

THE BILLION-DOLLAR BLIND SPOT

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The Problem

*This is not a talent
problem or a
technology problem.*

*It is a process
problem, and it is
costing your
institution millions
every year.*



Datos Insights' research reveals that **55%** of business owners with **\$5 million+** in revenue maintain their household accounts elsewhere or only partially consolidate with their business's primary bank.



More than **50%** of small and mid-sized business owners report their primary bank has never discussed private banking or wealth services with them.



Yet **42%** of small-business owners and **50%** of mid-sized company executives would consider using their commercial bank for personal or wealth management needs.

Why It Happened: The Silo Effect

How Silos Drive Clients Away And Erode Trust



No one owned the full client relationship



No holistic needs assessment



No integrated solution delivery system



No colleague **conversationally competent** to talk to the business owner holistically



The True Cost of Process Failure

Immediate and Long-Term Financial and Reputational Impacts



The Silo Tax: Loss of Trust



Business Owner Migrates To Smaller, Nimbler Competitors



Loss of Reputation: Looking Like Vultures Focusing On Business Owners Only At Exit



Massive Relationship Loss and Loss of Introductions To Other Business Owners



Competitor Comparison

What High-Performing RIAs Do Differently



Business owners increasingly expect their financial partners to understand their complete situation and provide integrated solutions for their business and their personal/family wealth.




Integration Without Silos



Best of Breed Objectivity



Depth Over Breadth



No Quotas or Sales Pressure



Bank's Natural Advantages

The Bank's Advantage Is Hiding In Plain Sight



Defining Holistic Service

Personal Wealth
Individual and Family

Banking and Investments

Personal Protection

Financial Planning

Personal Real Estate

Business Owner
Client

The Bridge

Where Personal Meets Business
Most Overlooked Opportunity

Succession and Transition

Owner Compensation

Integrated Risk Management

Business Operations
Company Needs

Banking and Treasury

Business Protection

Employee Benefits

Growth and Advisory

Commercial Real Estate



The Business Owner Life Cycle Framework

Four Stages of Business Evolution and Their Unique Needs



Start Up and Early Growth Business Needs:

Initial funding, cash management, equipment financing, working capital lines, ISO/RSUs.



Growth and Expansion Business Needs:

Expansion financing, acquisition funding, scaling, commercial real estate expansion, and benefit/retirement plans.



Maturity and Optimization Business Needs:

Refinancing for optimization, dividend recaps, employee retention, and succession planning.



Transition and Legacy Business Needs:

Business valuation, succession financing, management buyouts, retirement plan wind-down, sale preparation, and transition, legacy planning.

2 5 Y E A R S

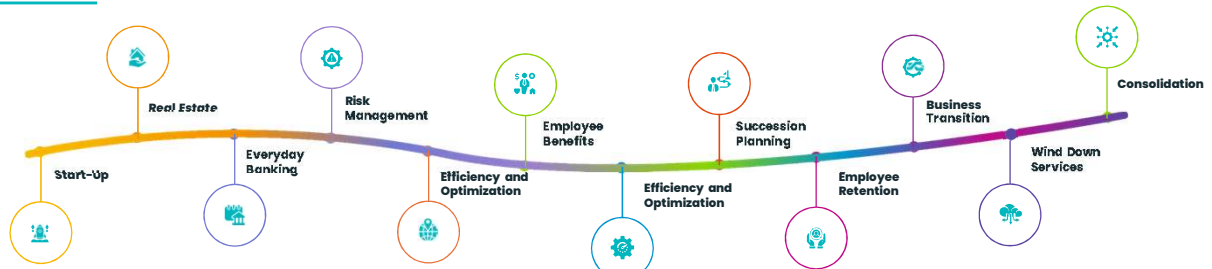


The Business Owner Journey

Personal and Business Journey



Understanding the Business Life Cycle and Events



Cross-Stage Crises

Emergency Line of Credit | Bridge Loans | Covenant Modifications | Same Day ACH | Fraud Monitoring and Protection | Fee Waivers | Restructuring | Asset Protection | Risk Assessment Reviews | Cash Flow Crisis | Turnaround Financing



Speaking the Language Of the Business Owner

The most successful advisors understand what jobs their Business Owner clients are trying to get done.

HOW "BANKERS" TALK	HOW OWNERS THINK
AUM and Fee Income <i>Assets under management, revenue metrics</i>	Cash Flow and Payroll <i>Can I make payroll? What's my runway?</i>
Wealth Referral <i>Hand off to the wealth team</i>	Key Employee Retention <i>How do I keep my best people?</i>
Estate Planning <i>Trusts, titling, beneficiary designations</i>	Business Continuity <i>What happens to the business if I am gone?</i>
Investment Asset Allocation <i>Portfolio construction, risk tolerance</i>	Capital for Growth <i>Funding the next location, the next hire</i>
Product Solutions <i>Annuities, managed money, insurance, loans</i>	Owner Compensation <i>How do I pay myself tax-efficiently?</i>
Line of Business <i>Commercial, business banking, private banking, wealth management</i>	The Business as a Whole <i>All of it, every day, all at once</i>

SHIFT TO

Business owners do not compartmentalize their financial lives; they live them all at once. Neither should you.



