

BOTTOM LINE

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**EXPLORING ALTERNATIVES TO TRADITIONAL EMPLOYMENT:
FREELANCERS, GIG WORKERS, AND INDEPENDENT CONTRACTORS**

**EMBRACING CORPORATE SOCIAL RESPONSIBILITY:
THE PATH TO SUSTAINABLE BUSINESS**

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THE KEY TO THRIVING IN A CHANGING LANDSCAPE**

**SUCCESS AFTER SUCCESSION:
PRESERVING THE VALUE OF YOUR BUSINESS**

BRINGING A UNIQUE UNDERSTANDING OF KEY ISSUES FACING YOUR BUSINESS

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We find ourselves now in the heart of tax season, also known as busy season for many accountants who provide tax and other services to the business community. For many businesses this is the main time of the year they focus on their financial picture, typically getting financial statements and tax information from their accountants. As we work with our clients, we find ourselves making recommendations on improving operations, implementing technology and systems, discussing ways to increase profitability, and discussing business trends. We also find ourselves fielding questions on a myriad of business and tax questions.

Some of the key issues businesses are grappling with and will continue to grapple with during 2025 are:

- ▶ Rapid changes in technology and the need to adopt new technology to streamline operations. The increased capabilities of AI, software integration (*back office and operational*), customer experiences, and more.
- ▶ Managing a diverse workforce across generations which requires significant retooling of leadership capabilities and a different way of looking at your business. In addition, you will need to remain flexible in the work environment to maximize work-life balance and flexibility in order to retain staff in the current competitive labor market. Businesses are looking to alternative employment and the gig economy for some relief ([see page 3 – Exploring Alternatives to Traditional Employment](#)).
- ▶ Navigating supply chain disruptions coupled with rising costs.

- ▶ Putting a greater emphasis on customer experiences and aligning with customer values ([see page 7 – Embracing Corporate Social Responsibility](#)).
- ▶ Navigating the landmines of cybersecurity and the increased threats coming from cyber criminals.
- ▶ Understanding changes within your industry, business practices, and ensuring ongoing sustainability. This requires you to be more adaptable in your business model ([see page 11 – Business Adaptability](#)).
- ▶ Adapting to the financial, social, and tax instability we are currently experiencing. Everything seems to be in a state of flux and it is hard to make decisions when the landscape keeps changing.
- ▶ Aligning your business for succession as baby boomers give way to the next generations ([see page 13 – Success After Succession](#)).

The challenges of running a business have increased in recent years with every day bringing new challenges and opportunities. It was 5 years ago that the COVID-19 Pandemic was front and center in every decision we made, both personally and professionally, and it has been a non-stop state of change (*and stress*) for many of us since then, with much of our energy dedicated to crisis management. In 2025, the COVID pandemic is behind us, but we are still grappling with the aftermath of the pandemic, which is necessitating that we become more strategic in our thought process. As accountants and business advisors we have been at the forefront of this, helping to understand and communicate the impact of pandemic and post-pandemic issues on the evolution of business; both as business owners ourselves and as advisors to business owners. We can help you navigate your issues and concerns too.



EXPLORING ALTERNATIVES TO TRADITIONAL EMPLOYMENT: FREELANCERS, GIG WORKERS, AND INDEPENDENT CONTRACTORS



As the nature of work evolves, businesses increasingly rely on alternative employment arrangements beyond traditional full-time employees. The rise of the gig economy, independent contractors, and contingent workers offer flexibility, cost-effectiveness, and access to specialized skills. For companies looking to scale or adjust to fluctuating workloads, these alternatives provide valuable options. However, there are distinct differences between these classifications that business owners should understand, especially when considering tax obligations and regulatory compliance.

THE GIG ECONOMY: A GROWING WORKFORCE

In 2022, around 36% of the U.S. workforce engaged in some form of gig work, and that number is expected to continue rising. Gig workers, also known as freelancers, work on short-term projects, often balancing multiple clients. Their appeal lies in the flexibility they offer both workers and businesses. Gig workers can be hired on a project or task basis, allowing companies to access talent quickly and cost-effectively without the need for long-term commitments.

