

Catholic School

CLIFF NOTES

For the unanointed or one Gen X's religious education journey

#InThePlaid



Catholic Education K-8 (1980-1988)

VIBE: Scout's Honor

CHUKKA CAPITAL

GROUND/FIELD RULES:

- Pope's the Man*,
- Wear the Uniform (no matter the plaid/style) and
- Complete the sacrament checklist *('efficiently and without drama'- per mother)*

REALITY: Are we taking care of Sr Mary?

Towards the end of 6th grade, friends started to leave for public schools with more sports, theater and "opportunities" (i.e. onramps to the next level). At the same time Sr. Mary just got booted from the convent which they sold to be a bed and breakfast. She had already landed a mansion in Akron to stay at , so I had asked Chuck if we were taking care of her as 'our part' of the people. He assured me Garro Tire always took care of the Priests and Nuns pro bono, cadillacs and beaters alike. The school was less about catholic teachings (although all sacrament prep was built-in while public school kids had to go on weekends), but more about training and learning with high standards.

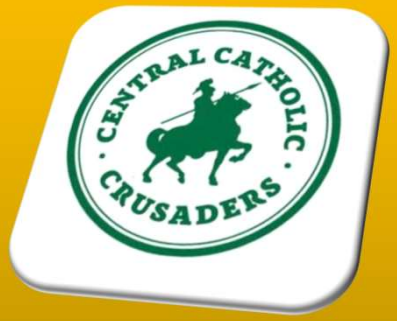
Public or Private, the best return FOR our kids is taking care of their TEACHERS. They are our partners and important coaches that impact their potential by guiding our kids intellectual and societal standards to aim to, even when the return is in the unknown future.

*The Man refers to the voice that explains how to interpret faith into common day situations with a very broad voice, because we are all brothers and sisters (although the last part used to get dropped a lot especially in church comp and retirement plans according to Sr Mary).

Catholic HIGH SCHOOL (1988-1992)

VIBE: Small fish, Bigger Pond

CHUKKA CAPITAL





GROUND/FIELD RULES: Same as before; plus

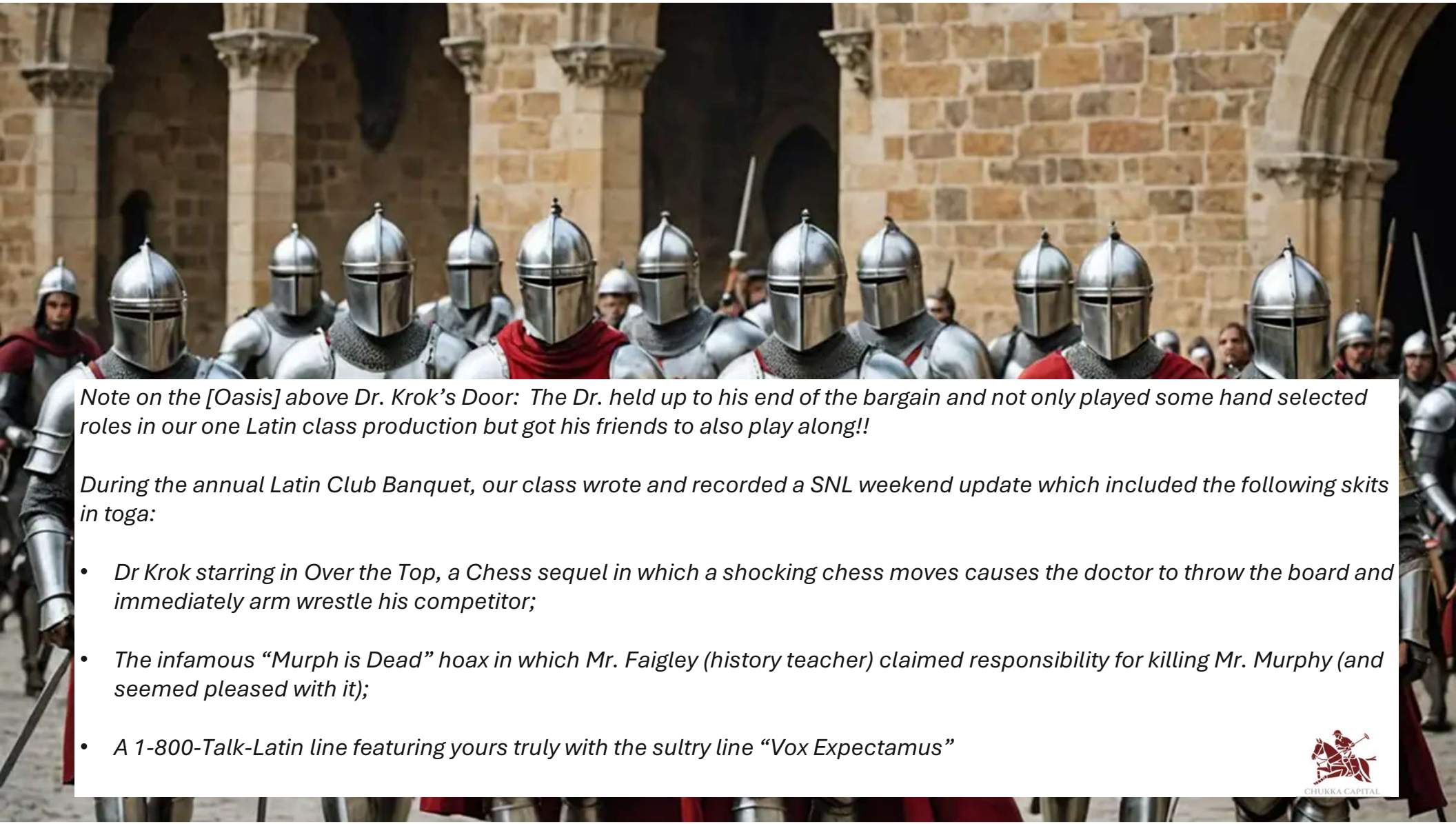
+ now we are competing for top slots in the next level of life, college or otherwise. Scores count!

REALITY: Murph's Law (and the actual numbers)

Mr. Murphy was THE religious teacher at St. Thomas Aquinas High School. He also had been in the seminary to be a catholic priest but left right before the end for love (and was happily married), so he had an inside look into both worlds. One day Murph started quoting numbers of the different religions around the world and it became apparent that despite the legendary Pope, we ("Catholics") were not in fact the "majority". Was this failure to scale what Dr Krok was talking about when he said 'crusaders are losers' during a 'Knights Spirit' week history lecture?

And so.. I asked Mr. Murphy the question on my mind (having completed over half of a catholic ed journey plus all the sacraments to reach adult level), "how do we know we are right?" (i.e. with all the rules. 10 commandments, sacraments, rituals, etc.) . *Paraphrasing Murph:*
'Dawn, people know you in many forms.... student, classmate, teammate, friend, daughter... Religion is different practice of knowing the same universe/god.'
or *different strokes on same canvas*

*Dr Krok had a PhD in Russian History and taught it at the catholic college nearby. The only reason we got to have this genius university grade lecturer was because his kids were in the school. Dr Krok had a vested personal interest in ensuring a high degree of education for everyone and he delivered in spades.



