strategist and business broker, and she knows how to play the finish/unfinish business game like no other. Because, you know, starting a business is a big deal. Building it to become more than a hobby is even bigger again. In fact, building a business into an asset may result in it being possibly the largest asset you'll ever own, which is where Denise comes in. Not starting with the end in mind can result in all the blood, sweat and tears you've invested, not to mention your money, and can result in nothing. In July 2001, Denise sold her seven figure business for fair market value. From building a mother of a business to finding a way to get out, as profitably and painlessly as possible, Denise paints a picture enabling all to see what needs to be done, and how to do it. And to quote Denise, 'business, after all, is not a life sentence', which is quite an interesting statement, because to many business owners, they come across as if it is a life sentence! Welcome Denise, it's great to have you here!

D.H. Thank you. Good Morning.

L.P. Good Morning! And the reason I thought it would be really valuable to have you speak, is because, you know a few years ago, as you know, and as many members know, I had a business for thirteen years, and I got worn out and had enough, and was at the time looking at selling my business too, and like most people, when you look at doing that, you go through a whole lot of turmoil inside sometimes and umm, the obvious people you would think you would go to, would generally be, you know, the accountant is usually your first port of call, to get some advice around it, but I found at the time it was very challenging and it was pretty useless. The professional types of people that are around couldn't do it for me, they just couldn't get their head around what I was doing, and I wasn't going to get a solution to my problems, so I felt very challenging to find the right person, so for yourself, you said, you talk about starting with the end in mind, so what exactly does that mean?

D.H. Yes. Just picking up on what your personal experience was, there's the transactional side of exiting or selling your business, you know the mechanics around what do I have to do, right, so that's one part of it, and you can generally find a professional who can do part of that.....it's very rare to find someone who understands all of that, that's actually the role of a business broker, they are actually the conductor of the orchestra, understanding the different parts that are played, and even being able to direct or inform all parties involved as to what is required and when.

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But the main thing I wanted to pick you up with is the notion of you finding it challenging, and there's certainly not enough emphasis placed on the actual decision maker and what the idea of exiting and selling means to them and what that translates to in terms of their own lives and their identity, and if they've been in business a long time, then that business has been part of a family...a lot of intangible words which is where the good work you do comes in, but there's a lot of intangible work that has to be done as well as the transactional stuff, yeah....

L.P. Yeah, yeah..Can I just interrupt ?

D.H. Yeah. Sure.

L.P. There was a lot of turmoil for me, and a lot of our members are like this...they get to the point when they've had enough, and they're worn out. I felt like a failure, and I didn't want to go to the world in any way, and say you know I'm going to give up this business, and you know I had a database to sell, from my work in Iran...that database was gold, that was the key thing I had and I actually felt like a failure at the time and there was no-one at the time, that I had like myself....now I can help other people, but I had no-one like myself who could see the whole picture and point me in the right direction to who I needed to see to get me over it.

DH Yes, well, that's right, and that thirteen year mark is a bit of a magic number, because that's the timing I also had...so I'm an ex-business owner..but at thirteen years....I made the decision that I wanted to try to sell...I also had the complication of a business partner in there as well...

LP Mmm.

D.H. ...it's an easy conversation to have in so far as there's a script, these are the things that have to be raised, and these are the decisions that have to be made.....but the emotional stuff that is wrapped around that is what takes the time and the effort and the highs and the lows...and it took me well over two years to sell mine and for that very reason, which is why I wish I'd had me to talk to, when I was selling mine, which is why I've stepped into this role , and have been doing it for the past three odd years..but that's on the back of some very solid experience .....because the...my seven figure one that I sold, that was the third one I had sold as well so now I've my own, and actually sold others...and done exit strategy work with a number of business owners now in the last couple of years, so my experience continues to build.

L.P. Mmm.