TYPES OF GIG WORKERS:

- ▶ **Freelancers and Independent Contractors:** Writers, graphic designers, bookkeepers, and consultants, who take on individual projects.
- ▶ **Platform-based Workers:** Uber drivers, food delivery couriers, and those who find clients through platforms like Upwork or Fiverr.
- ▶ **Self-Employed Individuals:** Business owners who may take on gig-like work, providing services across various clients.

Gig workers are typically classified as 1099 workers, meaning they receive IRS Form 1099 for tax purposes instead of the traditional W-2 form that full-time employees receive.

BENEFITS OF HIRING GIG WORKERS

There are several advantages to hiring gig workers, particularly for businesses navigating fluctuating workloads or needing specific expertise for short-term projects.

1. FLEXIBILITY:

Businesses can hire workers on an as-needed basis without long-term financial commitments. This is especially valuable for seasonal or project-based industries.

2. COST-EFFECTIVENESS:

Hiring gig workers can reduce overhead costs since businesses are not required to provide benefits like health insurance, retirement contributions, or paid time off.

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3.

ACCESS TO SPECIALIZED SKILLS:

Companies can tap into a global talent pool, finding freelancers with the exact skills needed for specific tasks. Whether it’s digital marketing, software development, or graphic design, freelancers offer a diverse range of expertise.

4.

REDUCED ADMINISTRATIVE BURDENS:

Gig workers are responsible for managing their own taxes and insurance, relieving businesses of many administrative tasks associated with full-time employment.

TAX CONSIDERATIONS FOR GIG WORKERS AND INDEPENDENT CONTRACTORS

One critical difference between gig workers and traditional employees is tax obligations. Businesses must ensure they classify workers correctly to avoid penalties and compliance issues.

- ▶ **W-2 Employees:** Employers must withhold taxes for full-time employees, including income tax, Social Security, and Medicare. Businesses are also responsible for half of the employee’s Social Security and Medicare contributions.
- ▶ **1099 Gig Workers:** Freelancers, independent contractors, and other gig workers handle their own tax obligations. Businesses only need to file a Form 1099-NEC or 1099-MISC for workers paid \$600 or more in a calendar year. Gig workers must estimate and pay their taxes quarterly, covering both the employee and employer portions of Social Security and Medicare (*self-employment tax*).

Misclassifying a worker as an independent contractor when they should be an employee can result in fines and back taxes. The IRS and **Department of Labor (DOL)** closely monitor these classifications, especially after the DOL’s 2024 ruling clarifying the criteria for determining worker status. Key factors include the worker’s control over their work, the permanence of the relationship, and whether the worker’s services are integral to the company’s operations. Also keep in mind, that even if a worker is an independent contractor, you still may be responsible to cover them for workers compensation if they don’t have their own policy.

POTENTIAL DOWNSIDES OF GIG WORKERS

While hiring gig workers offers numerous benefits, there are challenges businesses should consider:

- ▶ **Increased Hiring and Training Costs:** Businesses may need to hire gig workers more frequently, incurring ongoing recruiting and training costs.
- ▶ **Quality Control:** Ensuring consistent quality can be difficult when working with multiple freelancers or short-term contractors, especially when the team is remote.
- ▶ **Loyalty and Commitment:** Gig workers typically operate on short-term engagements and may not have the same level of investment in the company’s long-term success as full-time employees.

STRATEGIC USE OF GIG WORKERS AND CONTRACTORS

Hiring gig workers can make sense for many situations:

- ▶ *Short-term projects that require specialized skills.*
- ▶ *Seasonal increases in workload where hiring full-time staff would not be practical.*
- ▶ *Budget constraints, where hiring permanent staff would strain financial resources.*

Gig workers and contractors offer a way to remain nimble in a competitive market. Businesses just need to ensure they maintain compliance with tax rules and properly classify workers to avoid costly errors.

KEY TAX CONSIDERATIONS

All workers are subject to three primary taxes: income tax, Social Security tax, and Medicare tax. Although managing these taxes for both employees and independent contractors may seem overwhelming, effective payroll software can simplify the process significantly—often requiring just the click of a button. Let’s explore how independent contractors and employees approach these tax obligations differently:

TYPE OF TAX	PURPOSE OF THE TAX	TAX RATE	INDEPENDENT CONTRACTORS	EMPLOYEES
INCOME TAX	REGULAR INCOME TAXES	DEPENDS ON INCOME	DEPENDS ON INCOME	DEPENDS ON INCOME
SOCIAL SECURITY TAX	USED TO FUND SOCIAL SECURITY	12.40%	RESPONSIBLE FOR PAYING THE ENTIRE 12.4% EVERY YEAR	ONLY RESPONSIBLE FOR PAYING HALF (6.2%), WHILE THEIR EMPLOYER IS RESPONSIBLE FOR THE OTHER HALF
MEDICARE TAX	USED TO FUND MEDICARE (PUBLIC HEALTHCARE)	2.90%	RESPONSIBLE FOR PAYING THE ENTIRE 2.9% EVERY YEAR	ONLY RESPONSIBLE FOR PAYING HALF (1.45%), WHILE THEIR EMPLOYER IS RESPONSIBLE FOR THE OTHER HALF

The gig economy and freelance workforce provide businesses with an alternative to traditional employment that is both flexible and cost-effective. As this sector continues to grow, companies can strategically integrate gig workers to meet project needs, access specialized skills, and remain competitive in an ever-changing marketplace. However, navigating tax obligations and properly classifying workers are essential for ensuring compliance and avoiding potential pitfalls.

KIMBERLY MARTINEZ, CPA
DIRECTOR





EMBRACING CORPORATE SOCIAL RESPONSIBILITY: THE PATH TO SUSTAINABLE BUSINESS

In today's dynamic business landscape, companies are increasingly recognizing the importance of **Corporate Social Responsibility (CSR)** as an integral part of their identity and operations. CSR is the concept that businesses have a responsibility to do good, encompassing the need to self-regulate their actions and be socially accountable to their customers, stakeholders, and the world at large. This commitment can manifest in various tangible practices, categorized into four main types of CSR: environmental, ethical, philanthropic, and economic responsibility.

THE FOUR TYPES OF CORPORATE SOCIAL RESPONSIBILITY

1. ENVIRONMENTAL RESPONSIBILITY:

Companies committed to CSR engage in environmentally friendly practices that go beyond mere compliance with regulations. This means genuinely minimizing harm and championing sustainability. Businesses can reduce their environmental impact by using alternative energy sources, implementing recycling programs, or donating to local environmental organizations.

2. ETHICAL RESPONSIBILITY:

Ethical responsibility involves ensuring fair business practices throughout the organization. This includes treating all employees, stakeholders, and customers with respect and fairness. Examples include setting higher minimum wages, ensuring ethical sourcing of materials, and providing comprehensive benefits for employees.

3. PHILANTHROPIC RESPONSIBILITY:

Modern businesses don't just exist to profit; they also serve their communities. Philanthropic responsibility involves giving back through donations or support for local causes that align with the company's mission. This can range from sponsoring a local nonprofit event, establishing staff volunteer days, or contributing a portion of earnings to a larger cause.

4. ECONOMIC RESPONSIBILITY:

Acting with economic responsibility means prioritizing the greater good over maximizing profits. This could involve partnering with suppliers who use sustainable materials or committing to transparent salary practices that address pay disparities.

WHY BUSINESSES SHOULD HAVE A SOCIAL RESPONSIBILITY PROGRAM

- **Enhanced Brand Reputation:** A commitment to social responsibility can improve a company's image and build trust with consumers, leading to increased customer loyalty.
- **Attracting Talent:** Many employees, particularly younger generations, prefer to work for organizations that prioritize social responsibility. A strong CSR program can help attract and retain top talent.
- **Risk Management:** Engaging in socially responsible practices can help mitigate risks associated with regulatory compliance, reputation management, and operational sustainability.
- **Long-Term Profitability:** Companies that invest in social responsibility often see financial benefits, as consumers are more likely to support businesses that demonstrate a commitment to ethical practices.
- **Positive Impact on Society:** By implementing social responsibility programs, businesses contribute to social change, helping to address pressing issues such as climate change, inequality, and community development.

MILLENNIALS WANT TO SEE MORE CORPORATE SOCIAL RESPONSIBILITY

To millennials and Generation Z, socially responsible companies are increasingly important. They believe companies should invest in improving society and look for solutions that assist in those improvements. A recent poll revealed that 80 percent of young Americans are likely to base their purchases on a brand's mission or purpose, while 74 percent would boycott brands that cross an ethical line and go against their personal values.