Note on the [Oasis] above Dr. Krok's Door: The Dr. held up to his end of the bargain and not only played some hand selected roles in our one Latin class production but got his friends to also play along!!

During the annual Latin Club Banquet, our class wrote and recorded a SNL weekend update which included the following skits in toga:

- *Dr Krok starring in Over the Top, a Chess sequel in which a shocking chess moves causes the doctor to throw the board and immediately arm wrestle his competitor;*
- *The infamous "Murph is Dead" hoax in which Mr. Faigley (history teacher) claimed responsibility for killing Mr. Murphy (and seemed pleased with it);*
- *A 1-800-Talk-Latin line featuring yours truly with the sultry line "Vox Expectamus"*

CHUKKA CAPITAL

John Carroll University

Jesuit Catholic COLLEGE (1992-1996)

CHUKKA CAPITAL

VIBE: Continue Mind/Body/Spirit growth and……Prepare to exit the pond

*John Carroll University (1 of 3 schools I applied to) had a late application date and met Chuck's requirements of NOT being a party school (as high school party ventures funding/access had dried up). Also, Chuck didn't "believe in" college education as he had met a lot of idiots who went to college, and it hadn't "helped them". JCU, as it turns out, was a top accounting school having won Double Door's Tax challenge multiple years, so in the end college did help this idiot. ☺

GROUND/FIELD RULES: Learn the other rules!

Religious-*like* Curriculum:



- **Devil in the Modern World:** *Not devil worshipping (as mother claimed), the class studied the common depictions of the devil throughout history with Star Wars, the Exorcist, and Dante's Inferno to name a few! Key Takeaway: Finding it undeniable that evil is visible in this world, why is it hard to describe or agree on an equally powerful good spirit?*



- **Greek Philosophy:** *Philosophy or ways of education and life repeat with common themes or cycles, which is both terrifying and encouraging. The Greek Philosophy prof was teaching his last class (he passed away months later from AIDS) and his key message to us: Eat real food and Listen to live music…. It is what life is all about.*



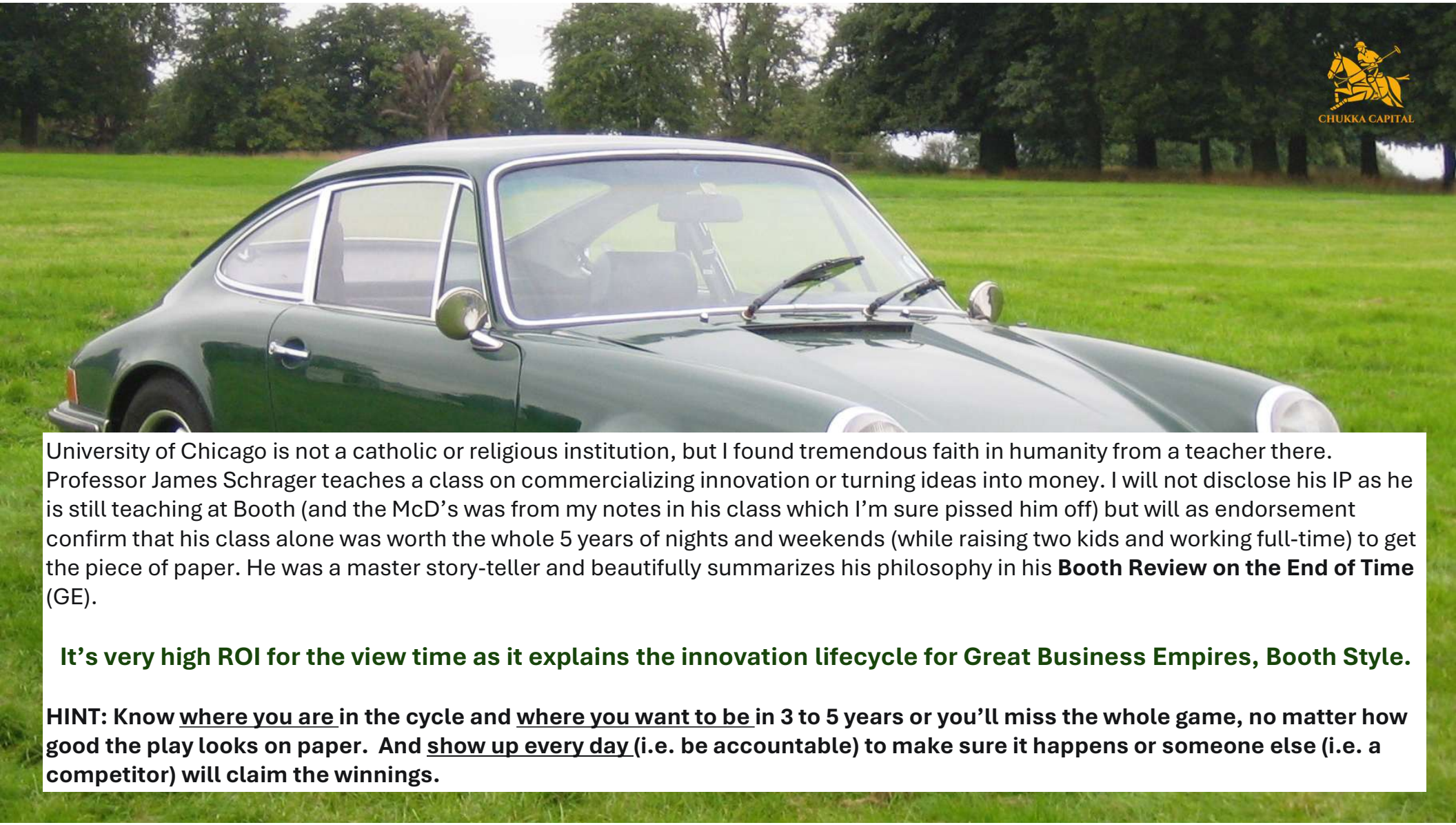
- ***Freshman Honors Symposium:***

  The **Bible**: It finally clicked (for me) that the Bible was written to tell stories of how to navigate life and find purpose. You pick it up and open looking for insight to guide you, not as a rule book or literal narrative.

  Mans Search for Meaning: What do you live for when all has been taken (family, health, safety, security)? Victor Frankl narrates his experience in a concentration camp watching the choice of life and death among the living. He follows with the philosophy of finding one's own strength and purpose. This book is one I've gone back to time and time again in my life with an evolving answer. Faith is the Non-Zero probability of a better tomorrow, even if you cannot see the full path, by showing up today. It's Entrepreneurship*.



