

**[Sample Business]
Business Value Max report**



This document was prepared for
Sample Business Owner

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Introduction

Prometis Partners Inc. was hired to evaluate the business attractiveness and exit readiness in order to prepare Sample Business for an internal sale of \$10 million. Prometis Partners will also be evaluating Sample Business for a Strategic or 3rd party sale if the internal sale is not possible.

Who is Sample Business?

Sample Business is a Prototype Stamping and Assembly Specialists business that was Incorporated in 1973.

This business is an S-Corp for tax purposes and is in Example, Michigan. The sole shareholder is Sample Business Owner.

The business services many industries but is focused primarily in the Auto Industry.

What Documents Were Provided and Reviewed?

Prometis Partners Inc. have evaluated the tax returns, P&L and Balance Sheets for 5 years dating back to 2013.

Key Facts to Consider

- Why are you exiting your business?
- Are you willing to still work in the business?
- What will the culture of your business be, once you exit?

Before deciding on the best way to exit a business, it is important to consider the reasons for the exit. Some people will retire, some will take an extended holiday, and some will re-enter the workforce as an employee. Others will buy another business or establish a new venture. Research shows that 52 percent of small business owners planning to exit their business intend to retire, and 14 percent intend to start another business.

It is important that business owners think about the journey, not just the destination. Health and wellness are a priority during the building phase of the business and selling phase of the business. The transition of a business takes time and energy.

Industry and business performance may vary with fluctuations in the broader business cycle. Ideally, an owner should sell when industry conditions are good, but it may be difficult to identify the peak of a selling market. In some cases, industry cycles will be less important than the personal reasons for selling.

In other cases, an entrepreneur becomes burnt out, faces illness, or is forced to exit a business for personal reasons. This can lead to an accelerated sale schedule date and a reduced price, which is obviously not desirable. Like so many facets of business, the key to a successful sale or transition lies in careful planning.

Most buyers will require the seller to have some involvement in the business after the sale, to ensure the intellectual property, staff and customer loyalty are smoothly transitioned. If a buyer considers a handover period too narrow, the perceived risk increases, and this will be reflected in the offered price. The business owner should factor into their exit plans a possible 12-24 month earn-out if the business is to be sold to a strategic investor.

In some instances, the new proprietor will want the seller to work in the business as an employee for an agreed period. The transition from owner to the employee is not always an easy one. Relationships with other staff members and campers need to be redefined and the seller is required to accept the changes made by the new proprietor.

It is often better to act as an advisor or consultant to the business, as the seller can draw on a thorough knowledge of the business and the industry within which it operates, to provide strategic advice to the new proprietor. The advantage of this option is that it provides a regular stream of income for a period after the sale, without the restrictions of full-time employment. This provides the seller with time to pursue other interests or business ventures.

If the seller has specific skills the business will need to retain, the seller can continue working with the company as a trainer/consultant/ part-time employee or contractor. As part of the exit strategy, a business owner should identify staff members who have the potential to be trained to take on additional responsibilities.

Sellers must consider their vision for the business. Most owners have an emotional attachment to a business that has been their “baby” for many years. Their role in the business is part of their identity. They want the brand and the business to thrive after their departure, which means a certain type of buyer and structuring of the business will hold more appeal.

When considering a seller’s involvement after the sale, it should be noted that sometimes there are significant cultural differences between a large and small business. If a small business is bought by a bigger entity, tension often arises when a former owner needs to conform to the practices of a larger corporation following the sale. For the former owner, this can create a considerable emotional burden during the transitional phase.

Financial Considerations

Before selling/transferring your business there are several key financial factors that you will want to consider. These are very important questions to make sure you get answered because once you hand over the keys to the business, you don't want to go back to work.

Key Factors:

- Before selling/transfer determine what is needed for you to sustain your lifestyle.
- When was the last time you updated your personal financial planning?
- How much risk are you willing to take in your portfolio?
- Have you considered the impact of long-term care?

This is particularly true of owners planning to retire, as age-related medical and living expenses may change dramatically over time. Like most owners of small businesses, neither C nor D exhibit a good understanding of this issue.

Many younger people sell a business with the intention of buying or starting another enterprise. In such a scenario, it is important that the proceeds from the sale are adequate to fund a new business, maintain an acceptable lifestyle, and possibly to support an extended break before starting a new venture.

Business owners also need to take into consideration whether the sale will leave them free to earn a living. Many buyers will insist on a restraint-of-trade clause in the contract, which restricts the seller for a period and within a geographical area. This can limit the seller's ability to work for a competitor, disclose confidential information, or maintain professional relationships with former clients and employees. The value of a restraint-of-trade clause should be considered and factored into to sale price of the business.

Family & Estate Planning Observations

Key Factors:

- Are your trust documents updated to reflect your current wishes?
- Have you unintentionally disinherited any children?
- Is the business/stock in your trust?

Transfer Planning:

Fifty percent of businesses transfer in a non-voluntary manner. This means the ownership and management transfer because of death, disaster, disagreement, divorce, or disability. Without proper planning any one of these events can decrease the value of the business, cause financial issues for the beneficiaries and cause family strife.

There are three parts to transferring a family business:

1. Ownership transfer
2. Management transfer
3. Alteration of family dynamics.

Ownership Succession:

This is the legal and financial process of transferring the business. It is often done through the lenses of taxation and cash issues for the owning generation. The team of advisors to help you through this task typically involves: a lawyer(s), an accountant, a banker, and insurance brokers. This work is document heavy and can be costly. It is critical to the success of your endeavor to invest in qualified advisors who are willing to work together and with all four of you at one time. Ownership transfer is a complex process and should be viewed through the interests and goals of both generations in order to increase the chance of success. It may be tempting to try to do this yourself, but it is very easy to short-circuit this process, leading to adverse unintended consequences for all involved parties.

Issues That Have Been Identified Include:

Most advisors stop with the planning here, but family business consultants walk their clients through the other two sections of transferring a business.

Management Succession:

Management succession is the plan to transfer management and daily operations to the next owners. This is different than ownership. It entails transfer of knowledge of systems, transfer of authority and of relationships.

Family Transition:

This section of work is the most dynamic because it involves family systems and emotional issues.

Some examples of the work that family business consultants do is educate family members on ways to keep communication open, facilitate difficult conversations, help families capture and pass on core values, and create family mission statements.

Many resources are available to assist you with these issues, however working through them takes time and dedication. Collectively, you will need to have some discussions that may make you uncomfortable.