The Advisor Value

Expressed from the Business Owner Perspective



Start Up | Growth | Maturity | Decline / Transition | Cross-Stage Crisis Events

At any stage of business growth, unexpected events and important turning points will happen.

Business Events

- ▶ Business formation and legal structure setup
- ▶ Initial capital injection/seed funding needs
- ▶ Equipment financing and technology setup
- ▶ Commercial real estate acquisition/lease financing
- ▶ Working capital lines of credit establishment
- ▶ Business banking account setup and cash management Initial
- ▶ Insurance needs assessment
- ▶ Payroll system implementation
- ▶ Business credit establishment SBA
- ▶ Loan applications
- ▶ Geographic expansion/new location openings
- ▶ Staff scaling and hiring surges
- ▶ Inventory expansion financing
- ▶ Equipment upgrades and technology investments
- ▶ Acquisition of competitors or complementary businesses
- ▶ Product line extensions
- ▶ Commercial real estate expansion or relocation
- ▶ International expansion and trade financing
- ▶ Working capital increases for larger contracts
- ▶ Fleet expansion financing
- ▶ Professional services scaling (legal, accounting, HR)
- ▶ Brand investment and marketing campaigns
- ▶ Reputational risk
- ▶ Privacy needs
- ▶ Intermediate and long-term financial planning
- ▶ Tax management
- ▶ Major purchase
- ▶ Investment accounts outside of 401(k)
- ▶ Retirement strategy and funding plan
- ▶ Funding trusts
- ▶ Risk management plan
- ▶ Employee retention
- ▶ Business valuation for sale preparation
- ▶ Ownership transition planning
- ▶ Management buyout financing
- ▶ Employee stock ownership plan (ESOP) setup
- ▶ Asset liquidation strategies
- ▶ Debt workout and restructuring
- ▶ Lease termination negotiations
- ▶ Pension/benefit plan wind-down
- ▶ Tax-efficient exit structuring
- ▶ Legacy planning for business founders
- ▶ Intellectual property monetization
- ▶ Real estate disposition
- ▶ Economic downturn survival
- ▶ Key employee departure
- ▶ Major customer loss
- ▶ Lawsuit or regulatory action
- ▶ Natural disaster recovery
- ▶ Cybersecurity breach response
- ▶ Supply chain disruption
- ▶ Family business conflicts
- ▶ Partner disputes and buyouts
- ▶ Cash flow crisis



Hub and Spoke - Need A Bigger Hub and Spoke



TODAY
 Fragmented and Siloed Rarely Do
 Advisors Talk About the Other Domains

FUTURE
 Integrated Client Facing Professionals Need To
 Present the Entire Bank and Have Integrated
 Business-Focused Conversations



Partnering Routines: Rules of Engagement

Integrated service does not happen by accident. It happens by design — through scheduled routines, clear triggers, and defined ownership.

01

Scheduled Joint Discovery Routines

- Monthly cross LOB client review: Private Banking + Commercial + Business Banking + Wealth
- Quarterly "life cycle audit", where is each business owner client in the framework?
- Annual joint planning sessions with shared client families
- Who attends? Who leads? Who owns the follow-up?

02

Defined Triggers for Cross-Discipline Action

- New commercial loan > \$1M → automatic wealth/business banking conversation
- Owner mentions key employee departure, acquisition, or exit → trigger joint discovery
- Business hits 10+ years or \$5M+ revenue → life cycle review required
- Owner's personal net worth crosses threshold → private banking introduction

03

Accountability: Ownership Without Handoffs

- One relationship owner; always. Partners support; they do not replace.
- Client never repeats their story to a new person. The lead banker carries context.
- Joint CRM notes, every colleague documents what they learn.
- Cross LOB collaboration tracked as a performance metric, not a favor.

The Goal: Every Business Owner Client Feels Like One Team Is Serving Them... Because One Team Actually Is.



The PEACE Framework: Credentializing Your Colleagues

A **referral** hands a client off. An **introduction** extends the relationship. Business owners do not want to start over; they want their story to travel with them.

