



# BROKER SUMMARIES, LLC

## Sample CBR Sections



**Stephanie Gonzales**  
Broker Summaries  
971-212-6029  
[steph@brokersummaries.com](mailto:steph@brokersummaries.com)  
<https://brokersummaries.com/>

# SAMPLE CBR SECTIONS

The following pages include samples of key sections of the **Confidential Business Review (CBR) / Confidential Information Memorandum (CIM)**.

To preserve client confidentiality, each section represents a different business and is redacted.

You can schedule a CBR at:

<https://go.thryv.com/site/tm96ligj73cxgj2a/online-scheduling>

You can select 3 sections for a CBR Up to 8 Pages and 5 sections for Up to 15 Pages.

OPTION	UP TO 8 PAGES	UP TO 15 PAGES	UP TO 30 PAGES
<b>Select Sections: Choose</b> <i>(Most Popular noted in teal below)</i>	<b>Any 3 sections</b>	<b>Any 5 sections</b>	<b>All of the following</b>
In-depth discussion of business	✓	✓	✓
Key Acquisition Highlights / SWOT			✓
Location, Map, Facilities	✓	✓	✓
Staff			✓
Asset List			✓
Customer Reviews / Reputation			✓
Demographics			✓
Industry Analysis / Market Conditions		✓	✓
Room to Grow suggestions	✓	✓	✓
Financial Analysis - 1 chart		✓	✓
Financial Analysis - 2 charts			✓
Financials: Images of Broker provided P&L, Tax Returns, Balance Sheets, etc.			✓
Competitor Research			✓
Business Specific Infographics			✓
Ad Headlines / Copy			✓

# BUSINESS: COUNTERTOPS

Granite, quartz, marble, and stonework are prized among commercial and residential builders. The business that crafts masterpiece countertops for both kitchens and bathrooms is well positioned for exponential growth over the coming decades.

"Kitchens and baths have always been popular remodeling choices, but even those saw a 40% jump in demand in June [2020] compared with a year ago. More people are cooking and eating at home [because of the pandemic], and kitchens are now even more the center of family life," wrote CNBC's Diana Olick in August 2020.

COMPANY was established in 2005 for one purpose, to create gorgeous kitchen and bathroom countertops out of granite, marble, quartz and a variety of other materials. They are known for providing customers with a stress-free experience. They design, build, deliver, and install every contract with a keen eye on the client's budget and schedule. On average, it takes 2 weeks to complete a kitchen project from the time the order is placed to installation.

COMPANY is a phenomenal opportunity for a buyer interested in an established stonework business with a great reputation, expert staff, consistent cash flow ranging from 13 - 15% of sales, and incredible room for growth.

In 2019, the business generated \$2,000,000 in gross sales and \$265,000 SDE, which represents 13% of sales. 2020 is on target to exceed 2019. The company is expected to generate \$2,300,000 in gross sales and \$450,000 SDE by the end of 2020.

The sellers have succeeded based on referrals, natural web searches, two websites, and minimal social media and advertising. A buyer with a strategic eye could quickly grow the business with a marketing plan targeting both individual retail customers and commercial clients.

The buyer is set up for success. The \$3,100,000 sale includes the \$1,900,000 1.37-acre property, FF&E valued at \$750,000, and \$150,000 in inventory. The sellers will introduce the buyer to their vendor contacts.

After 15 successful years, the owners have decided to sell and pursue other interests.

COMPANY is a phenomenal opportunity for an established stonework, general contractor, or home renovation company to quickly add to their client list and bottom line with an expert staff, outstanding reputation, prime location, and immediate cash flow.

The renovation industry was taken by surprise with 2020 pandemic. Rather than a year-long drop in business, the pandemic showed us what it meant to stay home and what needs to be updated. There won't be a better time to take advantage of the growth in home sales and renovations. It's widely known that kitchens and bathrooms sell houses. COMPANY is ready for a creative buyer to step in and expand the business.



