

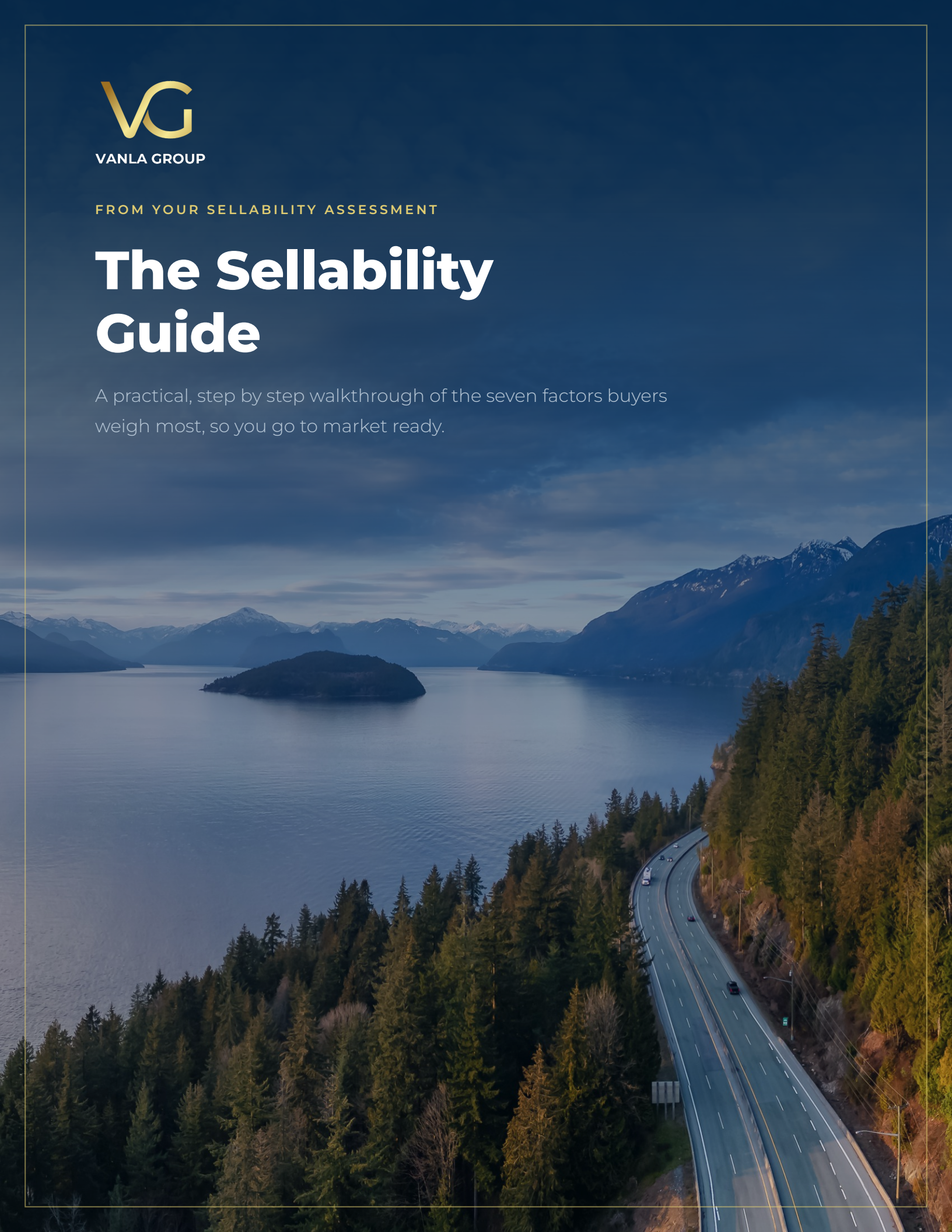


VANLA GROUP

FROM YOUR SELLABILITY ASSESSMENT

The Sellability Guide

A practical, step by step walkthrough of the seven factors buyers weigh most, so you go to market ready.



WELCOME

From the team at Vanla Group

You've already taken the first step. You took the assessment, saw where your business stands, and you're still reading. That puts you ahead of most owners, who either never look closely at these factors, or look once and put it off.

This guide walks through the same seven factors from your results, one at a time. For each one, we explain why it matters to a buyer, then lay out clear, practical steps to strengthen it. Nothing here requires a law degree or a finance background. It's written the way we'd explain it across a table, because that's exactly what we'd do.

You don't need to tackle all seven at once. Most owners we work with pick the one or two areas holding their score back the most, and focus there first. Small, steady progress on the right factor tends to matter more than trying to fix everything at the same time.

Work through this at your own pace. When you're ready to talk through your results, or just want a second opinion on where to focus, we're here.

