



WEBINAR

GENERATIONAL TRANSFORMATION OF THE COMPANY

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GENERATIONAL TRANSFORMATION OF THE COMPANY

AVERAGE LIFETIME OF A COMPANY OVER THE YEARS

Comparative Analysis: 1990 vs. 2020

FAILURE RATE	AFTER 1 YEAR	AFTER 10 YEARS	KEY REASONS
1990	20%	50%	NEW TECHNOLOGIES 1990-2000 → 2020
2020	30%	70%	INTERNET, DIGITAL TECHNOLOGY

Source :[The Surprising Average Lifetime of a Company Over the Years - Cosmoforge](#)

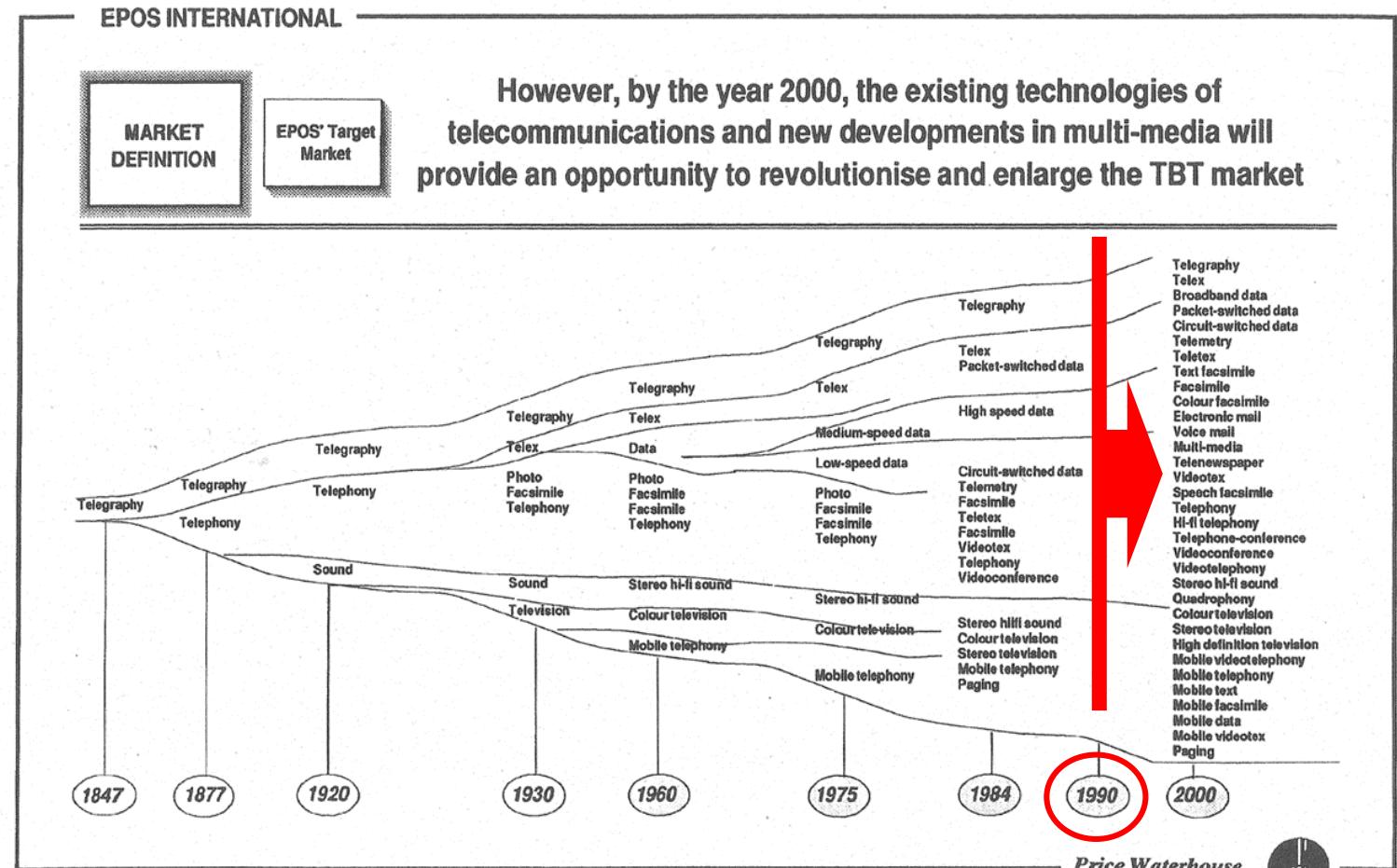


GENERATIONAL TRANSFORMATION OF THE COMPANY

TECHNOLOGIES SCENARIO 1990→2000 :

With an international team of PW I was at the London Bridge PW office in the 1990 with the mission to define which new technologies we'll have in the next ten years, client : European Union-Bruxelles

This picture comes from the project EPOS INTERNATIONAL - EUROPE
London 1990 – PriceWaterhouse PW.