<p>P</p> <p>Personalize</p> <p>Connect your colleague to this specific client's situation before they ever enter the room.</p>	<p>E</p> <p>Expertise</p> <p>Share a relevant example of what they have done for clients in similar situations.</p>	<p>A</p> <p>Advocacy</p> <p>Speak about your colleague with genuine confidence and about how they advocate for their clients</p>	<p>C</p> <p>Collaborate</p> <p>Make clear how you will work together. The client expands their team; they do not lose their banker.</p>	<p>E</p> <p>Expectations</p> <p>Tell the client exactly what happens next, when it happens, and who owns each step.</p>
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PEACE Turns a Referral Into an Introduction and Keeps the Business Owner from Ever Feeling Like They Have Been Handed Off



The Great Wealth Transfer

<p>\$124T</p> <p>Total wealth transferring by 2048</p> <p><i>Cerulli Associates, 2024</i></p>	<p>\$45.6T</p> <p>Millennials projected share of the transfer</p> <p><i>Largest of any generation</i></p>	<p>\$10T</p> <p>Boomer-owned business assets changing hands</p> <p><i>12M businesses by 2030</i></p>
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Baby Boomers currently hold 51.8% of America's total wealth and the clock is ticking.



The Silver Tsunami: Business Wealth in Motion

A Second Wave Within the Wave

Embedded within the Great Wealth Transfer is an equally massive business succession crisis. Most of America's small businesses are owned by people who are about to retire, and the majority have no plan for what comes next.

- 41%** of U.S. small businesses owned by Baby Boomers
- 12M** boomer businesses expected to change hands by 2030
- < 1/3** of owners have any formal succession plan
- 4%** of family businesses survive to the 4th generation

WHAT HAPPENS TO THESE BUSINESSES?

Sold to

Outside Buyers / Millennials

ESOP

Employee Ownership (+400% growth in ESOPs)

ETA

Search Fund Acquisitions (growing fast)

Closed

No buyer found; business shuts down

Source: Headway Business Advisors 2025 | Teamshares | FPA Owner Transitions 2025



The Great Wealth Transfer



A U.S. Bank survey reports 36% of Gen Z and Millennial individuals plan to **acquire a business from a retiring owner**, despite many Boomers lacking a formal succession plan.



The Next Generation Business Owner

Inherited wealth will not just sit in index funds. Here are the three pathways it fuels new business creation:

01

START

Launch New Ventures

Inherited wealth eliminates the #1 barrier to millennial entrepreneurship: startup capital. Debt payoff + cash injection = a clear runway.

+27%

Millennial business owners since 2023

02

ACQUIRE

Buy Existing Businesses (ETA)

"Entrepreneurship Through Acquisition" lets millennials skip the death valley of startups and step into cash-flowing companies immediately.

12M

Boomer businesses available to buy

03

INVEST

Back Others' Ventures

72% of millennial investors believe traditional stocks will not deliver. Private equity and direct investment become the preferred vehicle.

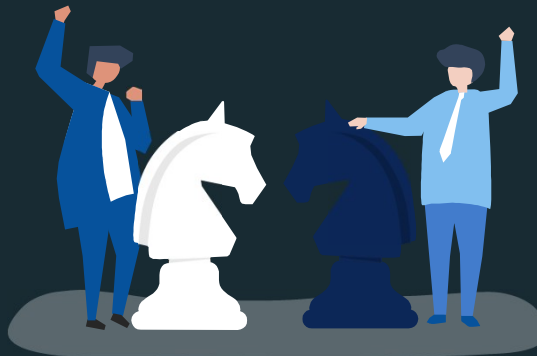
72%

Prefer alternatives over stocks/bonds



The Competitive Reality

The Shrinking Window for Differentiation and the Rise of Integrated Service Models



The financial services landscape is shifting rapidly, and the window for banks to establish comprehensive service delivery advantages is narrowing.



The Culture Imperative

Why Cultural Transformation Is Essential



The most successful transformations begin with senior executives who recognize their role as culture architects.



These leaders ask fundamentally different questions about their organizations.



Instead of focusing solely on departmental performance metrics, they examine the daily routines, behaviors, and interactions that create client experience.



They want to know how often wealth management, commercial lending, and business banking professionals are meeting, what they are talking about, and how they tell the story to Business Owners.



Leaders need to understand how their managers are coaching and leading by example to meet with their peers in other lines of business.



Measuring What Matters

What You Measure Is What You Get



Traditional banking metrics focus on individual advisor output, product-level sales, and cost-center profitability.



These measurements actively work against comprehensive service delivery by creating internal competition rather than collaboration.



Leaders pursuing transformation must reward cross-discipline activity, joint discovery, and life cycle retention.



Action Steps and Your 90-Day Roadmap

How Senior Executives Can Lead the Change



Audit your cross-LOB referral routines in the next 30 days



Identify 5 business owner clients where a life cycle conversation is overdue



Implement PEACE framework in the next joint meeting



Define one new KPI that rewards collaboration over individual production



If Clients Do Not Feel Comprehensively Served, You Are Not Serving **Them Comprehensively.**



We specialize in helping financial institutions transform their service delivery culture and processes to capture the full potential of their business owner relationships.

