



Preparation for scaling – process & people
Do not go down on the slippery slope

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Innovative solution – is it really yours?

- IP rights, know-how and information to be protected
- can block launching/marketing the product
- can result in claims for ownership or share from proceeds
- often feel no need at start – serious consequences when friendship ends



Company that you always dreamed about – might easily become a nightmare

- structuring and defining corporate governance and competences is key
- think for the future: potential exit – regulate rights (RoFR, tag-along, drag-along)
- do not be shy: prepare for worst – deadlock, breach, buy-out mechanisms



Transparency – more expensive but worth it

- tax matters are crucial (hidden employment, wages into pocket, unjustified cost invoices, intra-group relations)
- clear lines of management and communication: establish structure, processes and regulations
- documented costs, supplier and customer relations
- GDPR



Team and delegation – be a boss and a leader

- prepare adequate employment structures
- well drafted employment contracts with duties and rights elaborated
- apply disciplinary measures if needed



Implementation – not always a roses garden

- appropriate contracts with suppliers and customers: find the right balance
- finance: friendly help is nice but make on commercial terms, understand the banks
- make sure you make legally right: can be an obstacle that you beleive being a benefit