GENERATIONAL TRANSFORMATION OF THE COMPANY

AVERAGE LIFETIME OF A COMPANY OVER THE YEARS

Comparative Analysis: 1990 vs. 2020

SURVIVAL RATES	AFTER 5 YEAR	KEY REASONS
1990	50%	
2020	40%	2020 worst due to increased regulatory complexity and the effects of economic crises, such as the 2008 financial meltdown and the COVID-19 pandemic, have further contributed to the <u>higher failure rates</u> and <u>lower survival rates</u> of companies.

Source : The Surprising Average Lifetime of a Company Over the Years - Cosmoforge



GENERATIONAL TRANSFORMATION OF THE COMPANY

CORPORATE FINANCE AND LEGAL PARTNERS

COMPANY OWNERSHIP AND CAPITAL ASSETS PROTECTION

- COMPANY CAPITAL AND PROPERTIES PROTECTION
- FAMILY CAPITAL AND PROPERTIES
- SHAREHOLDERS issues
- ASSETS PROTECTION
- NEW OWNERSHIP INCLUSION
- CAPITAL RISK MANAGEMENT
- TAX & LEGAL
- ETHICAL VALUES OF THE COMPANY



iECONOMY SUITE

COMPANY : GOVERNANCE AND MISSION CONTINUITY

- SURVIVE THE DISRUPTIVE BUSINESS LANDSCAPE
- STRATEGY AND CHANGE ORGANISATION AND NEW PROCESSES DESIGN & MANAGEMENT
- INTEGRATION AI INTO BUSINESS AND OPERATION PROCESSES

HUMAN CAPITAL

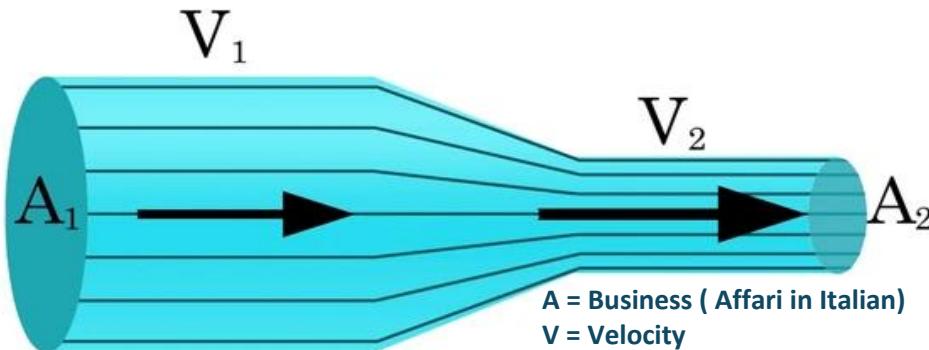
- EDUCATION (accountability, empowerment, up-skilling, re-skilling);
- GENERATIONAL CHANGE
- BUSINESS CULTURE
- ORGANISATIONAL CULTURE
- HIGH TOUCH & HIGH TECH
- WELLNESS POLICIES
- LEADERSHIP TRANSITION



FACING THE DILEMMA

Continuity equation

$$A_1 V_1 = A_2 V_2$$



Continuity Change

V_S

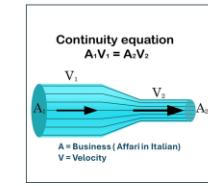


Disruptive Change

Medium term



GENERATIONAL TRANSFORMATION OF THE COMPANY



Vs

FACING THE DILEMMA : CONTINUITY Vs DISRUPTIVE WHAT YOU CAN DO (EXAMPLES)