*Biologically, though, your brain is running its own "algos" at night while you sleep working on solving problems. It's chemical so technically, you can call it manifestation of your opportunity. No two days will ever repeat if you build your capacity! Also works for physical/strength training. *Good sleep or recovery matters equal to the effort, physically and mentally.*



University of Chicago is not a catholic or religious institution, but I found tremendous faith in humanity from a teacher there. Professor James Schrager teaches a class on commercializing innovation or turning ideas into money. I will not disclose his IP as he is still teaching at Booth (and the McD's was from my notes in his class which I'm sure pissed him off) but will as endorsement confirm that his class alone was worth the whole 5 years of nights and weekends (while raising two kids and working full-time) to get the piece of paper. He was a master story-teller and beautifully summarizes his philosophy in his **Booth Review on the End of Time** (GE).

It's very high ROI for the view time as it explains the innovation lifecycle for Great Business Empires, Booth Style.

HINT: Know <u>where you are</u> in the cycle and <u>where you want to be</u> in 3 to 5 years or you'll miss the whole game, no matter how good the play looks on paper. And <u>show up every day</u> (i.e. be accountable) to make sure it happens or someone else (i.e. a competitor) will claim the winnings.



For those following along, and still wondering:

What happened to the Hot Sister?

And

Why does the Smart Sister recently find herself
***in inefficient and dramatic situations*?**

Warning: This is just some unresolved issues with the parental figures, House of Garro policies and/or said another way.... My Gen X BS

Parental Figures = Chuck* + Becky (aka 'mother')

*Chuck technically answered to "Dad" and is listed on the piece of paper I have but has consistently denied ever taking blood test and/or wanting any children, so most people including my kids and all other grandkids just call him "Chuck".

GARRO CULTURE

Becky regularly attends church with over 80% compliance, delivers eucharist (on behalf of the church) and still hosts the Infant of Prague, a group of elderly ladies who pray and track baby births in the church. Recently, Becky has also claimed to have a direct communication line with 'god' but only as it relates to the following messages:

- ***"How" the hot sister died:*** Despite Becky's 80 year-old heart pumping with <40% capacity, wired with medical devices, after surviving a stroke, and requiring intermittent napping to complete most physical activities, she is still alive. However, Becky is "100% certain" her healthy 50 year-old daughter died of heart failure. I am 100% certain, having witnessed her right before her heart "failed", that it was NOT natural. Also having been somehow 'drugged' via heart suppressants more than once over the last 24 months, I could see how certain 'interferences' could produce the same result in a person of that age.

- ***"Who" benefitted from the death***: A year after the sister passed, her inheritance/trust from our Aunt Helen (an 18-acre property in NC) was "quitclaim deeded" to my older brother because, "god appeared" to Becky and told her my brother needed a vacation home (in addition to his >$1M house on the gulf coast). As I've mentioned to multiple Garros……you can't just rebrand a trust, and I think "god" would know that.

- ***Aunt Helen's "Second" inheritance:*** Aunt Helen had a second property/trust in Florida which the smart sister was supposed to inherit, but "unfortunately" someone "quitclaim deeded" it to "Joe the dentist" at a bargain price back in the day. I've been watching it in WPB for over 20 years and much like Wonka's factory….. Nobody ever goes in and nobody ever goes out…… except one day (see NOTE below).

- ***Becky's religion:*** Three years ago, Becky sent me a Christmas card with a $100 bill and note that read only "**God made you as you are in order to use you as he planned**", which I'm pretty sure isn't in the bible, or at least how intended. Also, as stated, I subscribe to the church of VICTIMS (official name of The Killers fan club) whose golden rule is '**I've got soul but I'm not a soldier**', and am not subscribing to the Becky BS.

NOTE: If I do find the keys to the waterfront candy factory, I have plans for Helen's Garden Club, a women's health research and health data collaborative. I did find the FL office open last month for one day and all of Helen's original 1980s gardening books are still in the waiting room of Joe the Dentist! Joe, despite looking different from his prior picture, said it still has medical zoning. Helen was married to Dr Vince who ran medical treatment out of the office in the front with apartments to recover in the back. They didn't have any kids but had 2 horses ☺

Demand transparency rules for beneficiaries (trusts and insurance alike) and regulations. No person or entity should be able to leverage and/or trade your life on paper without you knowing. *My sister was asking about her inheritance as part of rebuilding her newly single life when she died unexpectedly. Trying to even track down a life insurance policy on yourself is ridiculously difficult/impossible if you've lost the piece of paper or number.*

Demand the same rights as horses – we can monetize our pony lives endless ways but only if we are still alive and running!

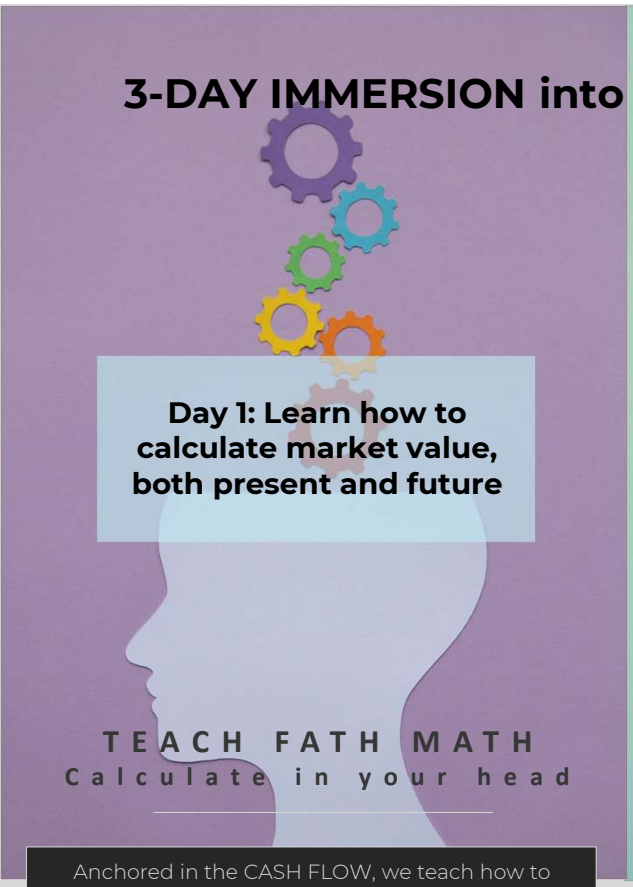
CHUKKA CAPITAL



ADDENDUM

Previous Post: BASICS

3-DAY IMMERSION into ENTREPRENEURSHIP! Learn how to re-wire your cash flow for GROWTH!!!



Day 1: Learn how to calculate market value, both present and future

TEACH FATH MATH
Calculate in your head

Anchored in the CASH FLOW, we teach how to translate business data points into estimates of value whether it be a client relationship, new partnership or investment.



Day 2: Learn how to contract your WORK FOR HIRE to scale the business and de-risk the cash flow

NEGOTIATING T&Cs
On Paper & IRL

Learn how to contract WORK FOR HIRE whether in a CLIENT and EMPLOYMENT context, utilizing T&Cs to de-risk and/or optimize cash flow. Examples to demonstrate how both impact your Business VALUE!



Day 3: Learn how to construct and evaluate the risk and capital required for big moves in the business

LEARN TO PLAY BIG
Create playbooks

Scenario plan investments, mergers, new clients, new staff, partnerships and more, to make big moves, test out new ideas and/or take some chips off the table.