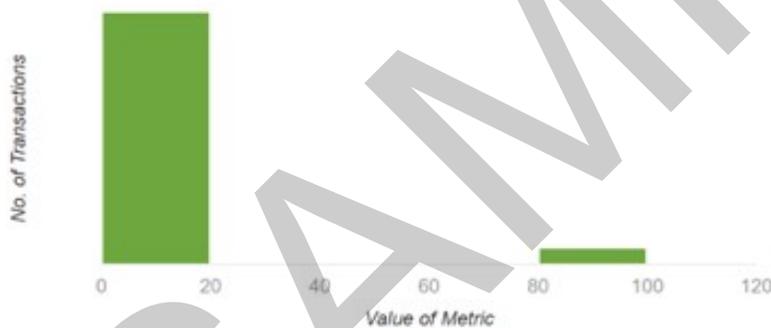
Selling Ranges

This data on business valuations is supplied by DealStats, an online database with the most complete financial details on over 34,000 acquired private companies. The graphs show the distribution of transactions for various values of each of the following metrics:

- Selling Price to Sales
- Selling Price to Gross Profits
- Selling Price to EBITDA
- Selling Price to EBIT

At the bottom of each graph, the number of transactions, minimum value, maximum value, mean value, and median value are displayed. Click on the metric below to display the corresponding graph:

Price to Sales Price to Gross Profits Price to EBITDA Price to EBIT



Count: 18 Min: 1.0 Max: 99.3 Mean: 10.62 Median: 3.8

Price to EBITDA = Selling Price/Operating Profit + Depreciation & Amortization
Date range: 06/20/2007 - 12/15/2016

Selling Price, also known as MVIC (Market Value of Invested Capital) is the total consideration paid to the seller and includes any cash, notes and/or securities that were used as a form of payment plus any interest-bearing liabilities assumed by the buyer. The MVIC price includes the noncompete value and the assumption of interest-bearing liabilities and excludes (1) the real estate value and (2) any earnouts (because they have not yet been earned, and they may not be earned) and (3) the employment/consulting agreement values. In an Asset Sale, the assumption is that all or substantially all operating assets are transferred in the sale. In an Asset Sale, the MVIC may or may not include all current assets, non-current assets and current liabilities (liabilities are typically not transferred in an asset sale).

Industry Update

Sample

Tax Reform Boots Optimism: Federal tax reforms that went into effect in January 2018 have had a net positive effect on commercial building contractors, according to the US Chamber of Commerce. The reforms have allowed contractors to augment their heavy equipment fleets to take advantage of new depreciation schedules. Industry experts expect the tax savings to be reinvested in contractor businesses, but data is not yet available to confirm it. Many contractors immediately provided bonuses to employees on sheer anticipation of increased revenues, according to the Chamber of Commerce, indicating a strong positive outlook.

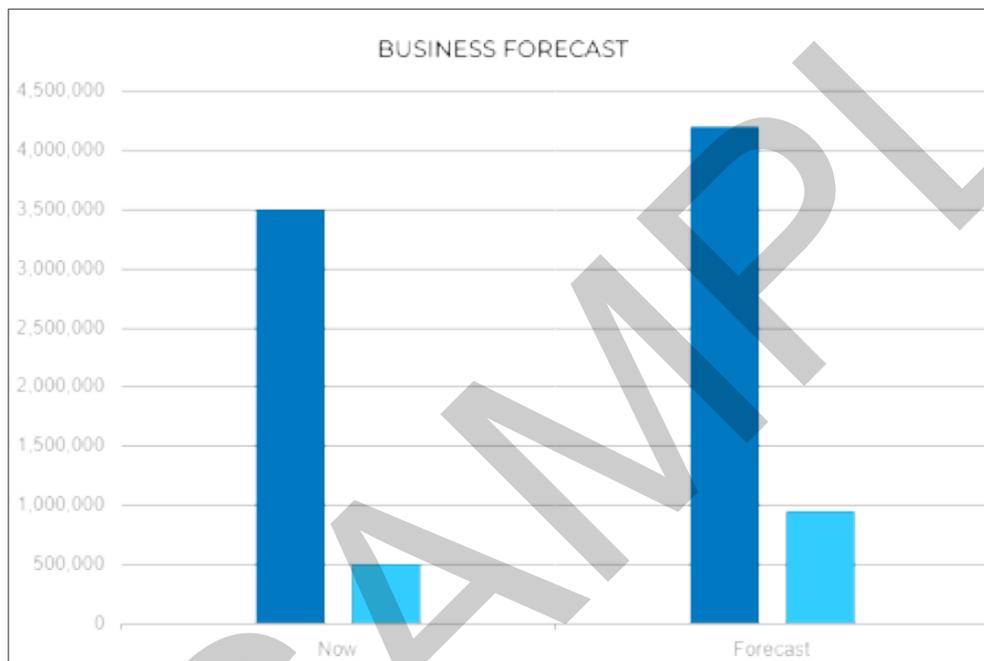
Construction Growth: Improved economic conditions have driven growth in the non-residential construction market. The post-stimulus trough in federal spending resulted in stabilization of institutional projects and the office building market has experienced significant employment growth. Nonresidential construction spending grew by about 9% in 2014, 7% in 2015, and 4.8% in 2016. Spending slipped 0.5% in 2017, but returned to growth in 2018, rising 5.1% in the first 10 months of the year.

Technology Improves Productivity: Narrow margins and an increasingly competitive environment have led more contractors to implement technology that improves their productivity and enables them to provide cost estimates with greater accuracy. An increasing percentage of contractors are using Building Information Modeling (BIM) software, which integrates the design process with costing. BIM systems are dynamic and allow designers, contractors, and developers to access building information, make changes, and calculate the associated costs. Some programs link to estimating systems and generate work schedules for subcontractors as well as purchase orders for materials.

Commercial Contractors Merge or Fail More Frequently: The business failure and merger rate for commercial building contractors from the end of 2016 to the end of 2017 was 16.51%, higher than the average for all US businesses, according to data from Bizminer. "Business failures and mergers" include those firms that ceased operations during the time period, as well as firms that ceased being independent entities due to merger or acquisition.

High Level Goals

During our interview you indicated that you had a number of high level financial objectives that you would like to achieve. If you achieved these goals your turnover would increase from 3,500,000 to 4,200,000. We have highlighted a high level summary of your financial goals below.