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- D.H. Especially around the fact I have a real understanding around the online space as well as the offline stuff so that blend is really quite valuable at the moment...
- L.P. Yeah...
- D.H. Online is the way of the future.
- L.P. That's interesting, that's actually the first time I've actually heard that...I just thought oh, there's something wrong with me...it's my age...or something. I didn't realize that that 13 year mark is sort of like a cornerstone..
- D.H. Well, you know, to double that 7 years,...my guess is that you've also at 7 years done some kind of re-thinking, re-analysis, re- you know, is this what I want to be doing..I've just done 7 years....usually at 7 years you'll have quite a fair amount of traction, and you should be starting to make money at that point....and you've got people reliant on you...and so there's a bit of consideration around.....well, I'm doing OK, let's continue. Whether that's even conscious or not. There is some element of that consideration.....but it seems to be that next one that...is this what I'm ever going to do.....has this improved in the last seven years....and you seem to be treading water, and you gave it a good crack but....you couldn't find the right people..that's when you start wearing out...and I say...fifteen years, you wouldn't be in the same job....
- L.P. Fifteen minutes!
- D.H. Well, that's it, fifteen years in today's market could be 3, 4, 5, jobs... especially a small business where the owner is the pivot point...you've kind of done the same thing for fifteen years and that's not far off a generation in fifteen years, when you talk about it in years, and there comes a time when you say oh blimey! Is this as good as it's gonna get, and is this what I bought into when I started, am I living the dream, am I fixing the problem that was originally there...or have I created new ones....and I can't be bothered now...
- L/P Yes, that's kind of how I felt.....
- DH And that notion of starting with the end in mind.....The gurus will say start with the end in mind, now I talk about that but I'm also very aware that it's really hard to do that when you have no context of what the end will look at. So I'm very much a believer of start with the end in mind when you're ready. I need to think about that for whatever reason, because I need to. Whether it's an anniversary coming back, a birthday coming up.. That notion of once you start thinking like that, and you kind of make a hard commitment to it, your head's thinking about it but there's a bit of a flip there round that I could actually entertain this, start

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exploring it, because really, if I had my way I would work with every business owner for two years before we took it to market. And there's a number of

reasons for that. I'm talking clean financials because I wanna show as much profit as possible. I mean we all do it, we all have the accountant do the tax minimization piece and that's fine but that's not good enough because that's not good for exit .....because a buyer buys profit and the reason they buy it is the potential. A colleague said to me once 'If a buyer's buying profit, show me as much profit as possible'. Right? And there's clean books, get your systems.....I call it finishing unfinished business...stuff you were always going to do, but never got around to it....so it's putting the systems in place, it's getting the website up and running, and the website ideally making money, it's all those bits that you actually get to a point.....and I have actually worked with a couple of clients, and they had everything humming.....and then we've haven't gone to market and lo and behold, it's actually happened, and it's like oh! This is good..... and they say I 'm energized, I kind of like it again, I'm prepared to hang on for a while...and well, I'm fairly confident that when the time comes for them to go to market, they will come back to me, but it is nice to see that after all that blood sweat and tears, they get a chance to see it working.....

- L.P. .... as they envisaged it to be...!Exactly..And isn't it the case with many businesses, they just don't know what they need to do to make it hum along effectively...and often that there's something wrong with what they went into business to do, it's how that business is created and they systems and the processes and everything....
- D.H. It's a very, very rare beast that actually understands all the components of business, and can keep up to date with all the latest that you need to be kept up to date with in all those elements...
- L.P. I was thinking of understanding all the components....someone might think...and I think I'm bringing it back to things that I do, there're so many fears around just the thought of selling a business.....where am I going to go, where's my identity, there're all those issues and really, they've got to get their head space right, and then entertain that idea....yeah, well, this is a possibility, we can actually sell this business, and then see someone like you.....I mean, they can really make this thing happen.
- D.H. And part of this is actually about the business owner as well...so yes, what I talked about that transactional/mechanical stuff...but the flip side to this is that this is also about exploring what you do to replace the business, because to go cold turkey is just someone thinks they're working one day, then they retire, this is also about exploring, what can you do to replace the business....

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they're going to play golf for the rest of their life.....it doesn't happen!! After a four to eight week playing golf every second day..... and we get quite a few buyers that come to us and say, I sold, or I retired and I'm now a bit bored and I want to do something else..and that could be three months, six months out....

L.P. Yes.