Solo or TEAMS welcome
PRICE: $3,500 per person
3- Days [9AM to 4 PM + Social]
Materials, Food & Drink included
ONLY BYOX (Bring Your Own EXCEL - laptop)

OPEN ENROLLMENT: 2 Sessions the week of APRIL 20th and APRIL 27th in CHICAGO (T-W-H). Additional sessions to be announced.

E-MODEL (TRAVEL TO YOU): Have a meeting space that holds 20-24 people? If we can fill the room with a minimum of 16, Chukka will issue you a 4-SPOT discount ($14K value) in exchange for providing the space. Chukka brings the rest!

Here's the APPROACH

OFFLINE

Day 1: Learn how to calculate market value, both present and future

Be able to spot and estimate opportunities....
In your head!

TEACH FATH MATH
Calculate in your head

Anchored in the CASH FLOW, we teach how to translate business data points into estimates of value ($) and risk whether it be a client relationship, new partnership or investment.



Sr Mary Fath
Math Teacher: 7/8 Grade
Immaculate Conception
Ravenna OHIO

FATH MATH

Any student of Sr Mary Fath's 60-year teaching career would know calculators were banned. You needed to learn math in your head, and she challenged us beyond just the basic arithmetic.

The other thing Sr Mary taught us was how she had to take a vow of poverty as a nun in the church and rely on the goodwill of the people for housing and care. Meanwhile, the priest was driving around in a new Cadillac. I figured she taught us FATH MATH because she had signed that vow of poverty when she was like 20! Probably never thought her teaching would be that valuable or last that long (she was >70 at the time).

Celebrity Endorsement: Jack Nicklaus

Sr Mary mentioned teaching Jack Nicklaus, the golfer, when he was young. In 1996, when I was an auditor in W Palm Beach, our office audited Golden Bear, currently named Nicklaus Golf, Jack's golf course design company. That's over 30 years of income from both golfing and designing golf courses! Sr Mary said he was a good student – Jack was an early spotter of his own value and its potential $$$

How to calculate your [BOX] Business Valuation: Current or Potential

In your currency (both human and artificial) and in your CALCULATOR! Or excel..

CHUKKA CAPITAL

3-Part Calculation

OPERATING CASH FLOW

Measure of Cash Conversion from selling to collecting the cash and all the costs (or tariffs) you manage in between...It's the flow, baby....

Key Data Tracking:
- **Liquidity: Access & Conversion**
- **Working Capital levels**

VALUATION

Incorporates value of:
- Brand/ Firm IP
- Team Talent
- Client Relationships
- Leadership
- Environment - TIMING

Non-Cash Value Creators:
- **Deal: Buy or sell (M&A)**
- **Cap table**
- **LT Investments/ Infrastructure**
- **Leadership succession**



PEOPLE

Incorporates value of:
- People / Team/ Structure
- Compensation & Incentives:
  - Fixed vs. Variable
  - Short vs. Long-term
  - Cash vs. Non-Cash

Non-Cash Value Creators:
- **Employment Model**
- **Cap table**
- **Learning & Development**

TERMS & CONDITIONS (T&Cs)

BYOB: Be Your Own Bank by **Contracting your T&Cs for GROWTH!**

Learn how to use terms and conditions (payment, taxation, ownership, timing, certainty) across clients, team, vendors and partners to contract for GROWTH!!
As opposed to 'bankruptcy' terms or contracting for value extraction during a distressed situation or economy ☺

STRUCTURED TERMS

Day 2: Learn how to contract your WORK FOR HIRE to scale the business and de-risk the cash flow

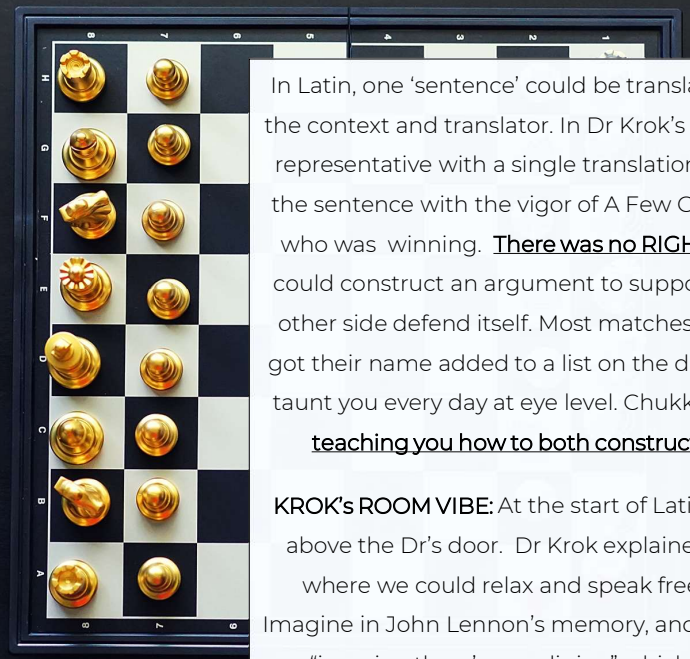
Be able negotiate the Terms & Conditions for the Business both on paper and in person!

NEGOTIATING T&Cs
On Paper & IRL

Learn how to contract WORK FOR HIRE whether in CLIENT or DELIVERY- EMPLOYMENT context, utilizing T&Cs to de-risk and/or optimize cash flow. Illustrations to demonstrate how both impact your Business VALUE!

Dr. Krok
Latin 1, 2, 3
St Thomas Aquinas High School

GOLD STAR CHALLENGE



In Latin, one 'sentence' could be translated into multiple meanings depending on the context and translator. In Dr Krok's GOLD STAR challenge, each team sent up a representative with a single translation of One Sentence. We'd argue meaning of the sentence with the vigor of A Few Good Men. Dr Krok sat in the back and ruled who was winning. There was no RIGHT or WRONG answer. The winner was who could construct an argument to support or destroy an assertion, and/or could the other side defend itself. Most matches were a draw, but, if not, the winning team got their name added to a list on the door under a gold star sticker where it would taunt you every day at eye level. Chukka integrates a GOLD STAR like approach in teaching you how to both construct and negotiate Terms & Conditions F2F!

KROK's ROOM VIBE: At the start of Latin 3, a new sign that read "OASIS" appeared above the Dr's door. Dr Krok explained that he wanted the room to be an oasis where we could relax and speak freely. That year, our class had asked to play Imagine in John Lennon's memory, and the school went a bit mental given the line "imagine there's no religion" which was in fact the school's whole business. Students won vs administration....Imagine was played..... and its meaning was perfectly enlightened by the Grand Master Dr Krok himself in the lecture. OASIS was his way of ensuring we did have space to question things openly and safely even if it was for just one hour a day.

A HI MONEY model

A Human Intelligence Commercialization Value-Share Model



In premium priced Human Intelligence service companies, the majority of which are PROJECT based (i.e. eat what you kill), approximately 50% of the value is in the goodwill (or expertise) and 50% of the value is in FUTURE options (or execution/what you do with it).

