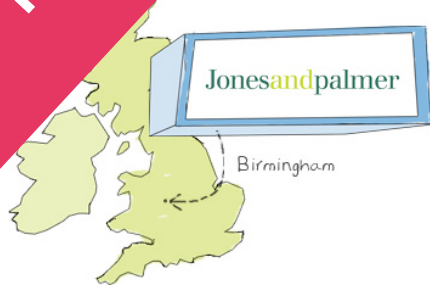


# CASE STUDY



## Succession planning and transition in a family-owned business

Ian Houston had a vision he wanted to make a reality. He wanted to plan an effective transition in his family-owned business to bring his son James in to run it.

Ian was Managing Director of Jones and Palmer, a company that prints annual reports for public companies. He also knew that the business had to change to embrace new technologies and ways of working to thrive in a very competitive marketplace.

Ian met Peter Sturrock, Managing Director of Ithaka and asked him to help him solve his problem. Today with the hand-over completed, Ian plays a lot of golf and James runs the business.

There have been many changes along the way. Jones and Palmer still prints annual reports, but it does much more.

Today Jones and Palmer provides a complete corporate investor relations service. It also develops investor relations websites, video and marketing programmes which helps its clients present themselves in the best way possible. Its clients include ITV, Ocado, Premier Foods and Halfords.

Ithaka helped Jones and Palmer create a very smooth and successful leadership transition from father to son. This has helped Jones and Palmer transform the way it does business.

James completed the Ithaka Director Development Programme, and he also put two of his directors through it. And all three participate in the Leaders Forum. This has placed Jones and Palmer in an excellent position to sustain the strong growth they have enjoyed in recent years.

James said *“The programme removed the feeling of being “lonely at the top “ because I was in a group with a vastly experienced facilitator, and other leaders with similar challenges. We discussed issues in a confidential and safe environment, and this delivered ideas that I’ve used to totally transform our business.”*