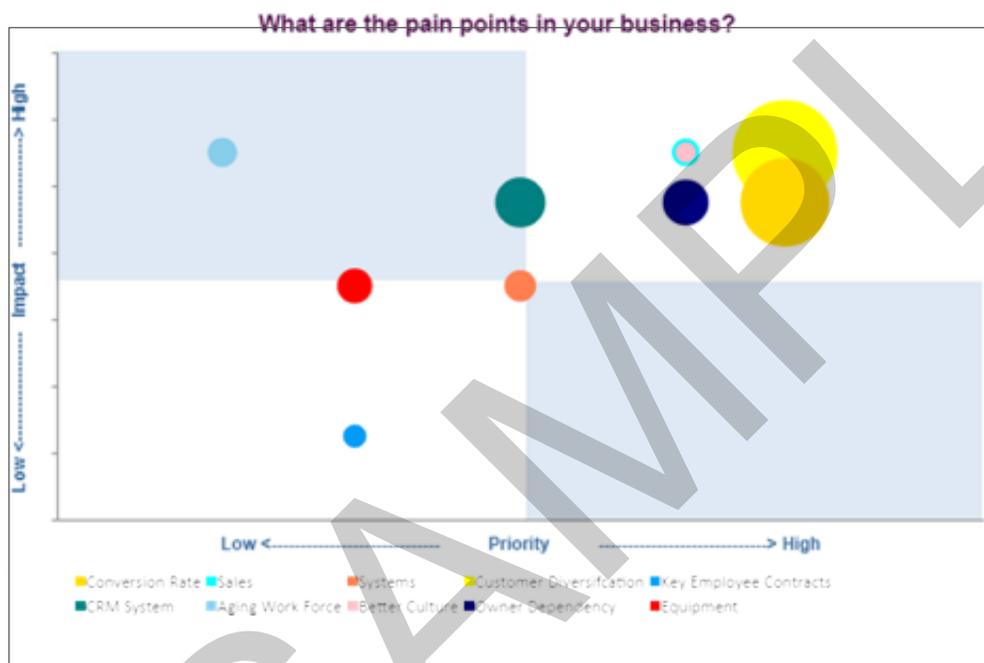


Business Goals	Now	Desired Future Level
Revenue	3,500,000	4,200,000
Profit	500,000	950,000
Margin	14%	23%
Number of Employees	25	30

Personal Shareholder Goals	Now	Desired Future Level
Estimated total remuneration	175,000	325,000
Estimated personal stress level (1 low – 10 high)	7	3
Ideal exit timeframe (years)		7
Amount needed to exit or move on	0	0
Estimated business value	1,300,000	2,500,000

The Pain Points in Your Business

During our interview, you indicated that you had a number of “Hot Issues” that you would urgently like to address. As part of this process, we will look at the development of two programs being a longer-term development program and a 90-day action plan to solve urgent issues.



Pain Point	Priority	Impact	Financial Impact
Conversion Rate	High	Medium High	350,000
Sales	Medium High	High	20,000
Systems	Medium	Medium	30,000
Customer Diversification	High	High	500,000
Key Employee Contracts	Medium Low	Low	10,000
CRM System	Medium	Medium High	100,000
Aging Work Force	Low	High	25,000
Better Culture	Medium High	High	5,000
Owner Dependency	Medium High	Medium High	80,000
Equipment	Medium Low	Medium	40,000

Methodology

- Review of urgent issues
- Problem identification
- Potential solutions
- Selection of most appropriate solution
- Action and implementation to resolve the issues

SAMPLE

Priority Areas



We have grouped the above areas into categories, and then we asked you to indicate what you felt was the priority in development.

What does this area include?	Possible client outcomes	Priority Indication
<p>Business & Strategic Plans: Developing a business plan.</p>	Improved profitability, increased revenue, better business direction and alignment, less stress on the business owner, greater accountability to performance, better financial management. Review of the business model.	You indicated that this had the following priority level... Medium High
<p>Strategy Execution: Making sure that the organization is implementing the strategic direction.</p>	Establishment of clear strategic direction with clear delegation of responsibilities to key staff. Ensuring organizational alignment and accountability.	You indicated that this had the following priority level... Medium High
<p>Financial Health: Profit improvement, cash flow and budgeting.</p>	Analysis and review of the existing financial health to determine gaps and inefficiencies. Review of budgets and financial strategies. Development of "What if" scenarios and forecasts.	You indicated that this had the following priority level... Medium
<p>Exit & Succession Planning: What is the business worth now and how can it be improved?</p>	Renewed enthusiasm in running the business as it is now linked to a higher purpose, improvements in business. Higher likelihood of a business sale. Improvements in profit and revenue.	You indicated that this had the following priority level... High
<p>People Issues: Review and improvement of HR, customer communication, systems and processes.</p>	Improvements in staff motivation and morale, staff accountability and KPI targets, staff performance, increased profit and revenue, reductions in staff turnover and risk of employee litigation.	You indicated that this had the following priority level... Medium
<p>Systems & Processes: Review and recommendation of better systems and documentation.</p>	Improvements in productivity, quality, customer satisfaction, increased profit and revenue and reduced risk of legal liability.	You indicated that this had the following priority level... Medium



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Sample Manufacturing High Performance Business Quiz

This document was prepared for
[Client] on behalf of [Your
Consultant Name]



MAUS Business Systems | Private & Confidential

One Page Snapshot of Results

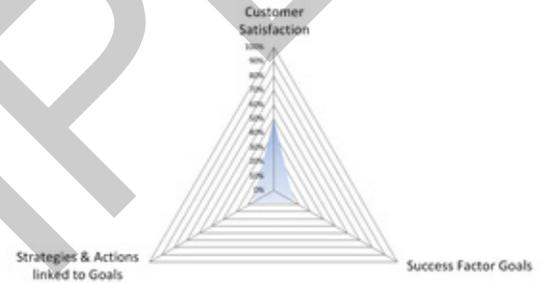
Your Score

40%

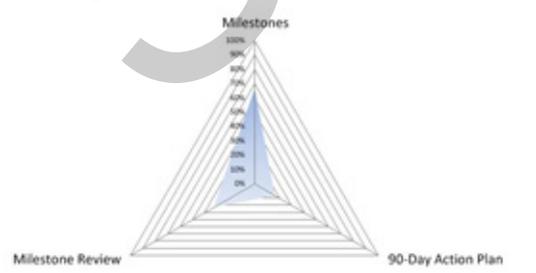
High Level Goals



Strategic Goals



Milestones/Actions



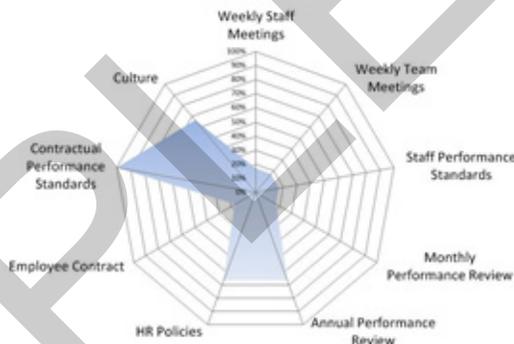
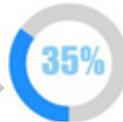
Monthly Business Review