Step 1: Understand WHERE you are when contracting WORK FOR HIRE

Idea	Execution
[CLIENT]	[CONSULTANT]
Coach – Team	Player
Script	Actor
Else ☺	

Who's running this show (and/or who's WORK FOR HIRE)?

* 50/50 is a benchmark. Some services are 90% execution. YOU decide the inputs of the split in a HI money model.

Information & Exercises in 'How to Draft Work for Hire' including:

Scope: Definition of Delivery (Deliverables and/or Service)
Term: Duration
Pricing: Timing and Form of Payment
Business Model (T&C): Certainty and Conditions of Payment
Includes example terms and templates/forms

For Labor Models (i.e. Humans):
How to calculate costs and draft T&Cs across different employment models (tool included)

Additional T&C value accelerators:
Employed Models: Guaranteed vs. Contingent
Third-Party Models: Exclusive vs. Non-Exclusive
Derivatives of Work
Example of Hybrid Models

Did Dawn go to Law School?

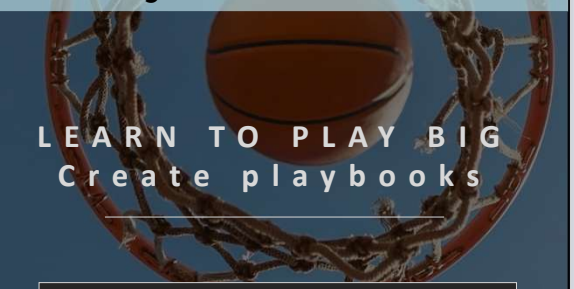
Or so was often asked at my last employer. To which, I said No. Then, I asked "Have you ever practiced law outside of bankruptcy court?" to which I knew the answer. It doesn't matter where you went to school if you're playing CHESS [limited and controlled moves and players] and I'm talking about POLO, a game with real players and horses and mud/ sh*t. Truth is, T&Cs are how you contract around law and taxes. It's Entrepreneurship. The corresponding "Supreme Court" is Delaware Contract Law (the one that told Musk his market worth 2x and it wasn't what he wanted). Bankruptcy court is like "guardianship" for businesses. In bankruptcy court, administrators or agents CONTRACT for extraction of value from a DISTRESSED or dead asset. Dawn has only practiced Delaware contract law (see LinkedIn and note it was only a conference and a really good pic from a Billionaires house on the island) **Contract for Growth! #G-MODEL**

DESIGN PLAYS



Day 3: Learn how to construct and evaluate the risk and capital required for big moves in the business

How to evaluate and monetize bigger moves to scale your business or life!



LEARN TO PLAY BIG
Create playbooks

Scenario plan investments, mergers, new clients, new staff, partnerships and more, to make big moves, test out new ideas and/or take some chips off the table.

Celeste
CEO + FOUNDER

TO BE A QUEEN

At 24, my $B audit client which had already spun-out private prisons [Wackenhut Corrections, later The GEO Group] was launching a new play, Wackenhut Resources [later Oasis Outsourcing]. The platform business, a PEO (or Employer of Record) called PEM, had the right 'employee risk pool' to level out the larger group's self-insured workers compensation (i.e. work injury) loss rates. PEM was majority-owned by a 36-year old southern blonde entrepreneur named Celeste. The client executive team was going to Sarasota to diligence this $60M acquisition and I was sent along to draft a report. To be clear, I had no idea what I was supposed to do - my boss just gave me a list of questions to ask.

I was more captivated by this woman who had started a business by herself and was now a $$$ millionaire 10 years later. Celeste was intimidating because she could disarm you with charm while slipping in a swear word as warning that she was not predictable. Her story followed that pattern. While I saw a woman who "had executed a plan beautifully, successfully and efficiently", I learned that in the process she had been married, brought her partner into the business, and then had to pay out both him and the staff he cheated on her with when it happened..... yeah, that's BS! She then had to take on another business partner out of necessity whom she referred to as Durwood (awesome Bewitched reference).

As Queen Elizabeth once said: "Flawless is a dangerous word. It leaves no room for conversation". The biggest indicators of truly great leaders is how they have navigated their biggest setbacks.

The deal was successful! Oasis Outsourcing was spun out and in 2018 sold to Paychex for $1.2 Billion (all cash). I learned about tip-tax credit and to NEVER do an EBITDA-anchored earn-out.*

*Allows for too much gaming so that everyone is focused on the EARN-OUT rather than the business.. Besides, it's like trying to monitor a cash business when you're not there. Good Luck!



Celebrity Endorsement: Micha
Jordan
At UNC, Celeste was tapped to t
math to school's biggest athle
Michael Jordan. She did. Need
more?

Calculate & Evaluate Monetization Options

Evaluate Big Money Moves or just taking some chips off the table

LEARN M&A BASICS: STOCK vs ASSET PURCHASE / DEAL

Provide guidelines and run through examples

- **NET CASH CALCULATOR (gross to after-tax)**
  This difference can be 30% less CASH in your pocket
- **Transfer of CLIENT relationships**
- **Transfer of STAFF**
- **EARN-OUTS**
  **Earn-outs align incentives and split the return above repayment of the upfront portion.*
  ***There is also a maximum amount so once it hits a limit, all the return goes to the buyer from that point forward. Data to support ROI on real deals!*

Includes TERMS & CONDITIONS AROUND CERTAINTY OF PAYMENT AND TRANSFER OF LIABILITIES (with sample term sheets)

OTHER OPTIONS or SMALLER BETS

- ***Minority Investments***
  - *Including Performance-based Warrants or Options*
- ***IP-Based:*** *Licensing, Royalties, White Label*
- ***Leadership Transition Model***

BASIC STRUCTURES & KEY TERMS covered with example drafting.



FULL DISCLOSURE



IC Bobcats
Immaculate Conception Grade School

I was primarily an A-B student with two exceptions:

- *6th Grade: Moonhead said he graded on "attitude" …. Complete BS. In addition to receiving C's, I was banned from the Halloween celebration, had my desk relocated to the back of the classroom and was subject to random class ejection ("Garro – Take a walk!").*

- *8th Grade, Dottie Pascarella: To be fair, Chuck started this. He claimed Dottie was some 'liberal' and so I tested it. When the exam question read "In your Opinion" how were the Native Americans treated, she was not expecting to read about their current dental coverage that is free making it, as Chuck said, a win-win. There was a subsequent Parent Teacher conference which ended in a "agree to disagree" manner. Luckily, this was my last year at ICS.*



STA Knights
St Thomas Aquinas 1991 Boys Varsity Soccer Team

Motto was "A Team Built to High Standards, Our Own"

Its creator, Coach Baasten had done that with THIS soccer team. I was in his son Jason's class, and this photo was COACH Baasten's highlight of a life's work at that point*. Most of the top players had played with his son since grade school. Totally cool, but he didn't envision a girl being in the photo. I went home and told Chuck that the coach was going back on the deal that if I improved my running (was on varsity track team) I'd move up to the Varsity boys soccer team (from JV/ defensive player). At training, I was handed the JV jersey…..again. Chuck grabbed my a-hole brother-in-law and pregnant sister and headed with me to practice. A-hole expressed the family's discomfort with the JV jersey to Coach Baasten, a practicing attorney.