The Vanla Group Team

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Seven factors, one at a time

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Owner Dependency

This is the factor buyers weigh most heavily, and the one most owners underestimate. A buyer isn't just pricing your revenue. They're pricing what keeps running the day you stop showing up. If the answer is "not much," they will either walk away or ask for a steep discount to cover the risk.

HOW TO STRENGTHEN IT

☐ 01 Write down your week

For the next two weeks, jot down every decision that only you can make, right when it happens. That list becomes the starting point for what needs to be documented or delegated.

☐ 02 Turn your top tasks into simple checklists

Pick the five or six things you do most often and write out the steps, even roughly. A messy checklist beats no checklist, and you can clean it up later.

☐ 03 Hand off one relationship at a time

Choose your most owner dependent client or vendor relationship and bring a manager into the next few conversations. Do this gradually enough that the relationship transfers, not just the introduction.

☐ 04 Take a real week off

Not a working vacation. A genuine week away, with your phone off, and see what actually happens. Whatever breaks tells you exactly what to fix next, and whatever holds up becomes proof for a buyer.

☐ 05 Name a second in command

If you don't have one yet, identify the person closest to ready and start giving them real decisions to own, not just tasks to complete.

☐ QUICK WIN

This week, pick one task that only you know how to do, and write down the steps. That's page one of your guide.

Financial Health & Documentation

Buyers, and the lenders financing them, build their entire offer on your numbers. When financials are messy or self managed, buyers don't assume the best. They assume the worst, and price accordingly. Clean, credible numbers are one of the fastest ways to protect your valuation.

HOW TO STRENGTHEN IT

☐ 01 **Bring in a CPA now, not at sale time**

If you're currently managing your own books, moving to CPA compiled or reviewed statements well before you sell gives buyers something they can trust without a lengthy back and forth.

☐ 02 **Separate personal expenses from the business**

List anything personal that currently runs through the company, from vehicles to family on payroll, and start moving it off. Every dollar you untangle now is one less question during due diligence.

☐ 03 **Build three clean years of financials**

Buyers typically want to see three years of consistent, comparable statements. If your bookkeeping method has changed recently, get it standardized as early as you can.

☐ 04 **Document your addbacks as you go**

If you adjust profit for one time or personal expenses, keep a running list with backup for each one. A buyer who can see your reasoning trusts your numbers more than one who has to ask.

☐ 05 **Keep your accounting method consistent**

Switching methods or software mid-stream creates gaps that are hard to explain later. Pick a system and stay with it through the sale process.

☐ **QUICK WIN**

Pull your last twelve months of financials and list anything a stranger reading them would find confusing. Start there.

Customer Concentration

If one customer walking away would meaningfully hurt your business, a buyer sees that as risk they're inheriting, not opportunity they're buying. The fix isn't necessarily to shrink your biggest relationships. It's to build enough breadth that no single one can put the business at risk.

HOW TO STRENGTHEN IT

☐ 01 Know your real number today

Calculate what percentage of revenue your top one, three, and five customers represent. Most owners are surprised by the actual figure once they run it.

☐ 02 Set a deliberate diversification target

If concentration is high, set a goal, such as no single customer above a set percentage within the next twelve to twenty four months, and build your sales effort around it.

☐ 03 Put handshake relationships into writing

Multi-year agreements, renewal terms, and clear scopes of work turn a fragile relationship into a documented, transferable asset.