Systems & Workflow



Employee Engagement



Performance Culture

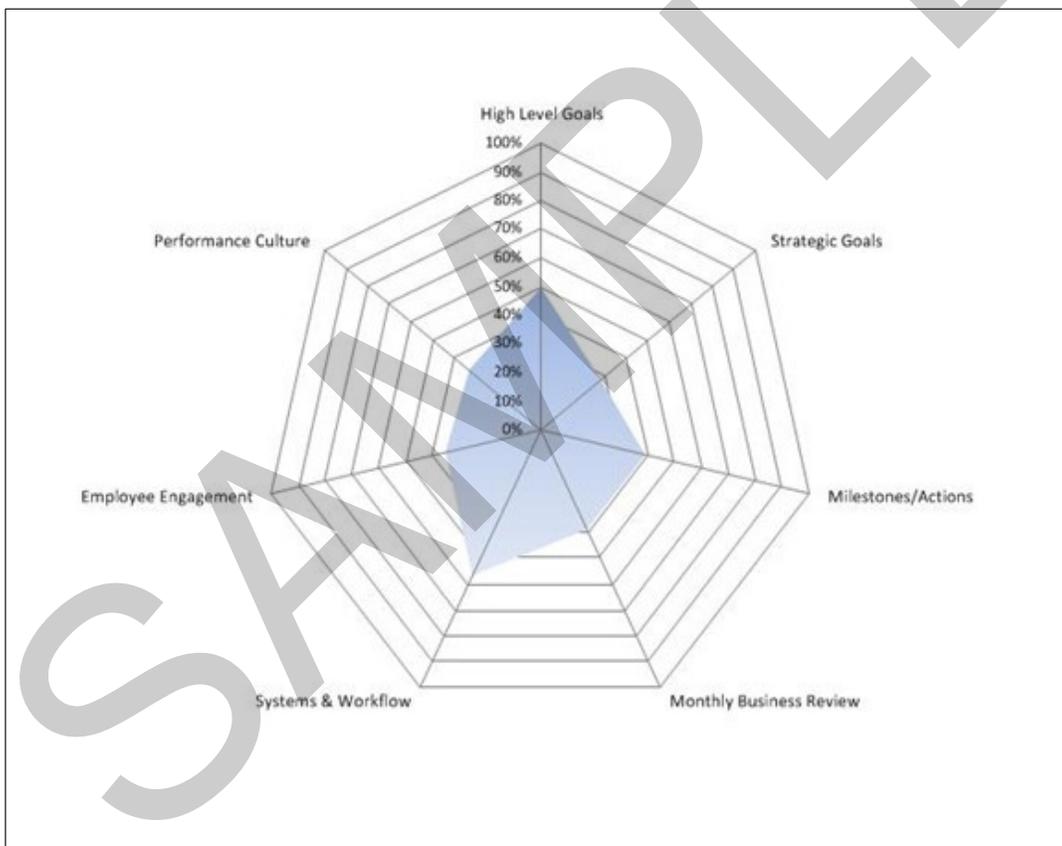


High Performance Business Quiz

Score

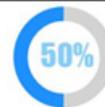
40%

The following graph is calculated by averaging your performance across a number of key areas. Based on our questionnaire, we have drafted a radar chart that indicates the areas that you need to work on.



Based on your answers to these questions your score is 40%.

High Level Goals



The probability that a business will not be successful is considerably higher for organizations that do not set goals. Goals are the starting point in the communication and commitment process. They set the guidelines for the accompanying strategy and financial investment.

1. SET YOUR GOALS & THE VISION OF THE BUSINESS
2. MAKE SURE YOUR GOALS ARE PRACTICAL
3. DETERMINE HOW YOU “STAND OUT FROM THE CROWD”
4. ESTABLISH HIGH-LEVEL STRATEGIES

All businesses should consider the vision of the business: where your business is headed and how it would like to be perceived as an organization. This effectively establishes the standards of operation and the high-level mission of the organization.

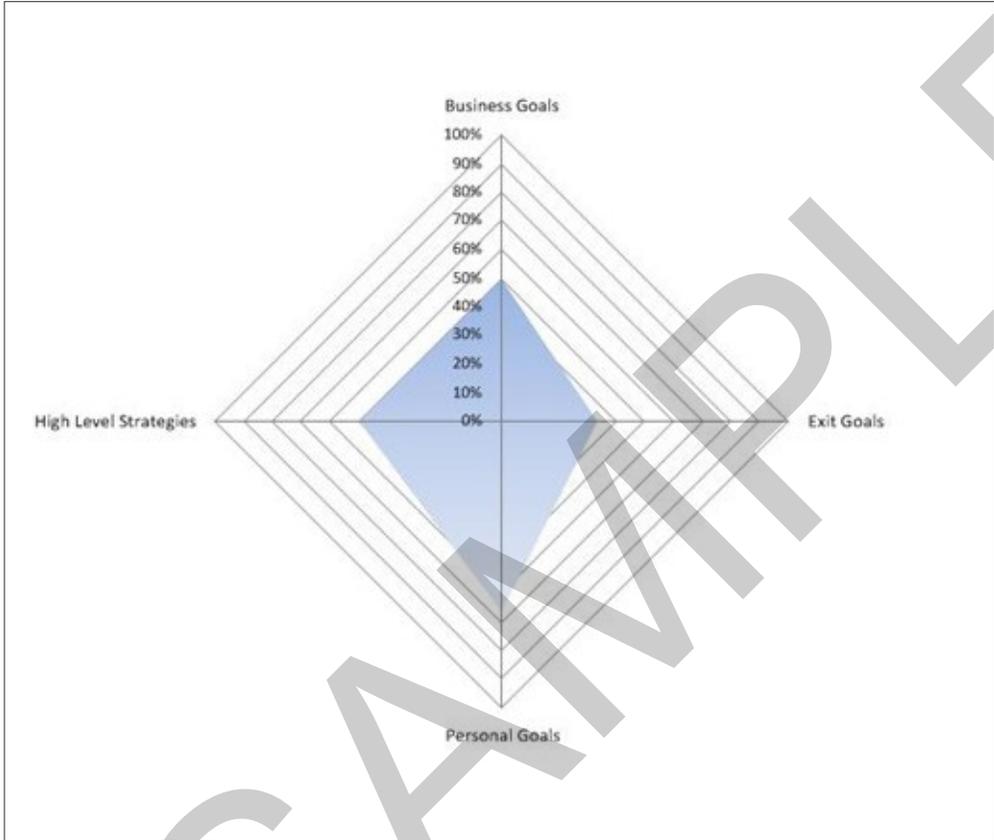
On a single page, the business needs to document a clear set of goals. These should include profitability and revenue, as well as personal expectations. If there is an intention at some stage to exit the business, then the goals should state this time frame and the expectations.

Your business needs to consider how you stand out from the crowd. What is the key reason why a customer would buy from your business over your competitors?

Based on your answers to our questionnaire your business score is 50% in this area.

Topic	Analysis Area	Score
Business Goals	Do you have your high level business goals documented? Define where the business is now and where it will be over the next 3 years?	3
Exit Goals	Do you have your high-level Exit and Succession planning goals documented with where you are and where you wish to be over the next 3 years?	2
Personal Goals	Do you have your high-level Personal Goals documented? Where you are now and where you wish to be over the next 3 years?	4
High Level Strategies	Have you developed your high level business strategies? Have you defined how your business stands out from the crowd?	3

Graph of High Level Goals



Strategic Goals



Revenue and profit represent key financial goals that can only be achieved with a viable strategy. The aggressiveness of the strategic goal is determined by your financial objectives.

