

SBNZ Pathway #6 — Exit / Succession

Readiness (6–12 Months)

Build a business that is more valuable, less owner-dependent, and easier to transfer or sell.

Who this pathway is for

- You want to step back or exit in the next 1–5 years.
- You want the business to run without you (and be attractive to buyers).
- You want clarity on value drivers and risks.

What you should achieve

- A clear exit goal and readiness score.
- Reduced owner dependency through systems and delegation.
- Better financial reporting and management discipline.
- A 90-day plan that improves value drivers (profit, customers, people, systems).

Step-by-step plan

Phase	What to do	Time	Notes
Month 1	Complete exit readiness and identify top value drivers + risks.	2–3h	Focus on owner dependency and financial clarity.
Month 2–3	Install weekly rhythm, systems, and delegation so the business runs consistently.	1–2h/week	Buyers pay for repeatable performance.
Month 3–6	Improve financial reporting, margins, and sales pipeline reliability.	1–2h/week	Predictability increases value.
Month 6–12	Prepare documentation: SOPs, role clarity, customer metrics,	As needed	Make transfer simple.

	and handover plan.		
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Use these SBNZ resources

- 003.11 Exit / Succession Readiness Toolkit (start with Read Me First).
- 003.14 Strategy + 90-Day Execution Toolkit (make improvements real).
- 003.15 Financial Reporting / Management Accounts Toolkit (clean reporting).
- 003.16 Owner Step-Back + Delegation Toolkit (reduce dependency).
- 003.5 Systems & Process Toolkit (SOP library).
- 003.7 Sales Pipeline Toolkit + 003.8 Marketing Engine Toolkit (predictable demand).

Common pitfalls to avoid

- Treating exit as a 'one day' event instead of a 6–24 month project.
- Weak financial reporting (buyers and banks hate messy numbers).
- High customer concentration risk not addressed.
- Owner dependency not reduced (value discount).

Simple KPIs to track

- Owner dependency (key decisions owned by team vs owner).
- Net profit % and cash conversion (monthly).
- Recurring/contracted revenue % (if relevant).
- Customer concentration (top 1/top 3 as % of revenue).
- Documented SOP count + adoption (monthly).