☐ 04 Build more than one contact inside key accounts

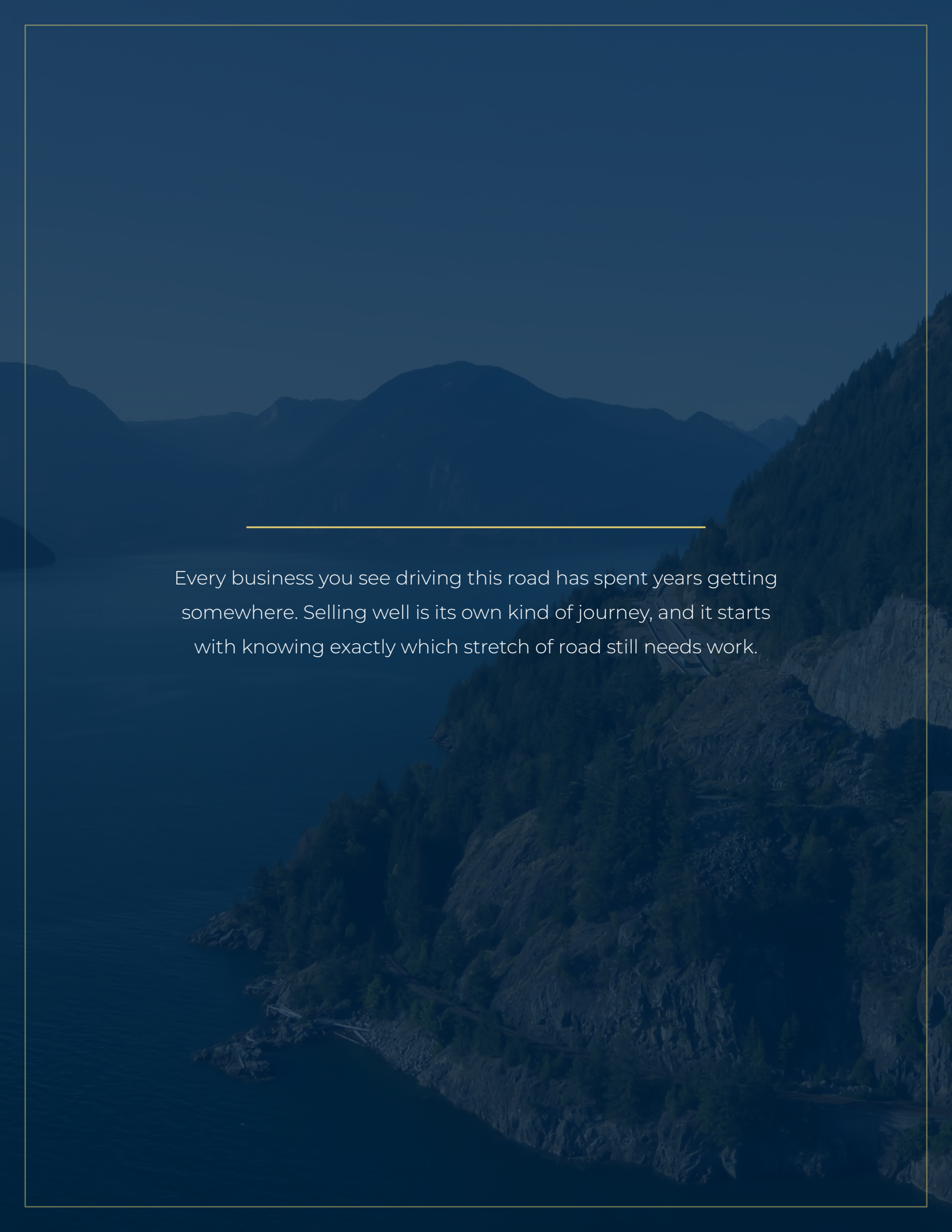
If the relationship lives entirely with one person, it's fragile. Make sure at least one other person on your team has a real relationship with that customer.

☐ 05 Track it like a KPI

Review your concentration numbers quarterly, the same way you'd review revenue or margin. What gets measured tends to improve.

☐ QUICK WIN

List your top five customers and what share of revenue each represents. If you have to guess, that's the first thing to fix.



Every business you see driving this road has spent years getting somewhere. Selling well is its own kind of journey, and it starts with knowing exactly which stretch of road still needs work.

Revenue Quality & Predictability

A dollar of recurring, contracted revenue is worth more to a buyer than a dollar of one time project revenue, because it's more likely to still be there next year. The steadier and more predictable your revenue looks, the more confidently a buyer can price it.

HOW TO STRENGTHEN IT

☐ 01 Shift pricing toward retainers or contracts where you can

Even converting a portion of project based work into ongoing arrangements meaningfully changes how your revenue reads to a buyer.

☐ 02 Add renewal terms to existing agreements

A contract that auto renews or requires notice to cancel is worth more than one that simply expires.

☐ 03 Smooth out seasonality where possible

Identify an off season offer, service, or promotion that fills the gaps in your calendar, even a modest one.

☐ 04 Start tracking forward bookings

A visible backlog or pipeline number, updated monthly, gives a buyer confidence in what's coming, not just what's already happened.

☐ 05 Bundle one time work into ongoing plans

A single project can often become the entry point for a maintenance or support arrangement. Look for that opportunity with every new client.

☐ QUICK WIN

Pick one client relationship that's currently a one time engagement, and offer them an ongoing arrangement this month.

Team & Management Depth

A buyer isn't just acquiring your customers and your equipment. They're acquiring your people. If the business runs on you and a handful of individual contributors with no layer in between, that reads as risk, no matter how talented everyone is.

HOW TO STRENGTHEN IT

☐ 01 Build an org chart, even a simple one

Put every role on a single page, including the ones that are currently informal or shared. Empty boxes and boxes that just say "me" show you exactly where to focus.

☐ 02 Start developing your management layer

Give the people closest to being managers real authority over a piece of the business, not just more tasks.

☐ 03 Reduce your own role on purpose

Pick one area each quarter to delegate fully, and resist stepping back in once you have.