The strategic goals should commence with a review of customer expectations. What makes the customer happy? What are our competitors offering to the customer and what can we offer to secure our market share? From this point you need to build the drivers of the business that support this customer focus.

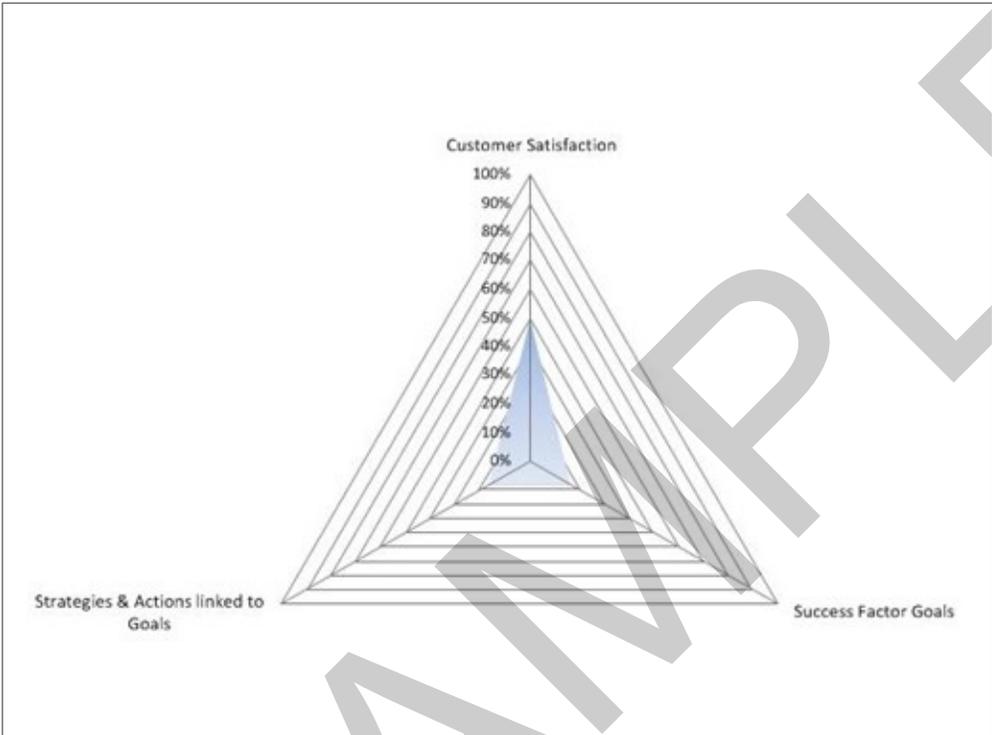
You should review the following quadrants of your business and develop a set of goals and a scorecard for each area.

- Customer Scorecard
- Systems and Processes Scorecard
- Innovation and Learning Scorecard
- Financial and Combined Scorecard

Based on your answers to our questionnaire, your business score is 28% in this area.

Topic	Analysis Area	Score
Customer Satisfaction	Have you brainstormed with staff and customers to determine the 5 key things that determine whether your customers are happy?	3
Success Factor	Do you have a documented list of 8-15 goals that will determine your business success? These goals should be financial and non-financial goals.	1
Strategies & Actions linked to Goals	Do you have a series of actions and strategies linked to success factor goals?	1

Graph of Strategic Goals



Milestones/Actions



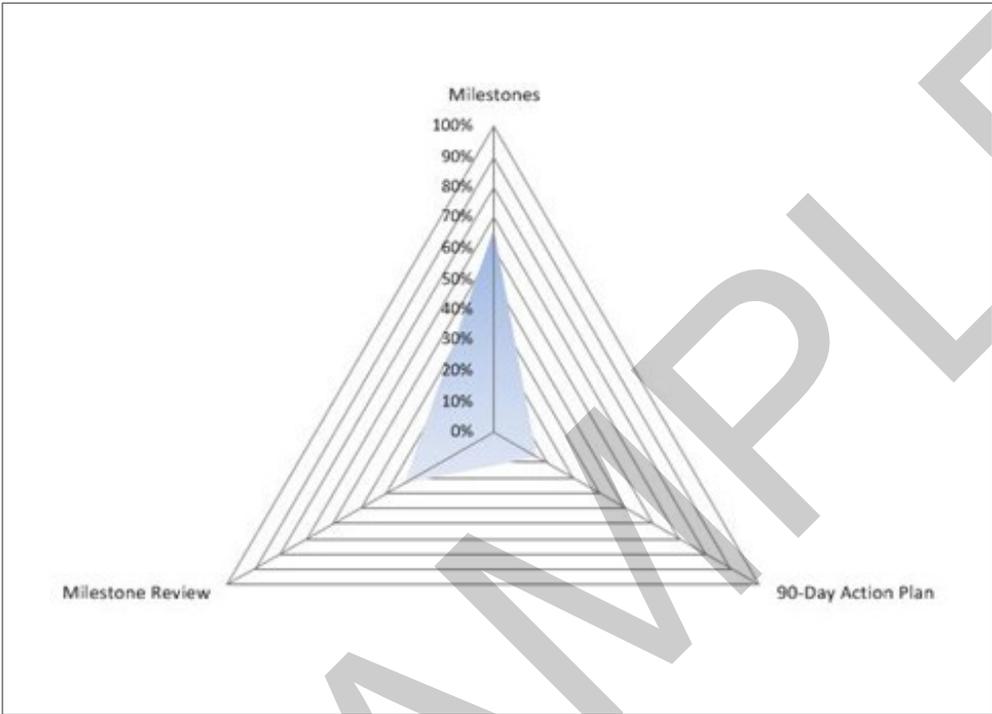
A strategy is the plan of action designed to achieve the goals and vision of the company. For each strategic goal, the business should create an accompanying set of strategies (and supporting sub-goals if necessary). A plan is then developed that assigns actions and initiatives to key employees.

- List all strategic goals
- Produce a strategy
- Create an action plan and initiatives that are assigned to employees

Based on your answers to our questionnaire, your business score is 39% in this area.

Topic	Analysis Area	Score
Milestones	Do you have a list of annual milestones?	4
90-Day Action Plan	Do you have a 90-day action plan with key dates and accountability?	1
Milestone Review	Do you regularly review and follow up your milestones?	2

Graph of Milestones/Actions



Monthly Business Review



All businesses should review their business performance on a monthly basis.

- Business Profitability
- Successes & Obstacles
- Review goal/target monthly results
- Review “year to date” results
- Strategies by quadrant

Successes & Obstacles: What were the achievements of the company over the last month and what were the obstacles or barriers to success? If there were obstacles that affected performance, can these be overcome for the next month?