D.H. So part of the good work I would encourage you to keep doing, Lorraine is...and that is also part of the conversation I had...OK, I can do the mechanical bit, but you actually need to work out what is gonna replace this...because if you're the one who's bounded out of bed every morning for seven days for.....ten, fifteen, twenty, thirty years maybe, there has to be a replacement, and it's not just about the routine, but also about where your head, heart and hands go, right, because logically you think it's great to sleep in every day...that's great, but realistically it's great for a while...

L.P. Yeah.

D.H. ....but if you've be of service for a period of time, you actually don't stop wanting to be of service, what you need to do is look at replacing what you're in service to.

L.P. That's a good point.

D.H. So whether that be a voluntary place or whether that be another business but a smaller size, or whether that be helping your partner live the dream that they've always wanted to, and you can support them with that, or is it going to live in Africa, and build schools..I don't know what that is, but there needs to be something which replaces the business.. because if you've been a business owner that's made any type of money and had suppliers that are reliant on you, and customers who rely on you and all the rest of it, as much as sometimes that feels like a weight, it also plays a very large role in your life as well.

L.P. Mmm.

D.H. And to just expect that you can cut that off.....in six months' time, you'll hear.....I'm ready now, I'm ready now, what am I going to do?

L.P. What happened to me, my brain muscle went dead....it's just taken me so much time....a lot of people go to the gym, they get fit for a while...not me, because I always go, but a lot of people begin to look good, then they stop and go back to where they were...they give way to a bit of flab....and my brain went that way for a period of time....I felt so mediocre.



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D.H. ....and my guess is that our heart muscle grows old as well, because there's not a lot of discussion around the emotional value that being a long term business owner carries..

LP Yes,

D.H. And I mean we whine about it...why do I bother.. blah blah blah.....but fundamentally it is playing a role in your life, and a very important role in your life, and to think you can just walk away...I completely get that you can walk away from that business in its form, because you're over that, but to walk away from the role that business plays in your life is ...you need to really think that through.

L.P. That's interesting, isn't it. Well, you've sold three businesses...what would you say, what are the top five to ten tips that you have learned from selling those businesses?

D.H. A buyer will choose what to value.....so just because think you think that it's thirty years old, that there's a lot of history in it, and I've done a lot of things to it...there is some value in that, but there there's also the discussion of a new buyer saying they're fired and they've run out of time. There's a disconnect in that discussion - the seller might think they should be paid for that potential...and the buyer will not be paying for that potential...they will see that as a way of taking it to the next level, but they won't pay for that privilege. They're only going to pay for what is concrete now.

L.P. Mmm.

D.H. And on the back on that, that's what I was saying before, get your books clean, get your systems sorted, get any automation you can done...really work hard at taking the business owner out of the pivot, because if there's a way you can get it under any sort of management for example.....then the business asset would be deemed to be...maybe deemed to be more valuable, because the business owner is not required to be there every day to run it.

L.P. Mmm.

D.H. Umm...etcetera etcetera

L.P. There's a lot of things, isn't there? If people one day decide I'm going to sell my business, and have a chat with the accountant and he'll talk about his financial stuff.....and you're going to go back in there and work it out for yourself, well, you are going to be in for an emotional roller coaster...

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- D.H. Look, bottom line is I can sell a business at any given time...but you as the owner will not like the price.....
- L.P. Oh, that's....(laughter)
- D.H. So if the business is not finished, as I call it...if we haven't started with them in mind, and we haven't put all the stuff in place that we can...and there's great holes in the story..I'm not paying you money for that...I'm not doing it. What I see is what I see, and if I think that I can do something with that part there and that part there...then that's how I'm going to value it. I'm not saying they'll only buy the parts...but that's how they'll see it...they know they'll have to buy the whole, but that there are only some parts actually of value.
- L.P. As an example of what you've done, for instance, you might put a whizz bang kitchen in your house, you might be in a shitty suburb on a shitty street, and it might cost you a fortune, but the buyer's not going to buy that....
- D.H. Yeah...and there's always this discussion in over capitalizing in property where you pay too much for the schmitz kitchen, because the flip side to that is that you can spend a lot of money, but the buyer doesn't appreciate it anyway. Business definitely runs...along the parallel idea of real estate....renovate it, clean it up, get all the bits in place that you need to, and then it's in as best shape as possible to take it to market. The difference, and this is where it gets a little bit more complicated, if you know you're in a particular suburb and you want to buy a house, three bedroom, two bathroom, you're going to have to do a bit of research to see what prices are paid for a residence like that, and get a fair idea of what you'd probably look at paying. With a business, every business is different. So just because it's a scrap metal business, not all scrap metal businesses are the same because it depends on all the other factors that sit behind the front door, including the business owner that's sitting at the desk. So every business is appraised depending on what it looks like on the day that it's asked and what the market is doing at the time.
- L.P. Mmm.
- D.H. So all I was going to say is that in property generally if the trend is going up, you're pretty safe to say all suburbs follow suit. With a business, not all businesses are the same, and neither are all industries. So just because some industries are getting good prices right now.. others are not, they're declining.
- L.P. There's so many things, isn't there?

