



# Family Business Services

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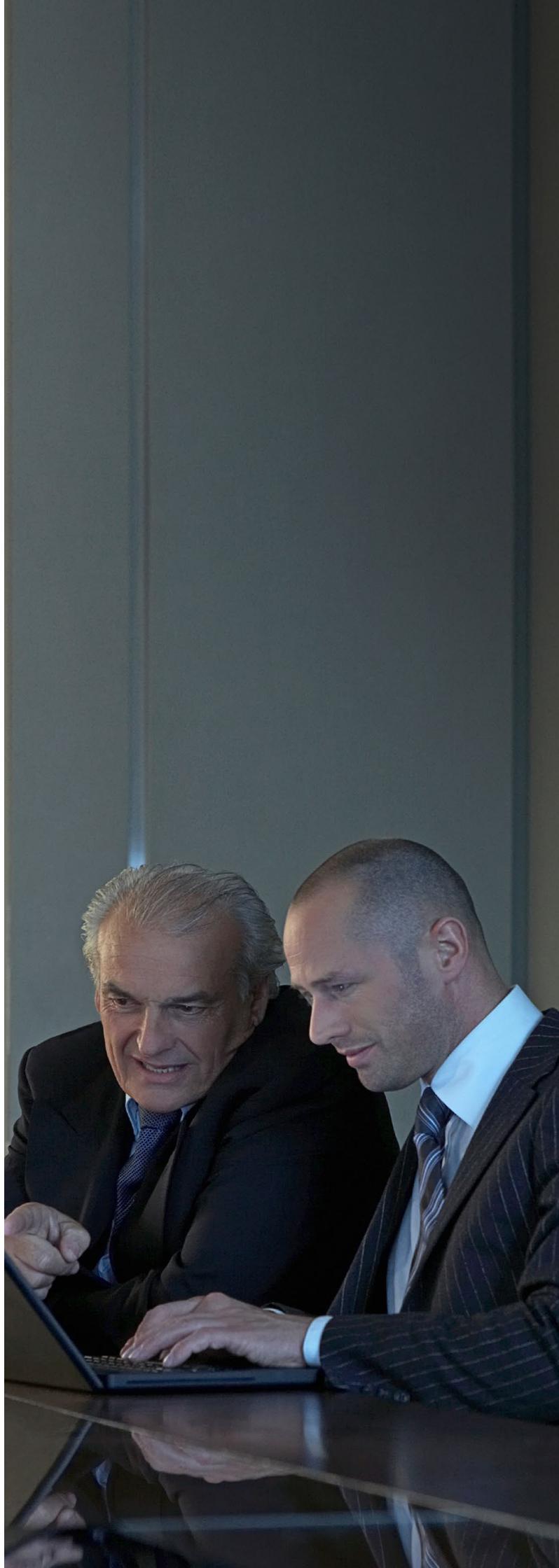
# Family business at a glance

Family businesses are unique, as their core is equipped with an important dynamic connecting the family and the business under the umbrella of family ownership, which offers both opportunities and challenges. Behind each informed decision taken, are strong family ties, values and a purpose that help family businesses navigate the journey ahead. The growth and sustainability of a family business lies in the fine balance between the needs of the business and the expectations of family members.

A family business has specific needs; running the day-to-day activities, aiming for growth, planning for succession, etc. However, all family business at some point encounter many crucial questions, particularly for the owners. Does everyone in the family share the same vision for the business? The task of realising the full potential of the business while satisfying the expectations of family members can sometimes be challenging, but certainly achievable with the right guidance and support.

As evolving international tax rules demand more and more transparency alongside ever-changing economic conditions, the business landscape is only growing in complexity. It has become even more important to have immediate and innovative answers, as well as firm plans in place. In this context, running a family business comes with a unique set of challenges but also opportunities. Our leading value proposition allows you to choose from our palette of combined services, meaning you can leverage KPMG difference to work for your needs and unique environment in the most efficient way. Our team of experts is ready to step in to support professionals, including family business.

We understand that the nature of a family business is inherently different from a nonfamily business and requires an approach that considers the family component. To support the needs of family businesses, KPMG Enterprise has created a global network dedicated to offering relevant information and advice to family-owned businesses.



# How can KPMG help?

## Business planning

Developing a strong business plan is critical to the success of any start-up business. KPMG Private Enterprise works with entrepreneurs to help build robust plans that include detailed strategy around all aspects of their organisation: finance, sales and marketing, operations, supply chain, procurement and engineering. As part of our business planning process, we look to assess current processes, analyse data for trends and identify the areas of greatest opportunity.

## Start-up financing

You have a fantastic business plan – now you need the financial support to bring your plan to life. But what financing options are available to entrepreneurs? Are there government programmes for start-ups in your sector? Can your concept attract strategic or angel investors?

