

LEA GLOBAL



# APAC REGIONAL CONFERENCE

## Partner Succession Planning

10 December 2024

---

# Prosperity Advisers

## *Australia*

Allan Mc Keown

---

# Prosperity Advisers

35<sup>th</sup> year of practice

1989	
Revenue	\$100k
Staff	1
Partners	2
Offices	1

2025	
Revenue	\$36M
Staff	195 (139 Australia / 56 Philippines)
Partners	14
Offices	4



# Equity transformation over 35 years

1989 - Revenue \$130k



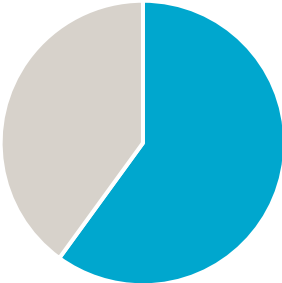
■ 2 Partners

1991 - Revenue \$450k



■ 1 Partner

1996 - Revenue \$1m



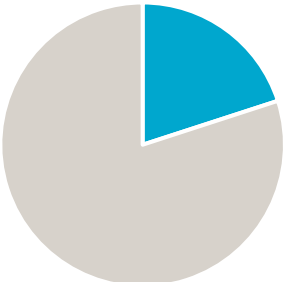
■ 3 Partners

2001 - Revenue \$5.5m



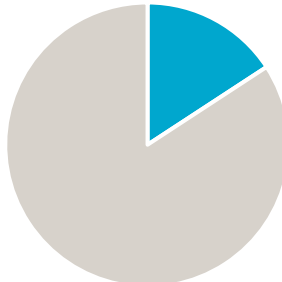
■ 5 Partners

2023 - Revenue \$25m



■ 12 Partners

2025 - Revenue \$36m



■ 14 Partners



# Prosperity succession planning initiatives

---

- Annual declaration of intention
- Path to Partner program
- Strengthen our bench
- Keyman insurance
- At least two of everything



---

**LO HOCK LING & CO.**  
*Singapore*

Pearlyn Chong

---

# Brief History and Background

---

## LO HOCK LING & CO.

<b>Age of Firm</b>	40 years
<b>Initial Structure</b>	Family-held practice with founding partners as family members
<b>Generational Progression</b>	2 generations of family partners; planning transition to 3rd generation of partners
<b>Growth History</b>	Mainly organic
<b>Key Milestones</b>	1990s: Admitted a young partner from among managers 2000s: Admitted 2 more younger partners
<b>Current Partner Composition</b>	Age range: 30s, 40s, 50s Founding and 2nd-generation partners in their 60s (as part of succession planning)

# What Do We Look For in a Young Professional

- Passion for the profession
- Technically strong and diverse skills
- Some young professionals who are technically strong may not have good business acumen – training is needed to groom them
- Firm's culture
  - Employee engagement to attract and develop talent.
  - Understanding our clients business and client relation
- Resilience to hard work with acceptable level of work life integration
- Inter-personal skills to manage a younger professional team





# Succession Planning - Exit Plans Consideration

---

## Merge with another firm

- Valuation and due diligence
- Possible uncertainties whether merger will work out
- My younger partners may lose their seniority and control after merger
- My younger partners may lose their seniority and control after merger
- Risk of losing clients and staff when firm changes image

## Acquisition by Existing Partners

- Handhold younger partners progressively for management transition
- Gradual internal transition of management is transparent to clients for firm's continuity
- Minimise disruption to firm's image and client relation
- Ability to manage staff more effectively
- Continued strategic involvement to diversify the firm's services and grow the firm

---

**POLSON HIGGS**  
*New Zealand*

Michael Turner

---

# Brief History and Background

---

## POLSON HIGGS

<b>Age of Firm</b>	27 years
<b>Number of Partners</b>	5 Partners
<b>Partner Structure</b>	Fixed Income and Equity Partners – no differentiation externally
<b>Partner Retirements</b>	2 in 2024 (7) 1 in 2025 (4)
<b>New Equity Owners</b>	3 new equity owners since 2020
<b>Shareholder Agreement</b>	With timeframes/some valuation mechanisms

# Our Approach

---

- Value business annually even if no transactions
- Include FIP on valuation committee
- Reflect value on balance sheet
- Full transparency of financials to Associates/FIP
- Process/formula/agreed approach – removes vendor/purchase bias when there is a transaction
- Makes it business as usual – no surprises
  - Buy-in in tranches over 2 years (3 payments)
  - Stagger borrowings/reduce impact on income

# Transition

---

## Timeline 2-3 years

- Skills
- Relationships
- Clients
- Internal Responsibilities
- External Relationships – Bank/Insurance/CAANZ
- Procedural



---

# Q&A

---

---

## Contact Details:

- Allan Mc Keown, CEO/Founder at Prosperity Advisers, [amckeown@prosperity.com.au](mailto:amckeown@prosperity.com.au)
- Pearlyn Chong, Managing Partner at Lo Hock Ling & Co, [pchong@lohocklingco.com.sg](mailto:pchong@lohocklingco.com.sg)
- Michael Turner, Managing Partner at Polson Higgs, [michael.turner@ph.co.nz](mailto:michael.turner@ph.co.nz)