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- D.H. Which is why I say you need one person who can kind of conduct the orchestra for you...you've kind of got your finger on the pulse with all the parts and a lot of them can be given to your A team that you have around you, but they've still got to be considered.
- L.P. And we talk about considerations you mentioned before about partnerships, that scary word...what about family businesses? Do they have different considerations?
- D.H. The thing I've found with family businesses is the reluctance, unfortunately, to have the conversations that need to be had..now family businesses that work..from a transition point of view...this is definitely a great case of starting with the end in mind..there is an agenda item here.....how the business relates to the family...so and so is looking to back out in five years, what are we going to do about that. That's probably an annual item that comes up, on and on it goes...et cetera. So where family businesses find themselves stuck there's in a couple of places...they don't have the conversation, and there's just an assumption that it will flow on to the next generation.
- L.P. Yes.
- D.H. Especially when they say Mum and Dad worked very hard for many years...to make.....you know they're not rolling in it...but the children may want to work in the corporate world...why would they want to take it on? So there's that kind of thing. But even though it's implied that there may not be transition, the conversation still needs to be had, because as the owner, as he is nearing death, the business forms part of the estate that you think will help your children and your family after you're gone, but if that's not looked after, and handled and set up...so that when the unfortunate day comes, a system or a process kicks in, what you had dreamt that that business would provide...may not come to fruition.....because the conversations and the hard work of getting it all in place.....before the end comes, have not been done.
- L.P. It's interesting...honest conversations. What a world we live in. How often do we get honesty? Everything quite often, just fails. Not being honest, not telling the truth...it's quite interesting and how it affects the long term, or avoiding what needs to be said, can have catastrophic effects for people.
- D.H. I'm afraid I would agree..I don't know that it's about that only ...there are certainly elements of honesty or avoiding what needs to be said....for me the conversations don't go deep enough. Right? So, the classic of five wives told many, many years ago, the conversation will stop at why Number One or

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Number Two, but you need to go further than that. Keep asking why, why, until you hit that rock is the thing which is informing all the other layers.

- L.P. I'll tell you what, with all the stuff you've been talking about, it's very important to have what you call the A team, or the person with knowledge of all these factors...you're talking about the succession planning, I mean if you thought about how many people, or who are these people that need to have an understanding about all those facets, that's a lot of different areas, isn't it, Denise?
- D.H. Yes. An A team is critical, I think..especially, for a couple of reasons, if you're a sole owner....it's very important to have an A Team, because it's a very lonely gig, or it can be a very lonely gig..secondly, you get to share the load..and thirdly, it doesn't all revolve around you. So just because you don't employ them, doesn't mean you don't have an A Team. It's about recognizing what, who your Team is, so it's almost like an informal advisory board committee, right? Nothing is structured, but you know who your A Team is, and you know why you go to them and you know how all the parts link.
- L.P. So I was just throwing this out as you were speaking.....so when we say A Team, in the middle of that I would have obviously from your perspective you've had....you as the business broker, you'd be sort of that central person, because you're orchestrating..so as part of your A Team, I would suspect.....you'd have obviously your financial planner for that, that planning and succession planning and all those structures, you'd have an accountant... ideally you'd have a life coach, because really you need to deal with all that emotional stuff...are there any other people that would be important around that A Team?
- D.H. So where you have me in the middle would have the business owner and I would work hand in hand with the owner...you have the accountant, financial planner, financial broker, life coach, estate planner, umm, maybe even a physical/PT trainer, maybe bookkeeper, depending on the relationship you have with the accountant ...
- L.P. The accountant, yeah...
- D.H. Oh, and solicitor, legal person..
- L.P. Would the planner be specialized or would that depend on the person...
- D.H. If you would look at that as a model, like the flower and you've got business owner in the middle, and then you've got each of the petals.....what the business owner then knows is that at any given time you roll them in as