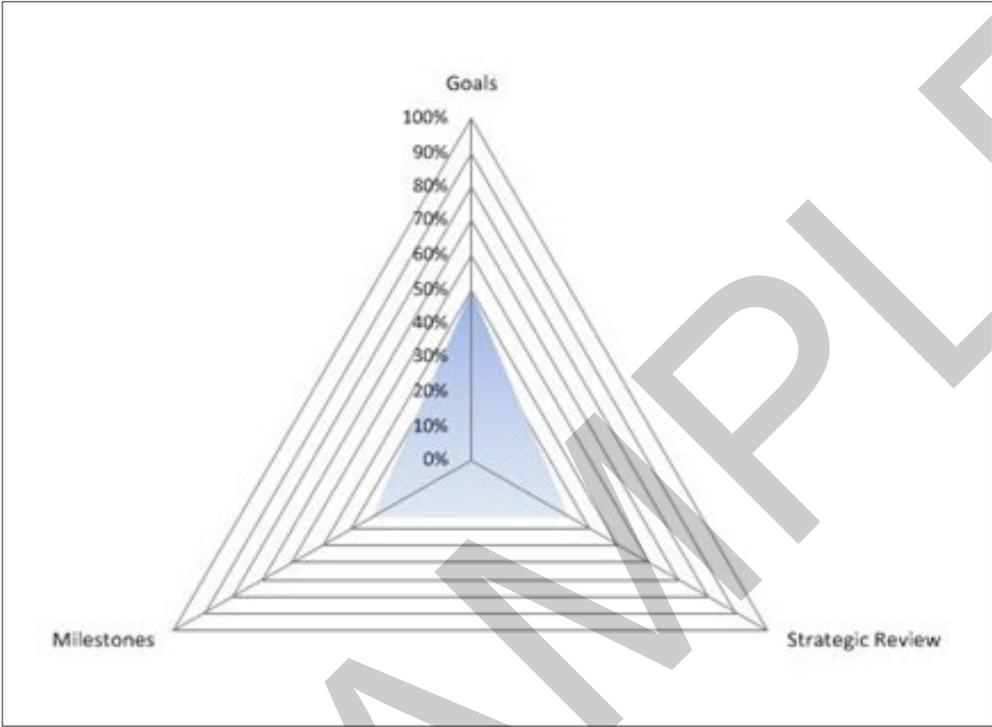
Review Monthly Results: Review the performance of each KPI to last year or target. Comment on performance. Review the performance of each KPI in terms of year-to-date performance.

Review the performance of the business in each of the four quadrants. The four quadrants cover customer, financial, systems & processes and innovation & learning. This step involves a pro-active engagement with the business. The changing of circumstances and performance may lead to a change in the strategic direction or fine tuning of priorities. All areas above may impact management decisions.

Based on your answers to our questionnaire, your business score is 39% in this area.

Topic	Analysis Area	Score
Goals	Do you measure each month your achievement versus your target?	3
Strategic Review	Do you have a monthly scorecard and a formal process to review results?	2
Milestones	Do you have milestones that are kept up to date?	2

Graph of Monthly Business Review



Systems & Workflow



The stronger your operational procedures and systems are, the stronger, more reliable and scalable your business will be.

- Project accountability
- Policies & procedures & workflows
- Customer service/operational logs
- QA/Health & Safety/HR
- Budgeting/Accounting/Other

All businesses should review and develop a solid set of systems & workflows to ensure a quality high performance organization.

Milestone/Project Accountability: Develop projects and tasks to achieve the goals. Make sure that people are assigned and accountable. Have a weekly/monthly reminder system.

Tidy-up the Business: Develop a document workflow & procedures. Identify tasks that can be delegated away from the CEO. Establish policies and procedures and workflows.

Standardize the business – if a question needs to be asked by any employee – then add a policy!

Customer Service/Operational Accountability: Every time an issue arises, document it. Solve each issue and look for resolutions that minimize the probability of the issue recurring. Assign accountability. You may wish to review the CRM system, QA/Health and Safety/HR. Review any possible threats of litigation and company obligations, especially in the HR and health & safety areas. Every company, for instance, needs to have a health and safety register. Every company should also have a set of employee policies and procedures. Budgeting and Accounting - every business should have regular financial reports, a business financial model, up-to-date financial forecasts, and understanding and analyzing key financial ratios and trends.

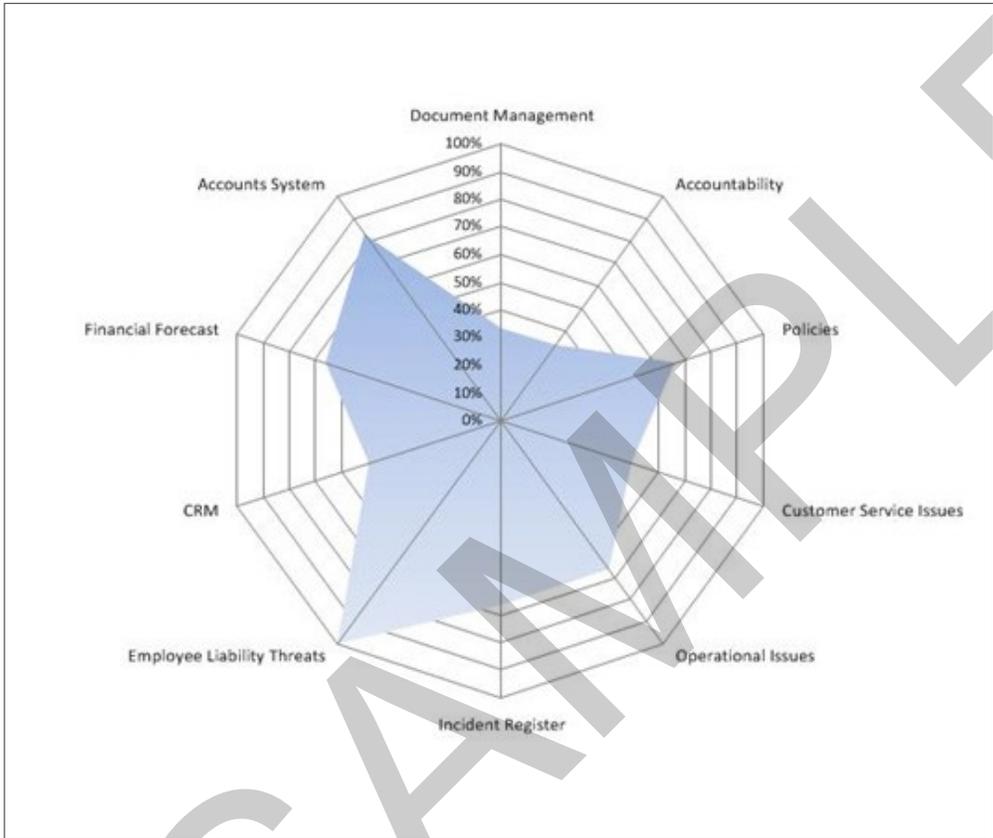
Most of the above systems are included in the Small to Medium software developed by our partner. The product is the MAUS Business Success Hub.

Based on your answers to our questionnaire, your business score is 57% in this area.