When Chuck and I pulled up in his red Mercedes 560SL (GARRO1..baby) to this team photo, Coach handed me #26. It was a great season! We were champions and these boys treated me like a fellow player. To break the tension at this photo and all of us staring at Chuck in the Benz behind the photographer, someone asked: "what does your dad do?" and I heard "He owns Ravenna". We all laughed!

*COACH NEIL BAASTEN went on to coach at the bigger school HOOVER and won 3 league titles and had a legendary coaching career! This was just his FIRST championship team. Also pictured: Coach Jacque Pierre and Coach George "Dusty"





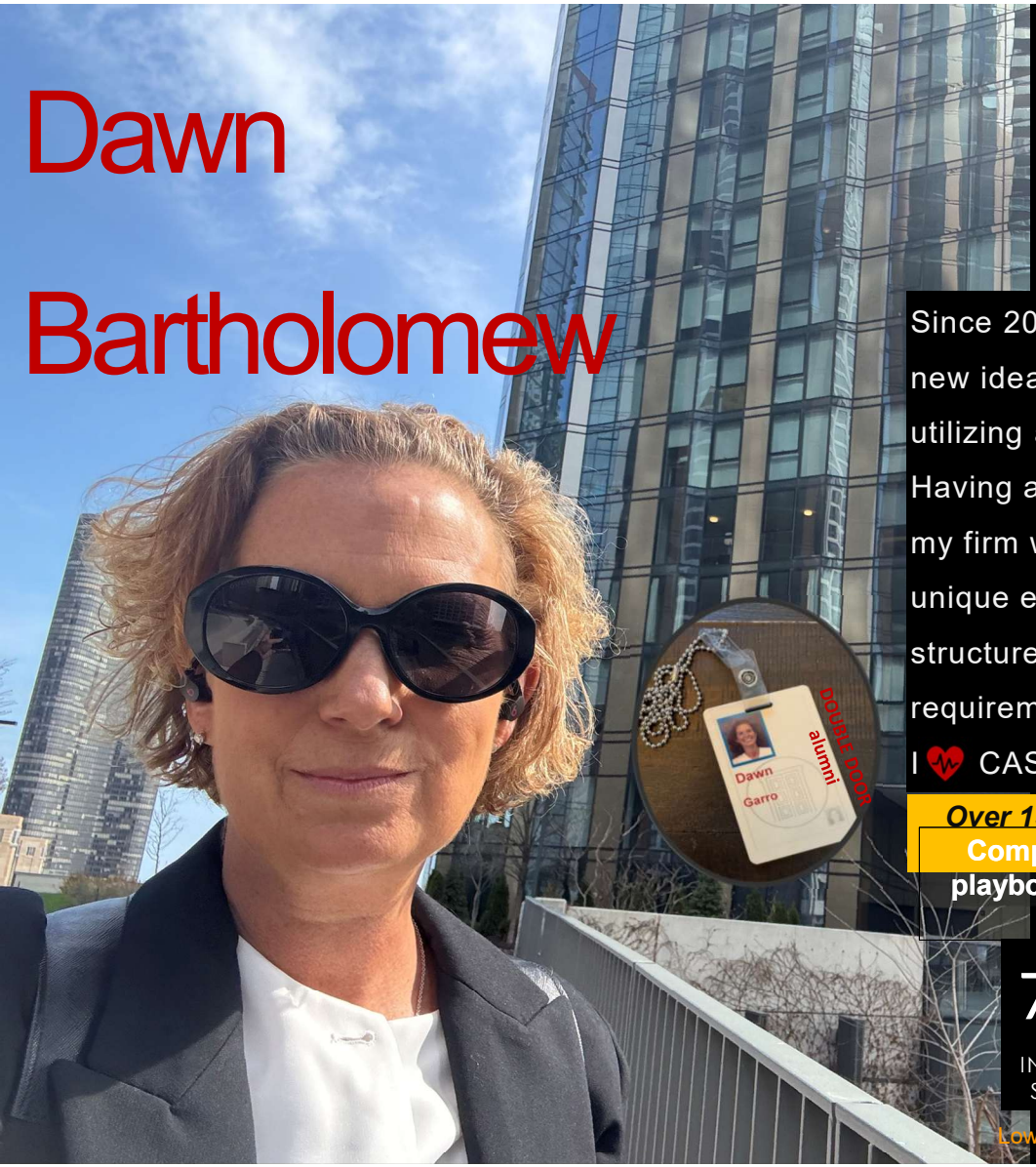
Ace sets the Pace
Garro Family Co-Op
Ace Rubber Products, Akron OHIO

In 1993, Chuck purchased Ace Rubber Products, a 12-person $1.2 million business out of bankruptcy (auction) for between $300k to $350k, which represented the market value of the building. Ace Rubber Products was still run by a different Chuck, Chuck Snyder. Snyder was partially retired and his son Chris ran the operations. Important to know because, Chuck Snyder's dad left Ace Rubber (at the time 200 employees across 2 factories) to 4 kids but gave all the voting rights to Chuck S (because he was the son). Chuck S made a living off of it while his siblings sued him and in total collected nothing from their family business. Chuck Garro still runs this business today and has collected a minimum of his original investment ($350K) every year over the last 30 years in some form or another. #FATHMATH

Chuck GARRO still had to take charge, though. Within the first few days at Ace, Chuck had his first face-off with Muck and Curly the two foremen. They said the order couldn't be done. Chuck handed me his jacket and tie, rolled up his sleeves and started running the rubber press himself. They never questioned him again.

Chuck also started wearing short sleeves to work…..until that fated family wedding where he showed up and his big brother, My Uncle Sam, said: "who invited Sipowicz?" After that Ace went business casual.

Dawn Bartholomew



ABOUT THE FOUNDER

MY Entrepreneurship History will be presented alongside my siblings for Chukka's next offering: LEADERSHIP & SUCCESSION PLANNING!

Which of your kids is the best bet? (working title…)

I started with an underground night club in a former electrical motor shop called Shaw & Mercer when I was 16…. We only used candles (no electricity – get it?) and it cost 'us' ☺… wax everywhere and not in a good way. Always learning!

Since 2009, I have partnered with corporate LEADERS (from the C-Suite to new idea champions) to accelerate or find new avenues of business growth utilizing acquisitions and other investment structures.

Having always worked from the inside of an organization, I've established my firm with the same client-centric approach as each firm requires a unique execution roadmaps to test or scale new ideas. My range of capital structures, both in the USA and EU, are structured for your firm's capital requirements, tracking immediate ROIC (Return on Invested Capital)…….

I ❤ CASH FLOW!