# BUSINESS: EMPLOYMENT AGENCY

Searching and interviewing for a job is stressful. Finding and hiring the right candidate is stressful.

EMPLOYMENT Agency is here to ease that process for both candidate and employer in the area Naples, Collier County, and southern Lee County, FL. It is a large and profitable territory with ample room for growth.

AGENCY is a franchisee of the internationally respected and award winning NATIONAL FRANCHISOR.

The Staffing agency works with local businesses who are looking for the "right fit" employee for temporary or long-term work. AGENCY provides a full range of employment solutions that include full-time, temporary, and part-time employment in a wide range of positions, including Professional, Light Industrial, and Office Services.

This is a "feel good," satisfying business matching candidates to employers and changing the lives of both. It's also a high margin business with AGENCY generating an average 60% Seller's Discretionary Earnings (SDE) over the past 3 years, 2018 - 2020. Unlike many businesses, AGENCY didn't see a dip in revenue during Covid-19. In fact, revenue was on par with 2018 and increased 1.8% over 2019. Revenue for 2020 was \$778,394 with an outstanding 65% SDE margin for \$507,788.

AGENCY offers four solutions for businesses: short/long term contract, evaluation to hire, direct hire, and professional search.

Candidates who are selected for contract and evaluation to hire work become employees of AGENCY. The Company pays the new employee a per hour rate and bills the business a higher rate. The beauty of the franchise is that the Franchisor handles both billing clients and employee payroll.

The Agency focuses mostly on professionally oriented positions for permanent hire. Placements are split with 66% in Administrative and Professional (Administrative Assistants/ Customer Service/ Medical Office/Accounting/Finance/HR/Director Level) roles and one-third Skilled Trade and Commercial (Maintenance Technicians/Machinists/Warehousing/Shipping Receiving) roles.

The Sellers established the Company in 2005 with only one having experience in staffing and recruitment. The Sellers differ from most franchisees in their staffing experience. More than 98% of franchisees have no previous staffing or recruitment experience.

The Sellers' decision to move out of state to be closer to family after 16 successful years is an exciting opportunity for a Buyer with or without staffing experience. The Sellers run the business semi-absent now as they are out of state 2 weeks each month. The full-time team runs the day-to-day business with great success.



# BUSINESS: EMPLOYMENT AGENCY

There are two key factors the Buyer should have. They should genuinely like people and want to help both candidates and employers find the right fit. And, they should develop a sales plan for continued growth. Surrounding counties are ripe for expansion. The Sellers' have considered opening a satellite location on the east side of their territory to facilitate growth.

The Buyer is set up for success with an average 60% SDE, expert staff of 5, outstanding reputation with 4.7 stars on Google, training with the Franchisor, and a transition period with the Sellers. Their reputation extends to both clients and candidates with many clients coming back year after year to fill new positions.

The sale includes the 2,100 sq. ft. office, a single story standalone building, and all the furniture and equipment therein. The building is valued at \$600,000.

The Buyer will make money the moment they open the door and have extensive training and support to continue the success Agency has experienced.