☐ 04 Write down what each key role actually does

A short, current job description for your key people makes the business easier to understand and easier to run without you.

☐ 05 Consider retention plans for key employees

A modest stay bonus or incentive tied to a future sale can keep your most important people in place through a transition.

☐ QUICK WIN

Draw your organization chart on one page, boxes and names. Any box that's empty or just says "me" is a hire or a promotion to plan for.

Market Position & Growth Potential

Buyers pay a premium when they can see where the business goes next, not just where it's been. A clear, credible growth story gives them a reason to pay for potential, not only for what's already on the books.

HOW TO STRENGTHEN IT

- ☐ **01 Write down two or three realistic growth paths**
A new territory, an additional service line, or an underused marketing channel all count. It doesn't need to be dramatic, just believable.
- ☐ **02 Track the trends in your industry**
Keep a running list of shifts in your market that support your story, whether it's demand, regulation, or technology.
- ☐ **03 Test one growth idea yourself, even at small scale**
A real result, however modest, is far more convincing to a buyer than a hypothetical one.
- ☐ **04 Gather proof of demand**
Customer reviews, testimonials, and referral patterns all help a buyer see that the market wants more of what you do.
- ☐ **05 Get clear on your competitive edge**
Be ready to explain, in plain terms, why customers choose you over the alternative. If you can't say it simply, that's worth working on.
- ☐ **QUICK WIN**
Finish this sentence: "A new owner could grow this business by ____." If you can't finish it yet, that's where to start.

Legal & Structural Cleanliness

A buyer's attorneys will look closely at how your business is structured. Loose ends, whether it's an unresolved dispute, a lapsed license, or ownership tangled up with other ventures, tend to surface during diligence, when they are hardest to resolve calmly and most likely to slow or reprice a deal.

HOW TO STRENGTHEN IT

☐ 01 Resolve open issues before you go to market

Any pending dispute, complaint, or compliance gap is far easier and cheaper to close now than to explain later.

☐ 02 Get your corporate documents in order

Your operating agreement, ownership records, and key licenses should be current, complete, and easy to hand over.

☐ 03 Separate anything that's entangled

If real estate or another business shares ownership with this one, work with an attorney to cleanly separate the two or document the arrangement clearly.

☐ 04 Confirm licenses, permits, and insurance are current

Make sure everything is held properly by the business itself, not by you personally, and that nothing has quietly lapsed.

☐ 05 Do a legal check-up well before you sell

A short review with an attorney six to twelve months ahead of going to market catches most issues while there's still time to fix them calmly.

☐ QUICK WIN

List anything currently unresolved, a dispute, a lapsed license, an agreement that was never put in writing, and start there.

YOUR CHECKLIST

Master Checklist

Tick each step off as you complete it, and use this page to see where you stand across all seven factors at a glance. Save your copy to keep your progress.

01 Owner Dependency

- ☐ Write down your week
- ☐ Turn top tasks into checklists
- ☐ Hand off one relationship
- ☐ Take a real week off
- ☐ Name a second in command

02 Financial Health & Documentation

- ☐ Bring in a CPA now
- ☐ Separate personal expenses
- ☐ Build three clean years
- ☐ Document your addbacks
- ☐ Keep accounting method consistent

03 Customer Concentration

- ☐ Know your real number
- ☐ Set a diversification target
- ☐ Put relationships in writing
- ☐ Add contacts inside key accounts
- ☐ Track it like a KPI

04 Revenue Quality & Predictability

- ☐ Shift toward retainers or contracts
- ☐ Add renewal terms
- ☐ Smooth out seasonality
- ☐ Track forward bookings
- ☐ Bundle one time work into plans

05 Team & Management Depth

- ☐ Build an org chart
- ☐ Develop your management layer
- ☐ Reduce your own role
- ☐ Write down what each role does
- ☐ Consider retention plans

06 Market Position & Growth Potential

- ☐ Write down growth paths
- ☐ Track industry trends
- ☐ Test one growth idea
- ☐ Gather proof of demand
- ☐ Clarify your competitive edge

07 Legal & Structural Cleanliness

- ☐ Resolve open issues
- ☐ Organize corporate documents
- ☐ Separate what's entangled
- ☐ Confirm licenses and insurance
- ☐ Schedule a legal check-up

WHERE I'LL START



Ready When You Are

You now have a clear, practical view of the seven factors that shape how buyers see your business, and exactly what to do about each one. That's more clarity than most owners have when they start thinking about a sale.

Progress here doesn't have to be fast to be real. Owners who work through even one or two of these sections in a focused way often see real movement in how their business is positioned, within months, not years.

If you'd like a second opinion on where to focus first, or just want to talk through your results with someone who's been through this many times, we're happy to talk. No pitch, no pressure. Just a conversation about where you're at.

[Book a Call](#)

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