

O P E R A T O R G U I D E

How to Sell Your Business: The Operations Side

Buyers pay more for a business that runs without the owner. This guide covers the operations side of getting ready. It is not legal or tax advice.

01 What buyers look at

They look at whether the business runs when you are not there. They look at the numbers. They look at the customers. They look at the people. They look at what breaks if you leave.

02 The operations prep

- ☐ Write down how the work gets done. The processes. The owners. The tools.
- ☐ Get the numbers clean. Trailing twelve months. Monthly for the last 24. Recurring vs one-time.
- ☐ Name the customers. Top 20. Concentration. How new ones are acquired.
- ☐ Name the people. Key roles. Backups. What stays and what goes.
- ☐ Find the risks. One customer over 20%. One person who knows the process. One contract that ends soon.
- ☐ Fix what you can. Know the answer for what you cannot.

03 What this is not

This is not a valuation. This is not deal structure. This is not legal or tax. Those belong with the right advisors. This is the operations side so the business is ready when those conversations start.

Start with the numbers and the owner dependence. Those are what buyers ask about first.

04 What to do next

Start with the numbers and the owner dependence. Those are what buyers ask about first. Write them down. Then work through the rest.