# INDUSTRY ANALYSIS: PPE

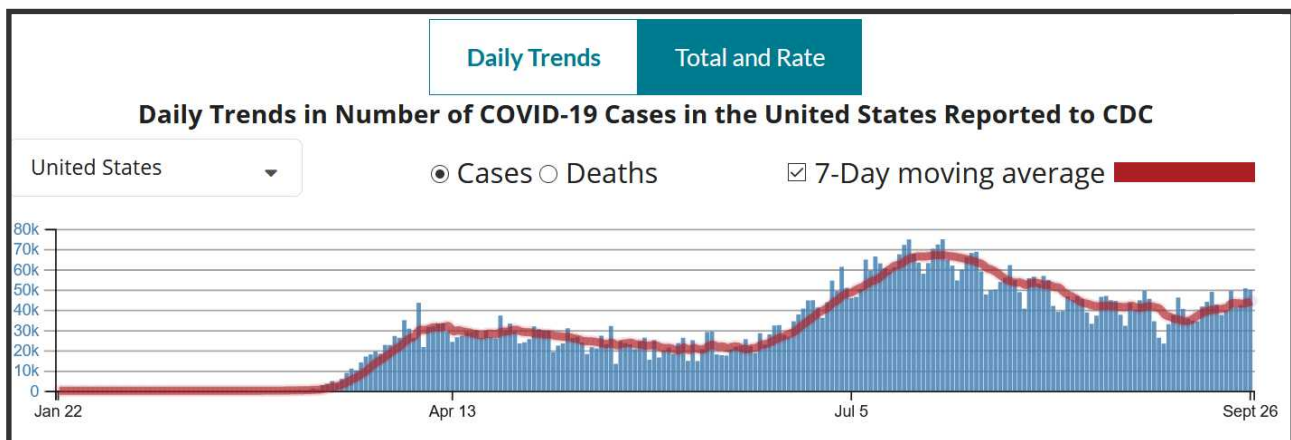
The need for PPE will not end with 2020 as scientists predict "the pace of ... pandemics is accelerating dramatically thanks to humans' ever-encroaching proximity to wildlife," ABC news.<sup>1</sup> Additionally, industries outside of the government and health fields like meat-packing, retail, restaurants, and delivery services are contracting for PPE in record numbers.

The PPE industry will continue to grow with the Covid-19 daily case count in the US rising again. The CDC reported 49,871 cases on Sept. 26.<sup>2</sup> The safety measures undertaken at the start of the year are projected to become standard practice even as vaccinations are finalized.

While shortages have abated somewhat, industry leaders project the "skyrocketing demand for PPE to protect front-line healthcare personnel from Covid-19 ... to "hit \$92.86 billion by 2027" exhibiting a CAGR of 7.4%.<sup>3</sup>

Masks, by government mandate or personal safety concerns, have become standard in the workplace, classrooms, construction sites, stores, restaurants and outside activities. Construction, pharmaceutical, and transportation industries, in addition to governments, are projected to lead the need for PPE in the coming years.

Now is the time to find the next safety equipment to be in demand and be ahead of others in the field. Have an innovator on staff to research, study scientific reports, talk with clients, and spend time in hospitals, medical facilities, and with government agencies to future cast the next products in the PPE space.



*Citation 2*

*Citation 1: "As Covid-19 continues, experts warn next pandemic likely to come from animals," Dr. Jonathan Chan, Sony Salzman, ABC News, Sept. 3, 2020. <https://abcnews.go.com/Health/covid-19-continues-experts-warn-pandemic-animals/story?id=72755696>*

*Citation 2: "Trends in Number of Covid-19 Cases in the US Reported to CDC, by State/Territory," Center for Disease Control, Sept. 27, 2020. [https://covid.cdc.gov/covid-data-tracker/index.html#trends\\_dailytrends](https://covid.cdc.gov/covid-data-tracker/index.html#trends_dailytrends)*



# INDUSTRY ANALYSIS: PPE



Citation 3: "Personal Protective Equipment Market Size, Share & PPE Industry Analysis By Product, ... and Regional Forecast, 2020-2027", Fortune Business Insights  
<https://www.fortunebusinessinsights.com/personal-protective-equipment-ppe-market-102015>



# INDUSTRY ANALYSIS: INFRASTRUCTURE BILL

President Obama signed a \$305 billion infrastructure bill in 2015 to address the nation's aging and congested transportation systems. COMPANY directly benefited from several transportation projects tied to the bill. Revenue reached \$5 million and earnings doubled under the Obama bill.

President Biden has proposed a similar and vastly larger infrastructure bill, known as the American Jobs Plan, in 2021. Coming off the Covid-19 crisis of 2020 and the American Rescue plan, the American Jobs Plan is designed to address needs in the nation's transportation, drinking water, electrical grid, and internet broadband infrastructure, among others.