Thus, companies need to share how they are trying to make a positive impact on the world, ensuring the public is aware of their pro-social initiatives. Showcasing these efforts is crucial, as it can sway consumer choices. Millennials also prefer to participate in initiatives such as volunteer work or donations. As more companies recognize the impact of socially and environmentally conscious efforts on consumer perception, the likelihood of them initiating their own CSR programs increases.

CHANGING CORPORATE SOCIAL RESPONSIBILITY TRENDS

Activism by millennials and other generations continues to influence changing trends in CSR. Companies are expected to take public stands against on-the-job harassment and discrimination, as evidenced by the #MeToo movement.

Workplace diversity is also expanding to embrace people of all races, genders, cultures, disabilities, and sexual orientations. Many brands are becoming more vocal about supporting important social issues on social media, yielding positive effects.

Furthermore, companies are finding their own voices to speak out against social injustice and policy changes that may negatively impact the environment. Policies protecting data privacy in an evolving landscape are also becoming integral to CSR trends, particularly as data breaches threaten personal information.

For example, in 2022, Patagonia's founder, Yvon Chouinard, set a new standard in environmental corporate leadership by giving away the company and its future profits to combat climate change. He stated, *"If we have any hope of a thriving planet – much less a thriving business – 50 years from now, it is going to take all of us doing what we can with the resources we have."*

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CORPORATE SOCIAL RESPONSIBILITY AND AI

While AI offers many benefits to organizations—automation, optimization, and personalization—it also carries risks. Since AI relies heavily on data to learn and provide insights, poor or incorrect data can lead to skewed results and biases that promote inequality or prejudice. There is a significant connection between responsible AI and efforts to promote social and environmental sustainability.

Customers may also become confused about how AI is used within a company, leading to an environment of mistrust if transparency and fairness in its application are not prioritized. This is where **Responsible Artificial Intelligence (RAI)** comes into play. According to an MIT expert survey, 90% of managers in companies with at least \$100 million in annual revenues reported that their organization’s RAI and CSR efforts are linked.

EXAMPLES OF SOCIAL RESPONSIBILITY

1. CERINI & ASSOCIATES, LLP:

A leading audit, tax, and business advisory firm has launched a collaboration with Book Fairies, Inc., a 501(c)(3) not-for-profit organization that collects gently used books and distributes them to people in need throughout metropolitan Long Island and New York City. This partnership aims to improve literacy, thereby helping to break the cycle of poverty for many children in lower socio-economic areas. For every chargeable hour that any accountant or advisor at Cerini & Associates works, they will cover the cost to distribute a book to a child without access to books. So far, through this initiative, over 230,000 books have been placed into the hands of children.

2. STARBUCKS CORP. (SBUX):

Has committed to CSR from the start, focusing on sustainability and community welfare. The Company purchases Fair Trade Certified ingredients and actively supports sustainable farming in the regions where it sources its products.

3. TARGET CORP. (TGT):

Big-box retailer Target is well-known for its social responsibility programs, having donated significant funds to communities in which its stores operate, including education grants and other community initiatives.

In an era where consumers and employees alike are increasingly discerning, the significance of **Corporate Social Responsibility (CSR)** cannot be overstated. Businesses that embrace CSR not only contribute to societal well-being but also foster stronger connections with their communities, employees, and stakeholders. By committing to environmental sustainability, ethical practices, philanthropy, and economic responsibility, companies can create a positive impact that extends beyond their balance sheets.

As we look to the future, companies must continue to innovate their CSR strategies, particularly in the face of rising consumer expectations and emerging technologies like AI. By aligning their business practices with the values of their stakeholders, businesses can position themselves as leaders in the movement towards a more just and sustainable world. Ultimately, a commitment to CSR is not only good for business; it is essential for building a better future for all.

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SUPERVISOR





BUSINESS ADAPTABILITY: THE KEY TO THRIVING IN A CHANGING LANDSCAPE

In today's fast-paced and unpredictable business environment, the ability to adapt has become a crucial strategy for survival and success. Business adaptability refers to an organization's capacity to respond swiftly and effectively to changes in market conditions, trends, and challenges. This involves not only altering operations but also fostering a culture that embraces innovation and continuous improvement. The most successful businesses leverage adaptability to stay ahead of the competition and navigate obstacles with resilience.

WHAT IS BUSINESS ADAPTABILITY?