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required.....and they don't always have to be the same person. For example, if you're actually looking to exit a business and your accountant has never bought or sold a business before in their life, then you take them as your personal candidate, I have no problem with that. But bring in the skills set that will make this experience not only pleasant, but as successful as possible for you. So know that you need an A Team and then fill the names in depending on what phase you are in life.

- L.P. And what I always tell people if people want to give you advice or if you are thinking of getting someone....you always think to ask who are they? And what have they done?
- D.H. For the specific reason that you're asking....so it's not a general question, especially...you've been in business for some time...you've got a harmonious kind of team hanging around you anyway now, and that 's fine and for what you're doing now, that's probably OK. But if you were to change direction, right, or if you want to tap into a new marketing channel or something like that, then who do I need to bring into the A Team for this particular project? You could almost think project, rather than long term or employer or anything like that.....Think of a film. When you get filmmakers making a film, they will have a core group of people that they bring with them..a director or a producer will bring on every single film they put together. Because they know they're very good at what they do, for that biz. But if I was going to do something else, direct a children's play or whatever, you're not going to bring in the same A Team, because the context is different.
- L.P. True.
- D.H. So it's all about context....When we talk about start with the end in mind and the exit planning team.... you actually want to know..I'll give you an example...A client who I was working with...He was actually in a partnership and wanted to get out of the partnership but he wanted it to be a good experience and he wanted it to be as successful for all parties as possible. So he called, over maybe over a 12 month period, maybe 4 to 6 meetings, where he had his accountant, his solicitor, me, the business broker, in the room, knocking this stuff out with him. And he paid for our time to do it. He short...no he didn't shortcut, he covered everything, but it set the goals and it set the planning, the parameters of the journey out for him. And every now and then he'd call us and say 'what do we do about this?' ....sometimes we'd have a conference call over it.....ummm and it was very much geared toward making this as good a process as possible.

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L.P. This is a very interesting conversation, because people aren't really thinking along these lines, and this team of people, just for any success in life it requires having the right people for what you're trying to achieve.....again, depending on the people, this team of about 8 people in it ...to make it as successful an outcome as possible.

D.H. I would probably add a ninth, that would be the family.

L.P. Yes..

D.H. Now, coming back to the family for a minute, I think there'll be a trend whereby the conversations haven't been had, and the business owners, bless them, will say 'they'll take me out in a box'. The children have had it with the business and they don't want it.

L.P. They don't want it?

D.H. They've never indicated that they have an interest in that, nor do they have an interest in that, but older parents...if my parents were in business now, and we hadn't had this conversation for example, they're 80 -odd...and there are 70 and 80 years olds who do what they always do, and they will take them out in a box...if those hard discussions, no, not hard, but the deep discussions haven't been had, the children, the next generation will end up with a business they don't want. Perhaps the initial thing was that the business provided some financial gain, from an estate point of view, now unless you do something with that business fairly soon, that thing will lose value immediately, and continue to lose value if nothing's done with it...so even if the game plan is understanding that you're going to end up with Mum and Dad's business and understanding that you don't really want it, through all your grief, and this is the hard part, because there's grief involved in it, so what you actually need to do is formulate a plan that you can just kick in when required, that you've already done the work for, so you're not having to really work with it through your grief, so what I mean by that is maybe the plan is...OK, I've got Mum and Dad's business, I still don't want to deal with it now and I don't care, let's just take it to market.....and I'd already planned my next step, I'll ring Denise. Denise, do something with it...

L.P. A step ahead....

D.H. So leave that with me, you go and stay with your family, and do what you need to.