While the bill is still in negotiation with the House of Representatives, COMPANY expects to benefit similarly from the final resolution as it did under Obama's bill.

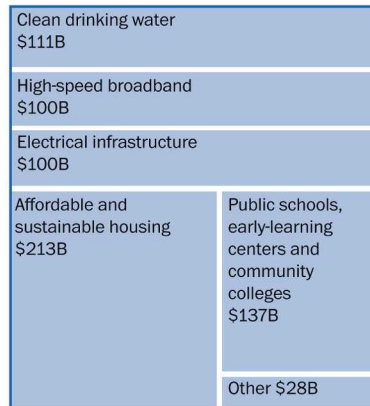
The House of Representatives Committee on Transportation and Infrastructure has listed the following proposed projects for County and the surrounding areas. These projects are estimated at \$90,000,000.

This is not a complete list of all proposed projects at the Federal level and does not include State and City level projects planned outside of the 2021 Federal Infrastructure bill.

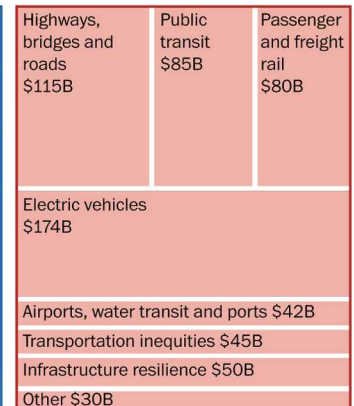
## Infrastructure plan covers manufacturing, caretaking

Estimated spending on the proposed American Jobs Plan

### Infrastructure at home \$650 billion



### Transportation infrastructure \$621 billion



### Research and development, workforce development and manufacturing \$580 billion



### Caretaking economy \$400 billion

Note: The White House summarized Infrastructure at Home as \$650 billion; however, the proposed spending in this category adds to \$689 billion.

Source: White House

ALYSSA FOWERS/THE WASHINGTON POST

CITY	ESTIMATED VALUE
City A	\$14,800,000
City B	\$20,000,000
City C	\$1,700,000
City D	\$3,000,000
City E	\$8,500,000
City F	\$5,000,000



# COMPETITION

The area is known for oilfields and their growing residential and commercial districts. There are several ready-mix concrete companies for clients to choose from. The basis of all competition in the area comes down to two things: availability and service.

COMPANY is known throughout the area as the only 24/7 business. Most companies close for the weekend. COMPANY makes a point of staying open both Saturday and Sunday and 24 hours a day to meet the needs of their clients. Building doesn't stop on the weekends, neither does the need for ready-mix concrete.

COMPANY works with their clients to ensure tight deadlines are met, as well as keeping overhead tight and efficient. Their one goal is to ensure their client is taken care of with concrete whenever they need it.

The industry, in general, is a bit tricky to schedule as client needs change daily with the job timelines shifting for a variety of weekends. COMPANY is known for their flexibility in meeting shifting schedules.

Equally important, is managing interactions with the state DOT and weight stations south of the area on the way to southern oilfields.

