THE STRUCTURE OF SUCCESS
A Framework to Help Build
Your Business Better

By Patrick Esposito

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AT LAST, A NO-NONSENSE GUIDE FOR LEADERS OF SMALL TO MID-SIZED COMPANIES TO HELP THEM MANAGE RISKS AND DRIVE LONG-TERM SUCCESS

Entrepreneur, Lawyer, and Business Expert Patrick Esposito Provides
A Framework for Building Stronger, More Resilient Businesses
In THE STRUCTURE OF SUCCESS.

"We often obsess over external factors that can impact our businesses, but the reality is that it is the internal factors that make the difference between success and failure. The structural components you use to operate your business will, ultimately, do more to drive positive outcomes and help you to manage risks and threats than most of the other decisions or actions you take in your business," writes Patrick Esposito in his new book **THE STRUCTURE OF SUCCESS** (An Inc Original; October 3, 2023).

With over twenty years of experience as a serial entrepreneur, investor, lawyer, and advisor, Esposito has written **THE STRUCTURE OF SUCCESS** to help executives at small to mid-size companies build strong, resilient organizations. "During my career, I have had the privilege of supporting nearly one hundred companies and other organizations in various ways, from assessing how to build and rebuild their businesses to supporting the creation of new business-oriented organizations within the U.S. Department of Defense. The tenets in this book are fit for battle and ready for you to use to benefit you and your business ventures as you prepare for whatever lies ahead," he maintains.

Esposito's advice is not only based on his own experiences, but also on the insights he gleaned from a survey of leaders in businesses as varied as professional services,

manufacturing, technology, retailing, transportation, and more. According to Esposito, companies that thrive, build internal structures based on a simple framework of approaches, methodologies, and tools to determine and implement decisions that focus on the eight categories that most impact success, including:

Governance models and governance team composition – Esposito explains that governance impacts everyone who works in the business as well as the company's customers and stakeholders. Therefore, he outlines various options for a sound governance structure and provides an in-depth example, delineating how to build a well-functioning governance team.

Management team models, composition, engagement, and compensation – Esposito provides guidance for developing an effective management team, including the best way to engage and compensate team members. He recommends that leaders examine their existing team's strengths, and seek diversity of experiences and viewpoints as they move forward. This section includes an example using the approaches, methodologies, and tools framework.

Adjustments and pivots

Here, Esposito focuses on the fact that there is often a time when companies need to reinvent or modify their business models or strategy. Whether it is because of market conditions, competition, sales performance, or other issues, Esposito shows how to explore options and move forward using the approaches, methodologies, and tools framework.

Growth and infrastructure development – Esposito points out that there are four questions that management and governance teams should ask themselves when contemplating growth and internal infrastructure needs:

- 1. What is missing and what is needed to create the desired outcomes?
- 2. What needs to be done to support the business culture or rebuild it?
- 3. What are priorities for investments?
- 4. What are the critical timelines for implementation of these priorities? Using an example, he then delineates how to make and implement these important decisions.

Business disputes and breakups – Esposito writes, "There are three essential components to solving business disputes among partners or owners: developing the right mindsets, agreeing on the processes, and writing down their dispute resolution plans clearly and unambiguously." To prepare the key documents, Esposito suggests that partners answer such questions as:

- 1. What is your current dispute resolution plan?
- 2. What types of disputes does it allow you to address?
- 3. What do you want to protect from encroachment by your business to decrease the potential for resentment in your business relationships?

Acquisitions, mergers, exits, and other business transactions – Esposito states that there are three elements to mastering opportunities like acquisitions, sales, or exits, instead of allowing them to derail the trajectory of a business. These include:

- 1. Getting the business organized and ready by keeping legal and business documents up-to-date.
- 2. Being rational and collaborative instead of overly emotional, sentimental, or optimistic when examining transaction opportunities.
- 3. Understanding that sequencing, market timing, pace, and a leader's own mental state are everything when it comes to transaction opportunities. Esposito provides complete guidance on how to prepare for likely transactions.

Disaster preparedness and management – To plan for disruptions and disasters, leaders must:

- 1. Identify, assess, and prioritize potential disasters and risks.
- 2. Develop response and mitigation plans for the potential disasters and risks.
- 3. Review, experience, and update the disaster assessments and plans. Esposito presents a step-by-step framework that simplifies the steps needed for effective disaster preparation.

Succession planning – Few leaders want to think about emergency and long-term succession plans. But it is critical to do so. Esposito shows how to develop succession plans to position businesses for future successes, while allaying leaders anxiety about "what if" scenarios.

Filled with interesting personal anecdotes, compelling research results, and examples of how to apply the book's frameworks, **THE STRUCTURE OF SUCCESS** will not only help leaders strengthen their business outcomes, but will result in less worrying and improved personal time management and work/life balance. "These resources will allow you to continue to successfully build jobs, teams, products, services, communities, wealth, or whatever else you do by helping you to improve your business from the inside," Esposito concludes.

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ABOUT THE AUTHOR

Patrick Esposito, author of **THE STRUCTURE OF SUCCESS**, is an entrepreneur, attorney, and board member who has helped to found, lead, and advise businesses in technology, consulting, and other sectors as well as U.S. government organizations. Esposito was co-founder and CEO of Augusta Systems, Inc. which was acquired by Intergraph Corporation (a subsidiary of Hexagon AB), and was co-founder, COO, and board member of Resilient Technologies LLC which was acquired by Polaris Inc. Currently, Esposito serves as president of ACME General Corp. and also as counsel with Spilman Thomas & Battle law firm. Esposito recently launched Initiative Labs LLC to help leaders apply the approaches and tools in this book. He is a graduate of West Virginia University and the Georgetown University Law Center. He also earned a master of studies degree at the University of Oxford, England. You can learn more at www.patrickesposito.com.