KPMG Private Enterprise advisers can help you identify the financing plan that you need to fuel your growth. From helping you identify early-stage financing options to helping you connect with potential investors – we will work with you every step of the way to help turn your vision into reality.

## R&D incentives

As an entrepreneur, you recognise the importance location has on business success. When it comes to research and development (R&D) initiatives, location can have a major impact on your costs due to the availability of R&D incentives and the impact of R&D costs on other tax benefits.

KPMG Private Enterprise business advisers can help you conduct a review of R&D incentives and tax implications so that you can better evaluate the after-tax cost of performing your R&D in one country over another. Advisers can also highlight other government grants and incentives that you can tap into. KPMG Private Enterprise advisers will work with you to help determine the best location for your activities – so you can focus on the future.

## Business strategy services

When it comes to doing business, status quo will not work for long. There is little doubt you will face ongoing threats, whether from new technologies, competition, or industry changes. As an owner-manager, you need to think about the future today so you can build a sustainable model for your business.

KPMG Private Enterprise advisers can work with you to review your business model and help identify strategic initiatives that will support your objectives. We do this through facilitated sessions focused on helping you develop the right strategy for your business – and by helping you execute, monitor and make ongoing adjustments to your strategy.

## Strategic alliances

Technology innovation is shaping the way organisations operate and getting it right can mean a sustainable advantage over your competition. KPMG Private Enterprise, together with our alliance partners, design, build, and deliver digitally-enabled technology solutions to help you build the right solutions for your business needs.

## Corporate tax

Having an effective corporate tax programme means keeping on top of trends and key issues. When tax changes or rulings are announced, timely analysis can help you understand how your business will be affected so you have time to adjust your tax processes accordingly.

KPMG Private Enterprise advisers work with entrepreneurial businesses like yours to develop comprehensive plans that can manage or reduce your corporate tax burden. From assessing the effectiveness of your business structures to helping you identify tax savings opportunities, KPMG firms can work with you to develop a customised tax programme that works for your business.

## Expanding internationally

When it comes to growth, you are thinking beyond your borders. International expansion presents many opportunities, from expanding your market base to lowering your costs. It also presents unique risks – different regulatory rules and requirements, tax implications, and culture or language barriers.

KPMG Private Enterprise advisers span 147 different countries and territories, providing you with access to the resources and information you need to be confident in your expansion strategy. We will leverage our global expertise through local experts to help you understand your risks and how you can mitigate them so you can take your business anywhere you might want to grow.

## Assurance

The need for effective risk management and controls is crucial in an environment of increased scrutiny. It is important to minimise these risks in an entrepreneurial business, not only for the business itself, but also for the family, property holdings and capital. Implementing controls, securing new financing, efficient tax management and optimisation can all have a positive impact on the bottom line of your business.

## Personal tax

As the owner-manager of a business or a new entrepreneur, corporate tax should not be your only concern. To manage your overall tax burden effectively, you need to understand how tax rules and changes may affect both your personal tax situation and that of your family.

The challenge is that personal tax law is complex and rules can change quickly. KPMG Private Enterprise advisers can work with you to assess the tax rules and tax issues that affect, or may affect, your personal and family taxes, so that you can better manage your overall tax burden while remaining compliant with all tax laws.

## Going public

Taking your company public is an exciting process. It brings with it prestige and higher visibility in the market. At the same time, going public brings new risks, including complex accounting and reporting requirements and the need to manage new stakeholders – like the board and your shareholders.

To get the most reward, you need to be well-informed and well-prepared. KPMG Private Enterprise advisers can work with you to decide whether going public is the right choice for your business. If you go forward, we can help you manage the IPO process and begin to operate in the public company environment.

## Growth

Growth is an essential ingredient to continued business success. While most businesses can achieve growth organically, this can require considerable time and effort. In order to grow sustainably, entrepreneurial businesses must consider all of their market opportunities including seeking out complementary businesses for acquisition, potentially divesting non-core businesses, outsourcing functions to increase cost efficiencies and potentially expanding into the emerging markets.

## Financing and M&A

Mergers and acquisitions can be a great way to grow or diversify, but navigating the options can be challenging, especially for entrepreneurial businesses. How can you be confident that the deal you are making will achieve your desired outcomes?

KPMG Private Enterprise advisers can help you get the most value out of a deal by providing unbiased advice across all stages of the transaction – from strategy development and target identification to implementation. Our advisers can also work with you to evaluate financing options and structure debt solutions that may give you the financial flexibility you need to deliver on your growth plans.

## M&A tax

Every transaction has tax implications. Whether you are contemplating an acquisition, a merger, or restructuring – understanding the relevant tax issues will let you take advantage of tax opportunities while reducing your transaction risks. If you are considering an M&A outside your home jurisdiction, getting specialised tax advice can help you ensure your deal is commercially viable.