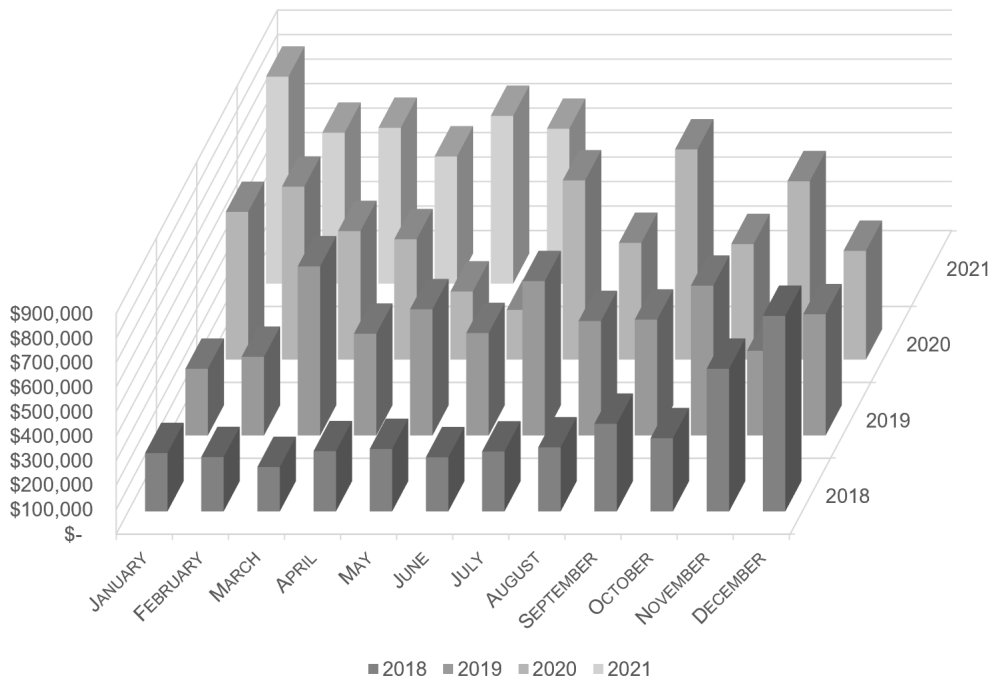
COMPANY's top 4 competitors are Competitor A, Competitor B, Competitor C, and Competitor D.

COMPETITOR	DESCRIPTION
Competitor A	Family-owned business that likes to focus on the fact they are the only local company with roots in the community. The big focus of their work is in Precast concrete items like septic and such. This limits the jobs they will take. They are off by 5 pm and do not work weekends.
Competitor B	Owned by CONGLOMERATE. It usually takes larger and city jobs. Most of the smaller and residential customers that initially contract with Competitor B end up changing to COMPANY as Competitor B will push the lower invoiced customers off the schedule to work on bigger projects.
Competitor C	As with Competitor B, Competitor C works on larger infrastructure projects and push off regular or smaller customers if they a larger project comes along.
Competitor D	Cement company in ND that does business based on price. They undercut the pricing of concrete to get jobs.

# FINANCIALS: SALES BY MONTH

- There is no discernible seasonality year-over-year.
- Few spikes and dips in income allows for consistency in scheduling, cash flow management, and strategic planning.
- Sales in May and June of 2020 reflect a towing moratorium enacted during Covid-19.
- Revenue increased over the remainder of the year to be the highest earning in the history of the company.
- 2021 is projected to exceed 2020 and reach \$7,750,000.

SALES PER MONTH



	2018	2019	2020	2021
January	\$ 238,140	\$ 272,410	\$ 602,996	\$ 845,384
February	\$ 221,757	\$ 321,105	\$ 706,022	\$ 616,388
March	\$ 181,322	\$ 690,610	\$ 524,834	\$ 636,418
April	\$ 245,895	\$ 415,497	\$ 491,408	\$ 519,597
May	\$ 254,994	\$ 515,528	\$ 277,923	\$ 685,075
June	\$ 221,090	\$ 418,193	\$ 202,947	\$ 632,472
July	\$ 244,676	\$ 630,442	\$ 731,543	
August	\$ 261,584	\$ 467,420	\$ 476,557	
September	\$ 357,825	\$ 473,099	\$ 858,285	
October	\$ 298,841	\$ 611,738	\$ 471,733	
November	\$ 582,465	\$ 345,918	\$ 728,214	
December	\$ 798,406	\$ 495,161	\$ 444,082	
<b>Total</b>	<b>\$ 3,906,995</b>	<b>\$ 5,657,121</b>	<b>\$ 6,516,544</b>	<b>\$ 3,935,334</b>

# FINANCIALS: SDE

COMPANY is a high margin, low overhead business with Seller's Discretionary Earnings of 60%.