Over 15 Years of helping leaders execute innovative options with low-risk deal structures

Completed over 30 acquisitions as both solo investments or as part of larger playbooks (and I had to 'live' or work with the entrepreneurs after the deal was done ☺)

78%	61%	85%	28
INTERNALLY SOURCED	UTILIZED EARN-OUTS	INTERNAL FDD & CDD	COUNTRIES
Lower Valuations	Aligned Incentives	Low Transaction Costs	Market Diversification

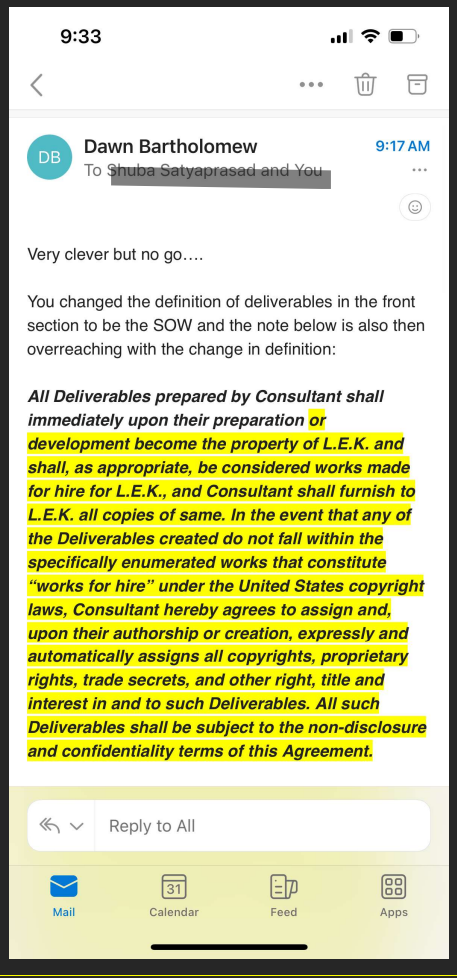
Remember where this started….

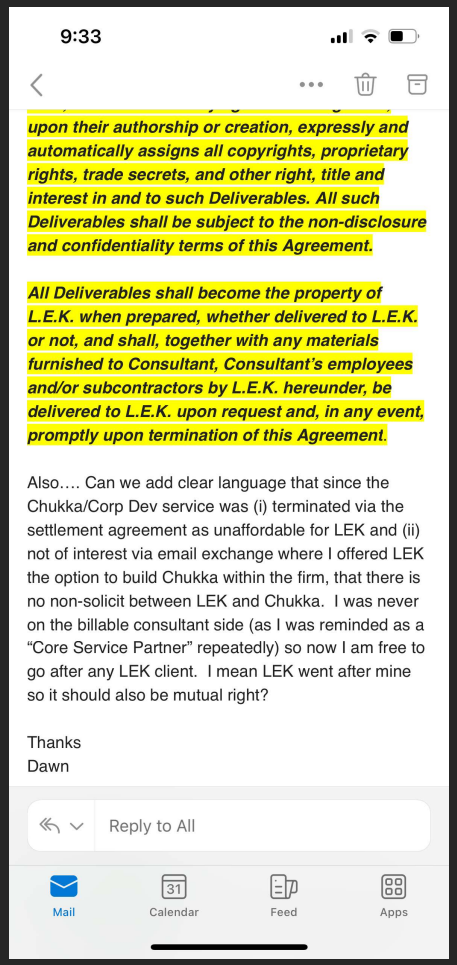
CHUKKA CAPITAL

From *FOUNDER*

When I started Chukka, my First Client kept trying to insert their own language into the contract which was aggressive, both in limiting my future earning potential and in turn, the value of my own personal brand.

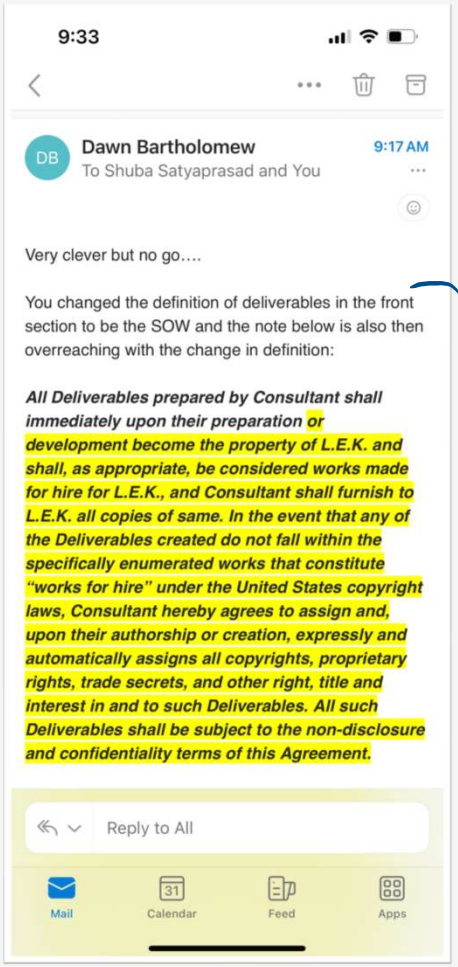
But they knew what I did for a living…….. Right?





NOTE: I've redacted the recipient but this in fact is a screenshot from my phone since they used DOCUSIGN, so I took a screen shot. As a back-up, I also sent this screen shot to 2 media contacts on LINKEDIN with a note. This made it PUBLIC and unable to be subsequently claimed under NDA or any other IP ownership. Or that's what I understood when I led the acquisition of HBR leading author Clay Christensen's firm a few years ago. *But that's another story…..*

Let's Break It Down…..



Deliverables = "Product"

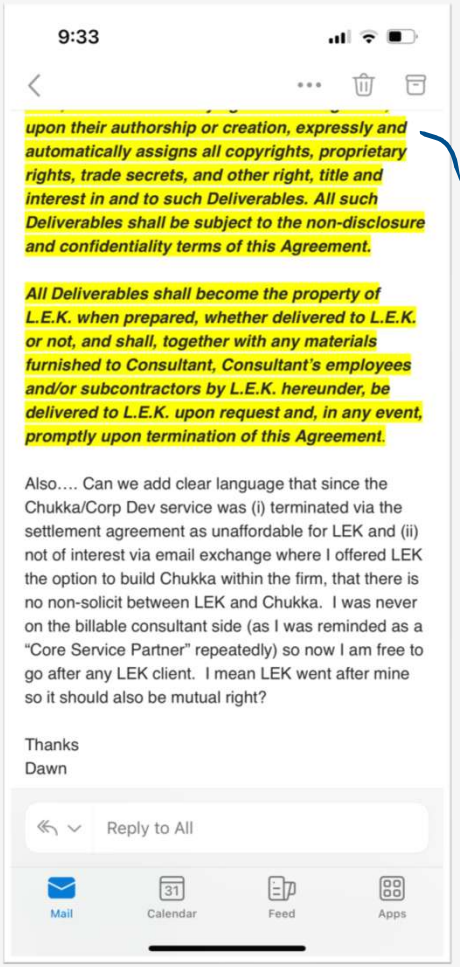
Whether a PowerPoint Slide Deck, An Assessment Tool, A Write-Up, A Song, An Album, A video, A post, A PICTURE, A Book, A Spreadsheet, A shirt, A Business….. A "TEAM"…..ALL could be DELIVERABLES.