Systems & Workflow

Topic	Analysis Area	Score
Document Management	Do you have a document management system?	2
Accountability	Do you have a reminder system of overdue tasks on projects?	2
Policies	Do you have policies and procedures?	4
Customer Service Issues	Do you monitor and assess customer service issues?	3
Operational Issues	Have you reviewed your liabilities in terms of health and safety and do you have documented procedures?	4
Incident Register	Do you have a safety incident register?	4
Employee Liability Threats	Have you reviewed your liabilities in terms of employee legislation and do you have documented procedures?	0
CRM	Do you have a CRM (customer management) system?	3
Financial Forecast	Do you regularly review budget forecasts and the financial health of your business?	4
Accounts System	Do you have a good accounting system that is being managed well?	5

Graph of Systems & Workflow



Employee Engagement



It is ultimately your employees who determine the overall success of your business!

High achievement companies recognize that good communication and well defined employee goals and targets are the key to motivating employees. Employees must feel respected and valued by the organization. Praise, encouragement and acknowledgment are essential ingredients, and these should be combined with employee performance targets and goals that set clear benchmark standards.

- Job Descriptions
- Employee Targets
- Employee Contracts
- Employee Communication
- Employee Scorecard System

Job Descriptions: This should be provided at the time of employment to each new employee.

Employment Contract: The employment contract should state the terms and conditions of employment. Including confidentiality; protection of IP, use of social media, and standard employment conditions and terms. It should also include a policy on compliance to the reporting systems.

Individual Employee Communication: Each employee should have their performance regularly reviewed by their team leader.

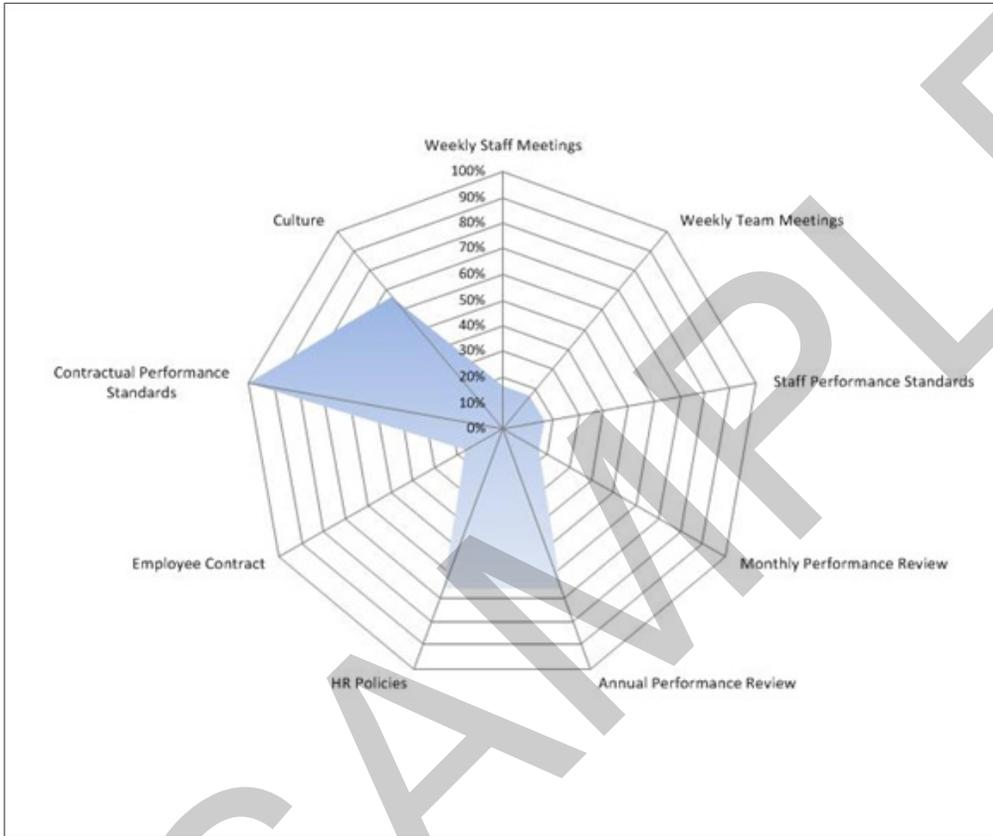
Group Company Meetings: The company or division should meet regularly as a group to discuss performance, and strategy.

Based on your answers to our questionnaire, your business score is 35% in this area.

Employee Engagement

Topic	Analysis Area	Score
Weekly Staff Meetings	Do you have a 'one-on-one' weekly staff meeting?	1
Weekly Team Meetings	Do you have a weekly team meeting?	1
Staff Performance Standards	Does each employee have KPI's, job descriptions and performance standards?	1
Monthly Performance Review	Does each employee report on their performance on a monthly basis?	1
Annual Performance Review	Do you have an annual or 6-month performance review system in place?	4
HR Policies	Do you have a HR policies manual?	4
Employee Contract	Do all employees sign an employee contract?	1
Contractual Performance Standards	Does your employee contract obligate your employee to abide by your performance system and high standards?	0
Culture	Do you encourage a "high-performance" culture?	4

Graph of Employee Engagement



Performance Culture



This program is based on changing the organizational mindset so high performance is the norm and not the exception. High performance organizations must stay committed to an agreed set of systems, standards and workflows.

- Communication
- Software Automation

Communication: The CEO has to communicate and constantly reinforce how important this program is to the company. The organizations need to breed a “high performance culture.” Meeting deadlines, performance management and quality outcomes must govern employee behavior and management expectations.

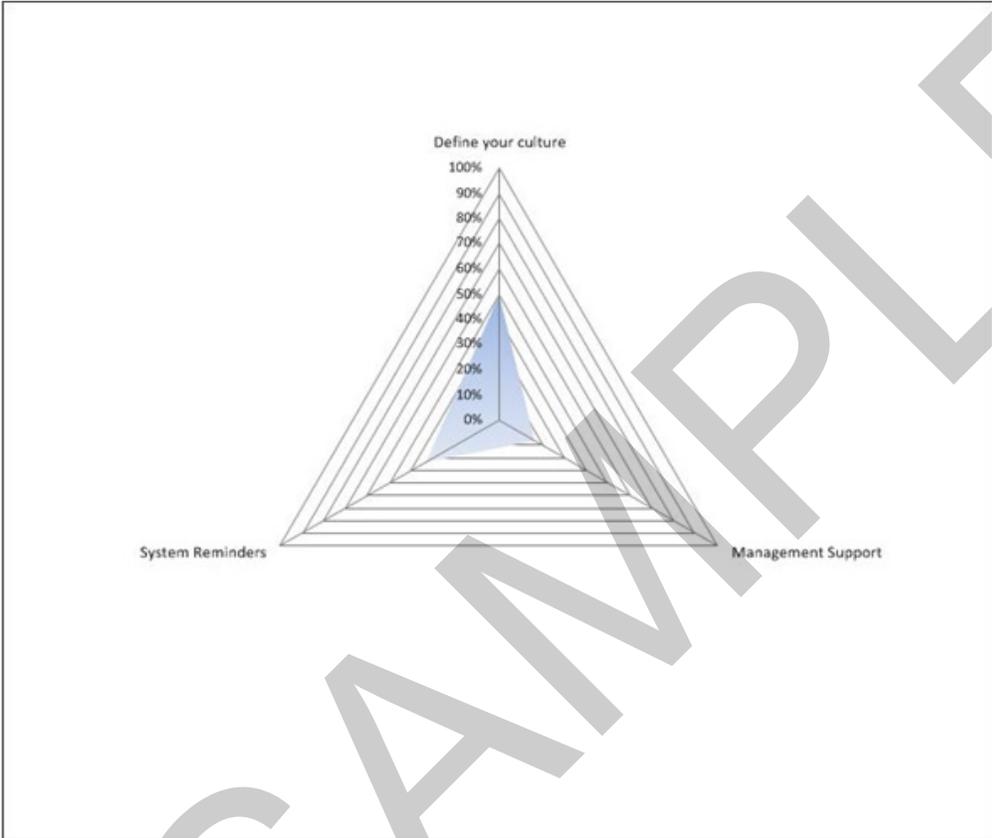
A powerful tool that will keep you ahead of your competition and make this “high performance culture” a reality is the MAUS “Business Success” Software Hub and the Your Business Success program.