At its core, business adaptability encompasses several key components:

- **Agility:** *The ability to react quickly to market changes while keeping long-term goals in focus.*
- **Innovation:** *Continuously building on competitive advantages to achieve new levels of creativity and efficiency.*
- **Organizational Transparency:** *Maintaining visibility into strategic priorities and decision-making processes.*
- **Flexible Resource Deployment:** *Effectively managing information and resources as needed.*
- **Value-Driven Collaboration:** *Engaging relevant stakeholders to drive positive outcomes.*

Being adaptable means more than just changing course; it involves creating a culture that encourages risk-taking, learning, and responsiveness. Successful organizations anticipate future changes and are proactive in adjusting their products, processes, and strategies. They recognize that change is an ongoing process requiring constant vigilance and attention.

WHY IS ADAPTABILITY IMPORTANT?

Adaptability is essential for several reasons:

1. EFFECTIVE RESPONSE TO CHANGE:

Organizations that can adapt quickly are better equipped to handle unexpected circumstances, enabling them to thrive even during crises.

2. ENHANCED CREATIVITY AND INNOVATION:

Flexible businesses are more adept at recognizing and seizing new opportunities, fostering a culture of innovation.

3. PERSONAL AND PROFESSIONAL GROWTH:

An adaptable culture encourages continuous learning, empowering employees to develop new skills that enhance their performance and the organization's overall effectiveness.

4. CUSTOMER AND EMPLOYEE FOCUS:

Adaptable businesses prioritize feedback, swiftly addressing customer needs and creating a trustful, empowered workplace that values collaboration and new ideas.

5. NAVIGATING UNCERTAIN TIMES:

The past few years have underscored the importance of adaptability. Events like the COVID-19 pandemic, economic downturns, and geopolitical tensions have disrupted traditional business models and consumer behaviors. Companies that quickly pivoted to remote work, embraced digital transformation, and adapted their product offerings were better positioned to survive and even thrive. For example, businesses that shifted to e-commerce platforms or enhanced their digital marketing strategies capitalized on changing consumer preferences during lockdowns.

6. RISK MANAGEMENT:

In an era of increasing uncertainty, adaptability allows organizations to identify potential risks and mitigate them before they escalate. This proactive approach enhances business continuity and fosters resilience, ensuring that companies can bounce back more effectively from setbacks.

HOW TO FOSTER BUSINESS ADAPTABILITY

To cultivate adaptability within your organization, consider the following steps:

1. EMBRACE CHANGE:

Accept that change is a natural part of business. The more open you are to it, the more adaptable your organization will become.

2. ENCOURAGE OPEN-MINDEDNESS:

Foster an environment where diverse perspectives are valued, and team members feel comfortable sharing ideas.

3. COMMIT TO CONTINUOUS LEARNING:

Promote a culture of ongoing skill development and knowledge acquisition to prepare your team for new challenges.

4. DEVELOP DECISIVE LEADERSHIP:

Enhance decision-making skills at all levels, enabling your organization to make swift choices in response to market shifts.

5. PROMOTE FLEXIBILITY:

Encourage adaptability in planning and operations, allowing for adjustments as circumstances evolve.

6. CULTIVATE RESILIENCE:

Foster a mindset that embraces setbacks as learning opportunities, supporting employees as they navigate challenges.

In an era marked by rapid change and uncertainty, business adaptability is no longer optional; it's a necessity. Organizations that embrace adaptability as a core competency are better positioned to thrive amidst unpredictability, innovate continuously, and create lasting value for customers and employees alike. By prioritizing agility, fostering a culture of learning, and remaining open to new ideas, businesses can navigate the complexities of the modern landscape with confidence and resilience.

Adaptability is not just a response to external pressures; it is a proactive strategy for growth and sustainability. As businesses look to the future, those that invest in building adaptable cultures will be the ones that not only survive but flourish in the face of challenges.

JACOB LUTZ, CPA
DIRECTOR

SUCCESS AFTER SUCCESSION: PRESERVING THE VALUE OF YOUR BUSINESS



THE IMPORTANCE OF SUCCESSION PLANNING

Succession planning is a critical process for business owners, ensuring that their enterprises can continue to thrive long after they step away. A well-thought-out succession plan guarantees business continuity, minimizes conflict, preserves the value of the company, and creates a clear retirement and exit strategy.