KPMG Private Enterprise advisers can work with you to understand the tax implications of your potential deals and help you to structure transactions in ways that are tax-efficient. No matter where you are in the deals lifecycle, KPMG Private Enterprise can help you determine the best tax structures to support your endeavours.

## IT

An effective, well-managed information technology (IT) system is one of the most valuable business advantages an organisation can secure. The right technology, implemented properly, appropriately managed and monitored, can lead to significant gains in growth and efficiency. It is essential to get sound business advice to ensure technology risks are managed. IT is challenging to get right and expensive to get wrong – not only in terms of euros spent, but also in lost efficiency and potential regulatory infringements. KPMG advisers work with clients to analyse business technology issues within their businesses.

## Transfer pricing tax services

Fiscal authorities in many jurisdictions are strengthening their local legislation regarding transfer pricing and increasing penalties for non-compliance. Whether you already have operations in different countries, or plan to expand as part of your strategic goals, understanding tax rules for multinationals is a critical step towards making sure your business is commercially viable and tax-efficient.

KPMG Private Enterprise advisers can assist you with creating a commercially viable multi-jurisdiction tax strategy – one that recognises international issues while incorporating local knowledge and requirements. KPMG Private Enterprise advisers help you see beyond your borders and manage transfer pricing in effective and efficient ways.

## Fraud risk management

Fraud, corporate crime, commercial disputes and litigation: any of these can negatively impact your reputation and undermine your stakeholders' confidence. Regardless of your size, you should understand your key risks and have plans in place for mitigation.

KPMG Private Enterprise advisers can use investigative techniques, specialised technologies and forensic accounting to help you prevent and resolve disputes. If an incident has occurred, we can conduct national and international investigations to help preserve evidence, assist with recoveries and lay a foundation for action. During a litigation or commercial dispute, we can also provide independent and objective analysis of any accounting and financial issues involved.

## Cyber security

When it comes to cyber security, new threats come up every day, while information security is becoming a critical focus of governments and regulators. Are you aware of your biggest cyber threats? Are you managing and protecting your client and employee information appropriately?

You might think because of your size or your location that you are not at risk. That is not the case. Every business faces

cyber threats. KPMG Private Enterprise advisers can work with you to understand your biggest cyber threats and help you create a smart and cost-effective approach to make sure your information remains safe – along with your brand image and reputation.

### Cash and working capital management

When it comes to business costs, many entrepreneurs have challenges understanding their working capital requirements and how they can align their operations in order to maximise cash and reduce debt costs. You may not realise there are tools and processes that can help you manage your working capital far more effectively than ever before.

KPMG Private Enterprise advisers can work with you to understand and forecast your cash flow streams, optimise your processes and develop reporting policies to support and encourage better cash management. KPMG advisers can also help facilitate training and skills transfer so any improvements can be sustained within your organisation.

### Data and analytics

New technologies and innovations are making it easier than ever to get data on your operations and customers. The question is: how can you go beyond the data to achieve actionable insights and use data to manage your risks, reduce your costs and grow your business?

KPMG Private Enterprise professionals can help you make sense of the data you have – and work with you to understand where your business is at compared to your competitors, locally and internationally. Using data and analytics, you can respond to the shifting demands of your customers and make more informed decisions on how to achieve your goals going forward.

### International executive services

Whether you are sending employees on international business travel or multi-year expatriate assignments – proper tax planning, compliance services and technology tools can help you operate more efficiently and reduce assignment tax costs. To do this, you need to know the tax opportunities and challenges of working in different countries. Non-compliance can result in costly penalties and unrecorded liabilities.

KPMG Private Enterprise advisers across KPMG firms can work with you to develop tax programmes that support your strategy while complying with local tax rules. They can also help review your current programmes to improve your tax efficiency and give you straightforward answers on the tax implications of international work your employees do.

### Succession planning

When it comes to running a business, the toughest decisions can be around succession. As an owner-manager, you want to make the right choices, for your business – and your family. Starting early is critical for a smooth transition. By making decisions and developing transition timelines, you can avoid conflict and build the support and buy-in your successor will need.

KPMG Private Enterprise professionals can help you manage the sensitivities that come with succession and provide confidential advice on the implications of any decisions your family might make. When the time comes, we can also help your successor take on his or her new role.

### Selling your business

Deciding to sell your business can be difficult. You have put your life into your work and want to get the value you deserve. But realising value can be challenging. How can you make your organisation attractive and find the right buyer?

KPMG Private Enterprise advisers understand how important this decision is and can help you get the most out of the process. KPMG Private Enterprise can help define your expectations and identify and prioritise potential buyers. Our professionals can also help you make sure that your business is in shape for a sale, evaluate offers, manage due diligence procedures and supervise the transaction.

You have spent years building your business. Let us help you get the most out of selling it.

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