- 1 DEFINE THE MOST LIKELY 5-YEARS SCENARIO;
- 2 MOVE YOUR COMPANY AS IT IS NOW INTO THE 5-YEARS SCENARIO AND SEE WHAT HAPPEN USING THE MARKET FORCES THAT HAVE AN HIGH IMPACT ON YOUR COMPANY (POSITIVE OR NEGATIVE), IMAGINE WHAT YOUR COMPANY SHOULD BE LIKE TO DEFEND ITSELF AGAINST NEGATIVE FORCES AND TAKE ADVANTAGE OF POSITIVE FORCES ;
- 3 NOW COMPARE THE TWO COMPANIES (THE CURRENT ONE AND HOW IT SHOULD BE) AND ANALYZE THE FEASIBLE ALTERNATIVES (INVESTMENT IN THE CURRENT COMPANY - TRANSITION, UTILISE THE CURRENT COMPANY AS 'MOM' OF A NEWCO, TO SALE THE COMPANY);
- 4 USE THE CURRENT COMPANY TO LEVERAGE THE 'CASH COW' MARKET POSITION IN ORDER TO FINANCE NEW PRODUCTS FOR NEW MARKETS (STRATEGY OF HOPPING ACROSS STONES TO CROSS THE RIVER)



GENERATIONAL TRANSFORMATION OF THE COMPANY

**HYPER
COMPETITIVE
MARKET**

**WRESTLING
ECONOMY**



**INTELLIGENT
TECHNOLOGIES**

**THE NEW
PARADIGMS**



PARADIGM 1

Welcome to the complexity and continuous change world where
“the fast fish eats the slow fish”.



PARADIGM 2

**The power of intelligent technologies
does not belong who own them, but in
those who know why,
how and for whom to use them
to create new value.**



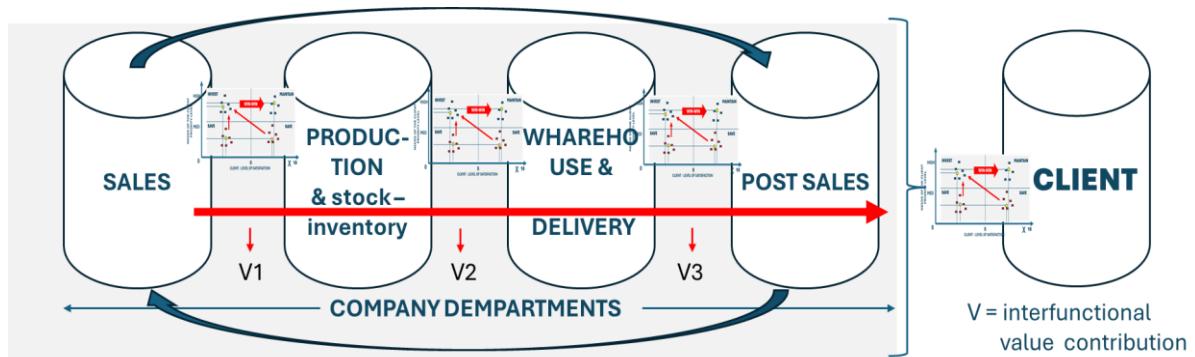
PARADIGM 3

BSC (scorecard): is a control panel far from the places of the Company (functions / activities) where value is produced

OPERATIONS

You already have a governance and control system, but you are not using it: it is the people, their intelligence and their knowledge of the activities, of the main processes, of their mission in your company, of their motivation

TENSE FLOW



- TO DRIVE THE KEY INFO FROM BOTTOM TO TOP
- STAFF ENGAGEMENT AND MOTIVATION
- TO FIRE THE NON-MANDATORY FUEL
- CIRCULATION OF KNOWLEDGE
- REAL TIME INFORMATION AUTOMATICALLY UPDATED BECAUSE CONNECTED WITH THE ACTIVITIES IN PROGRESS
- COLLECTIVE ATTENTION TO THE EXTERNAL CLIENT AND TO THE INTERNAL CLIENT (THE COMPANY)



GENERATIONAL TRANSFORMATION OF THE COMPANY

GIFT 1

THE COMPANY GOVERNANCE BASED ON NEW DRIVERS

DRIVERS FOR PLANNING & CONTROL	TODAY	TOMORROW MORNING	NOTE
BUDGET	Sales	Growth	Company DNA change
COSTS	Costs	Saving drivers	
CAPITALISATION	Fall out from management	Strategic leverage	
CASH FLOW	Receivable - Payable	Strategic Leverage	Otherwise, you work for the bank