BUSINESS CONTINUITY

At its core, a succession plan aims to maintain stability. By identifying and preparing future leaders, business owners can ensure that operations run smoothly without interruption. This proactive approach not only protects the company's reputation but also its relationships and financial health.

MINIMIZING CONFLICT

Succession planning can significantly reduce disputes among family members, business partners, and key employees. By clearly defining roles and responsibilities, misunderstandings are minimized, and everyone involved understands their part in the transition process. This clarity is essential for maintaining morale and ensuring a smooth transition.

PRESERVING VALUE

An effective succession plan also plays a crucial role in preserving the value of the business. In the absence of a clear plan, companies may lose value due to uncertainty, mismanagement, or legal disputes. Proper planning helps maintain the business as a valuable asset for heirs or potential buyers, ensuring its legacy continues.

RETIREMENT AND EXIT STRATEGY

For business owners, succession planning facilitates retirement and allows for the creation of an exit strategy that aligns with personal and financial goals. Whether the goal is to sell the business, pass it on to family members, or transition it to key employees, having a structured plan in place can lead to a smoother and more profitable exit.

STEPS TO CREATE A SUCCESSION PLAN

Creating an effective succession plan involves several key steps:

- 1. Identify Successors:** Determine who will take over the business upon your departure. This could be a family member, business partner, or key employee. Evaluate their skills and commitment to ensure they are well-suited for the role.
- 2. Develop a Training and Development Plan:** Once potential successors are identified, create a training plan to prepare them. This could involve formal training, mentoring, and gradually increasing their responsibilities.
- 3. Create a Timeline:** Establish a timeline for the transition, including a target date for retirement and a clear outline of steps leading to that date. This helps keep the process on track.
- 4. Establish Clear Communication:** Open communication is vital. Discuss the succession plan with successors, family members, and key employees to prevent misunderstandings and ensure alignment.
- 5. Consider Legal and Financial Implications:** Consult with an estate planning attorney and financial advisor to address legal and financial aspects, including updating wills and creating buy-sell agreements.
- 6. Regularly Review and Update the Plan:** As circumstances change, revisit the succession plan at least annually to ensure its continued relevance and effectiveness.

COMMON SUCCESSION PLANNING STRATEGIES

Several strategies exist for effective succession planning, each with its advantages and disadvantages:

- **Family Succession:** Passing the business to family members can be rewarding but requires careful planning and clear communication to set realistic expectations and address competency and relationship issues. While transferring a business to family can help preserve legacy and values, it also poses unique challenges, such as potential conflicts that can disrupt operations and issues of fairness when dividing ownership. Therefore, a well-structured succession plan is essential for addressing these potential challenges and ensuring both business stability and family harmony.

- **Sale to Business Partners or Key Employees:** Selling to business partners or key employees can provide continuity and stability, leveraging their understanding of the company. This approach not only facilitates a seamless transition due to their familiarity with operations but also fosters a sense of ownership and accountability among trusted team members, motivating them to enhance the legacy you've built. Establishing a buy-sell agreement can aid in this smooth transition. Key steps in this process include identifying suitable candidates, negotiating terms, financing the transaction, and transitioning leadership. While this strategy often results in operational continuity, it may also pose challenges in financing and strategic decision-making.
- **Third-Party Sale:** If there is no suitable successor, selling to a third party or private equity firm can be a viable succession strategy. This process typically involves thorough preparation to attract potential buyers, ensuring fair value, and negotiating terms. While this route can be lucrative, it is essential for owners to remain involved throughout the process to maintain alignment in values and objectives.
- **Employee Stock Ownership Plans (ESOPs)** offer a unique approach to business succession by allowing employees to gradually take ownership, thereby aligning their interests with the company's success. This strategy can significantly enhance employee retention and motivation, while also providing tax efficiency. However, implementing an ESOP involves complexities and costs that can be considerable, and the immediate financial benefits may not be readily apparent. While ESOPs reward loyal employees, they may not provide immediate liquidity, making careful consideration essential when adopting this approach for succession planning.

Succession planning is essential for any business owner looking to preserve their legacy and ensure the company's continued success. By implementing a comprehensive succession plan, business owners can navigate transitions smoothly, minimize conflict, and maintain the value of their enterprise for future generations. Whether through family succession, employee ownership, or selling to a third party, the right strategy can lead to a successful and rewarding transition.

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