(www.yourbusinesssuccess.com). This will make paper based inefficient systems obsolete. It will help you to automate your business.

Based on your answers to our questionnaire, your business score is 33% in this area.

Topic	Analysis Area	Score
Define Your Culture	Have you defined the cultural values of your business? Characteristics such as honesty, quality, friendliness and co-operation?	3
Management Support	Do the managers and employees constantly reinforce the culture with their language and actions?	1
System Reminders	Are the systems being constantly reinforced and encouraged by management?	2

Graph of Performance Culture

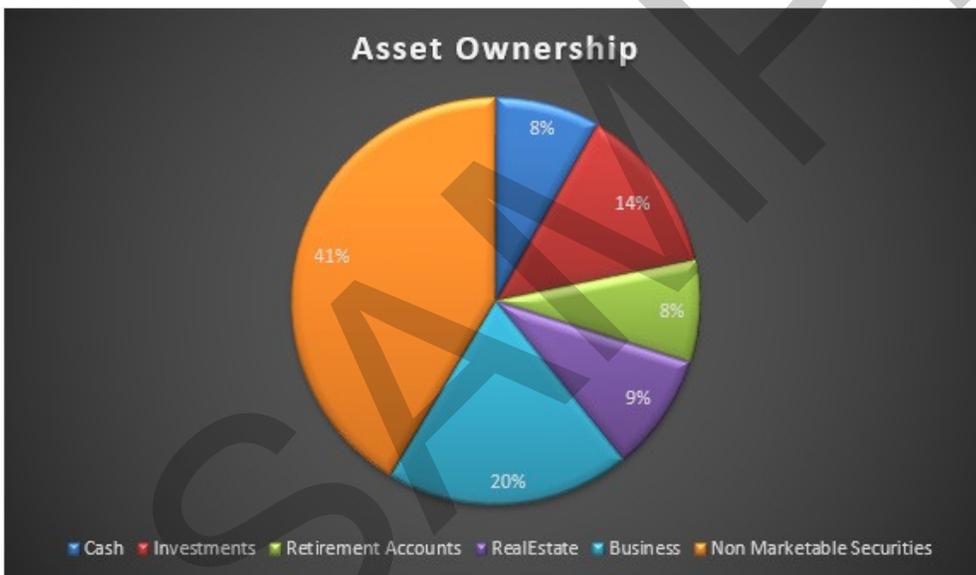


Discovery Phase Findings

The findings below are compiled from your 2 assessments along with your industry comparison.

The goal is to determine what areas need the most attention and the impact this will have on your business.

We look at four key areas: Business Attractiveness, Exit Readiness (Transferability), Tax Wealth and Retirement, and Life After. All of these are tied in together to better position you and your business for a smooth transition.



Other key factors are how dependent are you on the sale or transfer of this business. What we mean is how much do you need financially from the sale of the business to sustain your lifestyle? If family is buying you out over time, they may not see the value if they don't or aren't participating fairly with incomes and distributions.

An outside buyer will most certainly try and always buy the business at a discount.

And then there is the **TAX** question: how much in taxes will you pay and how does that dilute your lifestyle?

Business Attractiveness

Business Factors: You scored an 83% here - very high! Customer Diversification and Marketing Systems were scored low. Both have a high impact on value.

Please share thoughts on how you can increase this score?

Forecast Factors: a 77% is very good! Your Predictable and recurring revenue scored a 3 and 4. Understanding how you categorize these revenues will be helpful in increasing your value but also with cash flow.

Market Factors: You scored 73%. The questions we should cover here are: how do you separate yourself from the competition? How do you sustain your revenue in a down market? Both will have an impact on your attractiveness.

Investor Considerations: a 79% is very high! You gave yourself a 5 on Risky Investment, and your partner gave a 1. Why do you feel that way?

Product/Service Strategies: You scored an 83%! Your partner gave an N/A to everything in the category. We should discuss why there is a separation in the way this is looked at.

Revenue Drivers: You scored a 70% here also, and your partner had N/A on all revenue drivers. Why you each feel differently is critical, and we need to discuss further.

Exit Readiness

Shareholder Goals: You score a 70% here and most of the categories. Your Score of 5 for buyer options is much higher than your partners at 2. And you gave a 0 for key buyer criteria and your partner was at 5.

Credibility and Justification: A score of 64%. Discuss why your partner had an 89%.

Employee and Management Issues: 65% was your score here. Discuss employee contracts.

Financial: You scored a 68% here. The big drop-off was in the forecasting of 3 years and the scorecard.

Intellectual Property & Brand: You scored a 100% here, but you have an N/A for Domain names and websites. Please explain?

Contracts and Documentation: a score of 100% here is very good.

Systems and Process: You score a 67% here. That is very low for a business of your maturity. We would suggest a complete review of the CRM, Customer database and accounting.

Profit Improvement: You scored an 76% here - very good.

Best Options for Exit

- A third-party sale would bring back faster cash but could also create more taxes, so that has been weighed out. Though you scored high on both assessments, more detail would be needed to successfully go through a due diligence.
 - How do you acquire new projects?
 - How sensitive is your business to changes in the local economy?
 - What challenges do you face in meeting your operating expenses?
- An internal sale to family or key people would bring back more cash, but would require a structure that has a timeframe when stock would be transferred and how distributions are handled. Also, they may want to own the building once the purchase is completed. How this affects your personal planning will need to be discussed.
 - How much cash do you need from the business to sustain your lifestyle?
 - What written or verbal agreements have been made?
 - Is there a clear path for someone to move into your roll?