GENERATIONAL TRANSFORMATION OF THE COMPANY

GIFT 1

THE COMPANY GOVERNANCE BASED ON NEW DRIVERS

DRIVERS FOR PLANNING & CONTROL	TODAY	TOMORROW MORNING	NOTE
HUMAN CAPITAL	Human resources	Persons and “fan” of the company	“the no-mandatory fuel”
INTANGIBLE ASSETS	Just to make products	Strategic leverage for growth	To protect and to retain
SALES STRATEGY	Price based transaction	Value based Alliance	The round-trip funnel
TECHNOLOGY “HW”	Owned	Rent and pay per use	



GENERATIONAL TRANSFORMATION OF THE COMPANY

GIFT 1

THE COMPANY GOVERNANCE BASED ON NEW DRIVERS

DRIVERS FOR PLANNING & CONTROL	TODAY	TOMORROW MORNING	NOTE
BRAND	Be known in the market	To be leader in the market	Trust, Reliable
PRODUCT	To satisfy the client's requirements	To produce value in the "house" of the client	From price to value
AI	Automation, efficiency, costs saving	To feed the brain and the creativity/decision of the users	Warning for the GAI : the hallucinations
COMPANY ORGANISATION	Vertical functions (silos)	Matrix : functions and processes owners	Tense Flow, cross-functional win-win matrix



GIFT 2

“OF FEAR AND COURAGE”

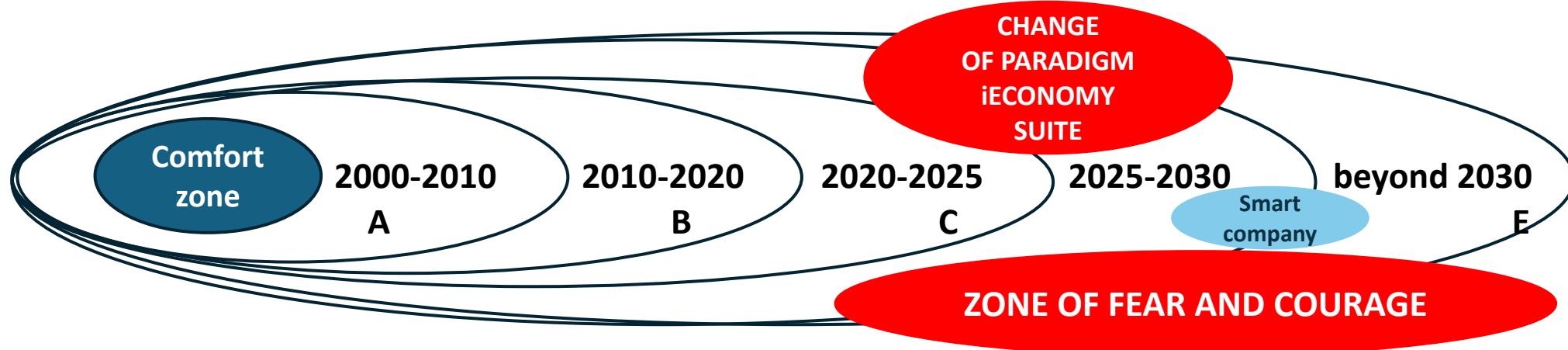
DEFINITION: fear is a primary emotion fundamental to survival, which manifests itself in response to a real or perceived threat, whether physical or emotional.

FEAR IN BUSINESS (our comment): Jim Rohn (*), a famous entrepreneur and author, said “**don't wish for fewer problems but instead wish for greater abilities** (TTT note: **to overcome them, to transform them into opportunities for success and growth for your business**).

(*) https://it.wikipedia.org/wiki/Jim_Rohn

GENERATIONAL TRANSFORMATION OF THE COMPANY GIFT 2

THE COMPANY: FROM THE COMFORT ZONE TO THE CHAOS AND TECHNO-ECONOMY ZONE



Comfort Zone : 1990-2000 leveraging the devaluation of the national currency to remain competitive

A : transition to the euro

B : Internet – e-commerce – beginning of the digital era

C : Wrestling Economy - Artificial intelligence – post-Covid changes

D : iEconomy Suite, Tariffs, zone of fear and Courage

E : CAOS and TECHNO ECONOMY ZONE (volatile business, space economy, iRobot manufacturing



GENERATIONAL TRANSFORMATION OF THE SMEs WORKING PAPERS

GR, October 2025-Milan