

PROFITEDGE SELF-CHECK · EXECUTIVE

Exit-Readiness Self-Check

What still runs through you, what a buyer or successor will ask, and where to start. Work through it in one sitting, then share it with whoever you would trust to run the place.

WHO IT IS FOR

Owners a few years from selling, passing the business to family, or handing it to the managers who already help run it.

HOW TO USE IT

Answer as the business runs now, not as it would on a good week. Be honest rather than generous.

WHAT TO LOOK FOR

Every “only me,” “no” or “not sure” is something a buyer will find and price. Each one can also be fixed on a schedule.

1 What still runs through you

For each area, mark who it actually depends on today, and whether how it is done is written down anywhere someone else could find it.

AREA	ONLY ME	SHARED	WITHOUT ME	WRITTEN?
Pricing Setting and changing prices, margins by line, exceptions at the counter	☐	☐	☐	Y / N
Buying What to order, how much, when, and what to say no to	☐	☐	☐	Y / N
Vendors Programs, terms, returns, and who to call when something goes wrong	☐	☐	☐	Y / N
Key customers The accounts that ask for you by name	☐	☐	☐	Y / N
Month-end Closing the books and deciding whether the numbers are right	☐	☐	☐	Y / N
Service Scheduling, quoting, and how the department is measured	☐	☐	☐	Y / N

The question underneath all of these: if you stepped away for a month, what would break first? Circle it. That is where to start.

2 Four questions a buyer or successor will ask

The answers only count if they are written down. Tick what you could hand over this week.

Is the inventory worth what the books say?

- ☐ A recent full physical inventory
- ☐ How far off it was, and why
- ☐ A record of how variances were handled

Will I inherit problems I cannot see?

- ☐ A month-end close you trust
- ☐ Issues found and fixed, with a record
- ☐ Nothing you would rather they not find

Can the team keep it running without the owner?

- ☐ Trained people in each department
- ☐ Documented procedures
- ☐ Managers with a track record of their own

Can I understand how it performs quickly?

- ☐ A year or more of consistent monthly reviews
- ☐ Margin by department
- ☐ How service is measured, not just described

3 Eight questions to ask yourself now

You do not need a buyer at the table to see where the gaps are.

QUESTION	YES	NOT SURE	NO
Could someone other than you close the month, and would you trust the result?	☐	☐	☐
Has there been a full physical inventory recently, and do you know how far off it was?	☐	☐	☐
Does pricing follow rules, rather than depend on who is at the counter?	☐	☐	☐
Can you show what the service department earns, not just say it does well?	☐	☐	☐
Is the business free of one customer, vendor, line or employee it leans on too hard?	☐	☐	☐
If a manager left tomorrow, is how they do their job written down anywhere?	☐	☐	☐
For the decisions only you make, does anyone else know why you make them the way you do?	☐	☐	☐
Would your accountant say the inventory figure on the balance sheet is right?	☐	☐	☐

4 The window that pays: two to five years

A buyer discounts uncertainty. The cure is a run of years where the numbers were true and the processes were written down before anyone asked.

FIRST	THEN	RUN	SALE
Get numbers you trust: a clean month-end, margin by department, an inventory that has actually been counted.	Move decisions to managers, write down how the business runs, and train the team on it.	Let it run that way long enough to build a record of results without you at the center.	Go into due diligence with every claim backed up, so the conversation is about price, not doubt.

5 Your first three

Pick the three gaps above that would hurt most if a buyer found them first. Give each an owner and a date.

GAP	WHO OWNS IT	FIRST STEP	BY WHEN

Passing it to family or long-time employees? Nearly all the same questions apply. The numbers still have to be believable to everyone involved, and the successor is best prepared by real responsibility given early, while you are still there to help.

A business that runs without you runs better while you still own it. It just also happens to be worth more when you stop.

WANT A SECOND SET OF EYES?
Start a conversation at profitedgesystems.com. The legal, tax and deal-structure side belongs with your accountant and attorney.