As a CONSULTANT, market practice is to limit definition to a HARDCOPY. That's why companies pay these guys $400K for a PowerPoint slide that will still say DRAFT form. You contract this HARDCOPY as the Deliverable and can add other "stuff" DIRECTLY related to the Deliverable.

OFFSCREEN REFERENCE: These JOKERS added "OR INDIRECTLY" to the "DIRECTLY" which means whatever they decide. #NoGo

"Works For Hire" is how the USA Government defines DELIVERABLES, because it is what can be sold or replicated… copyright is the law.

By Extending beyond Copyright, it's ALSO whatever THEY want it to be. #NoGo



Ownership Transfers WHEN?

Transfer HAPPENS:

"upon their authorship or creation"
**technically, when you think of it*

"expressly and automatically"
#contactUS2unsubscribe

"assigns all copyrights, proprietary rights, trade secrets,"
#the$part #Ability2Monetize #EarningPower #GDPR

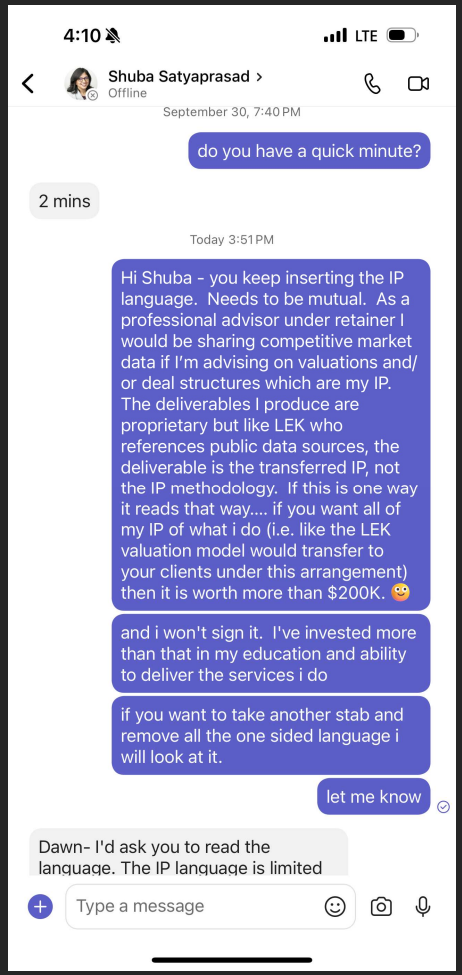
"and other right, title and interest in and to such"

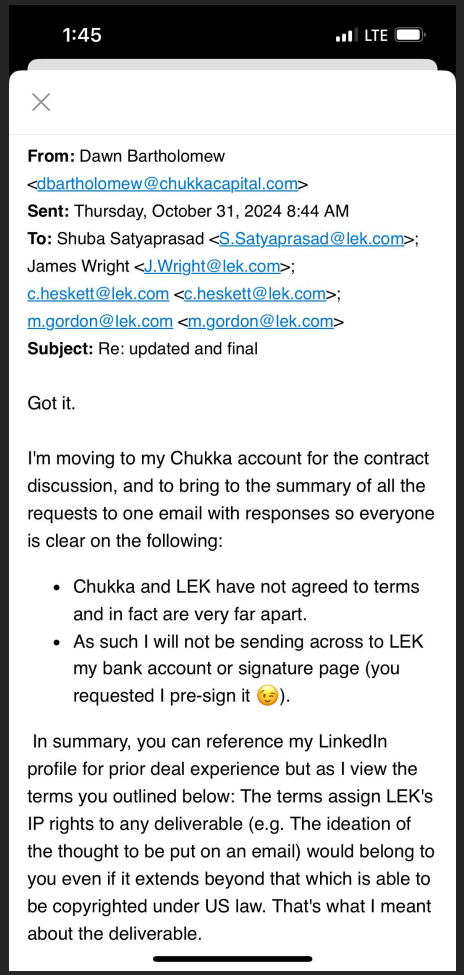
……Deliverables

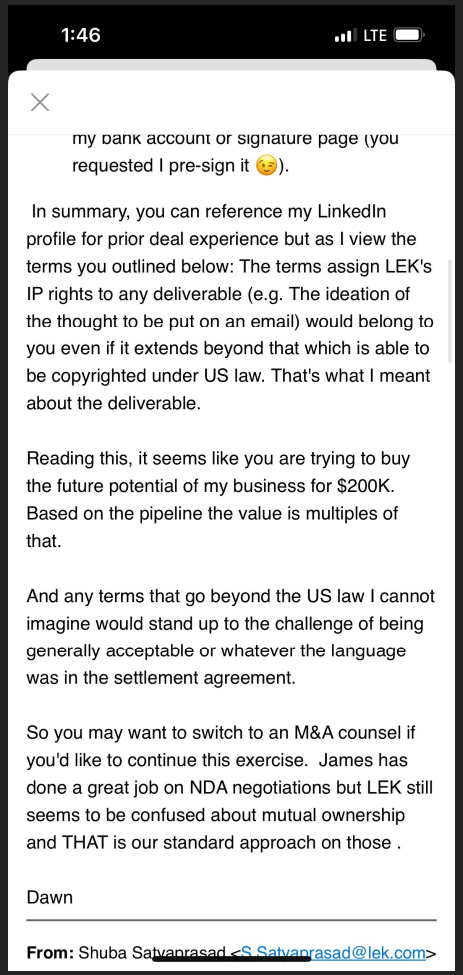
READ NEXT PARAGRAPH…..so even if they never saw IT or IT never got finished, they'll take IT. ALSO, ADD IN any other stuff you've got in there or you know, like ANYONE you TRY 2 WORK WITH or try to get as a CLIENT. YES! That's it.

#WeOwnYOU #IgetIT #DoYOU

Other communication examples to illustrate my POV……..







KNOW your VALUE

This leader wanted me to sign away my ability to ever make money again in exchange for a $200K one-time payment. If I signed it, this language gave them the right to STOP or SEIZE my ability to make $ or capitalize on my M&A life even though it is undoubtedly MY STORY and MY IP.

The year before I joined this firm, I made $700K (W2) and coming over to this group, I not only sacrificed a $75K bonus but got screwed on the "Partner Equity" - literally paid them a check to cover taxes that was more than the cash I received (at a price and time they determined of course) AND I was one of their 200 PARTNERS!

But once in the firm, I just did my job and broke down how a firm operates, and in that found a new BUSINESS in the end. Note: I offered to build it with them first, but they chose otherwise (i.e. they rejected ANY IP I was working on). So…… No worries, another timely opportunity arises!

SPOILER ALERT:

Entrepreneurship really is that simple to figure out once you learn the language and numbers!

Chuck was right after all…about this ☺

CHUKKA CAPITAL





LET CHUKKA PREP YOUR TEAM FOR THE GAME AHEAD

DAWN@CHUKKACAPITAL.COM