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- L.P. This has been a really interesting conversation around the topic, I mean the topic is way more than I'm ready to sell, how much money can I get, how do I do it, there's so much involved with it..in effect we've haven't got time today, I think we'll come back for another session..looking at buying a business..what are all the ramifications and pitfalls and how to make that successful as well...so, Denise, what I'd like to do, first of all, if you could just summarize for me, your top 3 to 5 tips around selling a business, what would they be?
- D.H. Formulate your A Team. Understand your timing around this, so once you start getting an inclination that you may want to entertain it, start thinking it through. Be prepared to invest some money in yourself and bringing the skills set in that you require in order to do this well. Get your business ready for sale, there's a lot in that statement, but make your business sale-ready. And be really clear on what you're going to replace the business with.
- L.P. Yeah. That's really good. So, I'll reiterate what you said, one, formulate your A Team, two, understand timing, like, I've got clients, they're entertaining retirement and the possibility of selling but it could take two or three or four years...depending on a lot of things...
- D.H. I could sell it overnight but they might not like the price.....
- L.P. Exactly! So if you're procrastinating, you have to get your act together, so invest money in yourself and in your skill set and that covers a lot of areas..you need to be fighting fit to do this...it can be very stressful, it can be energizing, but it can be stressful as well.
- D.H. Well, the key is you actually have to run the business as well as entertain the idea of selling it...but you can't take your eye off the ball.
- L.P. Yes, so there's work associated with that and stress and all sorts of things, and four, is the business ready for sale...which is what you were talking about, like getting the systems ready....for some people it will be reinventing the business....
- D.H. For some of them it will be bringing it into the 21st century
- L.P. (laughter)Well, that's a better way of saying it!
- D.H. Well parts of it will be, but there are other parts....
- L.P. Five, be clear on what you will replace the business with..what you're going to do afterwards...

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D.H. That is major.

L.P. It's like athletes, someone has gone to this top goal.....they go for gold, and then nothing afterwards, and they go through this big depression afterwards because they had nothing after and they spend all those years to go for that top gold.....

D.H. And this is one of the core findings around the whole athletes, is that notion....and footballers are the same..they're finding that out now...you actually have to be a bit more rounded, you can be an elite athlete and do all the training and the stuff you need to do, but you also need to be building a future at the same time, albeit slowly, but it must be hand-in-hand.You finish up, you retire, Bang! What now?

L.P. Absolutely, they're really valid points...obviously there so much in this to work out by yourself, I know I certainly wouldn't, so for people who are actually interested or entertaining the notion of selling their business...how do people get in contact with you?

D.H. Probably easiest to drop me an email....and that is [dhall@businessbrokers.com.au](mailto:dhall@businessbrokers.com.au) and just in that say that you've worked with Lorraine, and you heard our conversation and you want to explore it a bit more and all that would do is I would open a time in books...and we'd just open the conversation.

L.P. And here's a good thought too, I just had it at the end, Denise, and....people can be anywhere for you to help sell their businesses, is that correct?

D.H. Well, I can certainly help them get it ready to sell, there are rules around states and it depends on where the business is registered and so on, all of that can be handled.

L.P. Most of my business is predominantly on Skype, so it doesn't matter where. And again it doesn't matter really, because you can get around it. There's always options.

D.H. Always.

L.P. Thank you so much for today..it was extremely valuable..and for all those listening on the call today, each month I'm going to be talking to an expert in the field that affects business owners over the ages of 50.....We've all got shit, we've all got stuff we're going through.....we're at a different time of life. We're not twenty, thirty or forty, we're fifty and above...So I'm going to have the



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conversations that need to be had, and actually help you move forward, so you can have a more fulfilling life as well.

D.H. Can I give that a name?

L.P. What's that?

D.H. Can I give your interview series a name?

L.P. Yeah, you can!

D.H. The A Team Interview series.

L.P. The A Team! (laughter) Very good! Thanks Denise!

D.H. You're welcome!

L.P. Thank you once again for coming on the call. This is Lorraine Pirihi from Relaunch Your Life. So if you want to find out more about what Denise can do, email her on [dhall@businessbrokers.com.au](mailto:dhall@businessbrokers.com.au); if you'd like to know more about how I can help you, go to [www.relaunchyourlife.com.au](http://www.relaunchyourlife.com.au) or email me at [lorraine@relaunchyourlife.com.au](mailto:lorraine@relaunchyourlife.com.au)

And have a great next few decades!