The buyer will notice a one-time drop in the Seller's Discretionary Earnings (SDE) for 2019. The \$110,759 SDE represents 33% of revenue in comparison 2018 and 2020 showed SDE of 60% and 62%, respectively.

The reason for the 2019 decrease is two-fold.

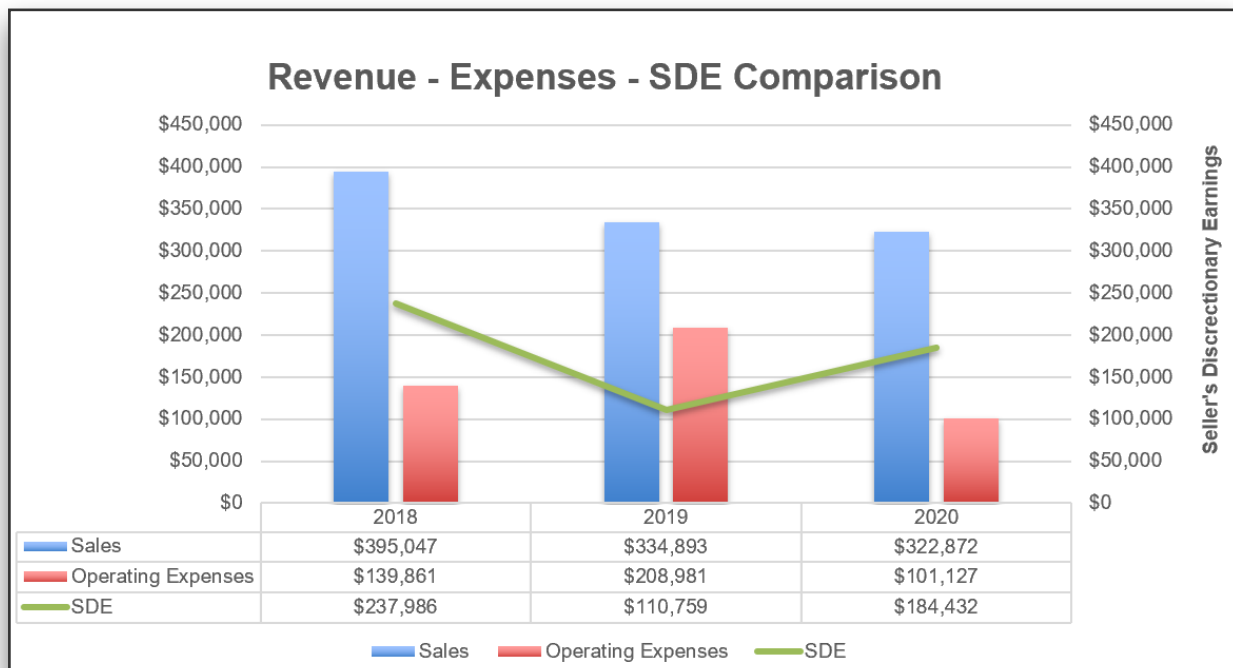
First, the business secured a consortium deal for \$89,000 in Q3 2018. The consortium represents several individual groups which pay separately. The consortium required the individual groups to pay COMPANY prior to any work being completed. Payment was collected in 2018 with work completed in 2019.

Second, the business brought on a full-time employee for a one-year project. She was tasked with restructuring the operation's processes and standardizing workflow. The efficiencies gained by her work allowed the business to improve profitability across all clients.

Over the course of the year, she:

- developed and implemented a project management system that created a more efficient method for assigning tasks and projects to part-time employees and freelancers.
- implemented a consistent time tracking system so COMPANY could clearly track the profitability of each client.

The project was completed at the start of 2020 which results in lower expenses and a return to 60%+ SDE.



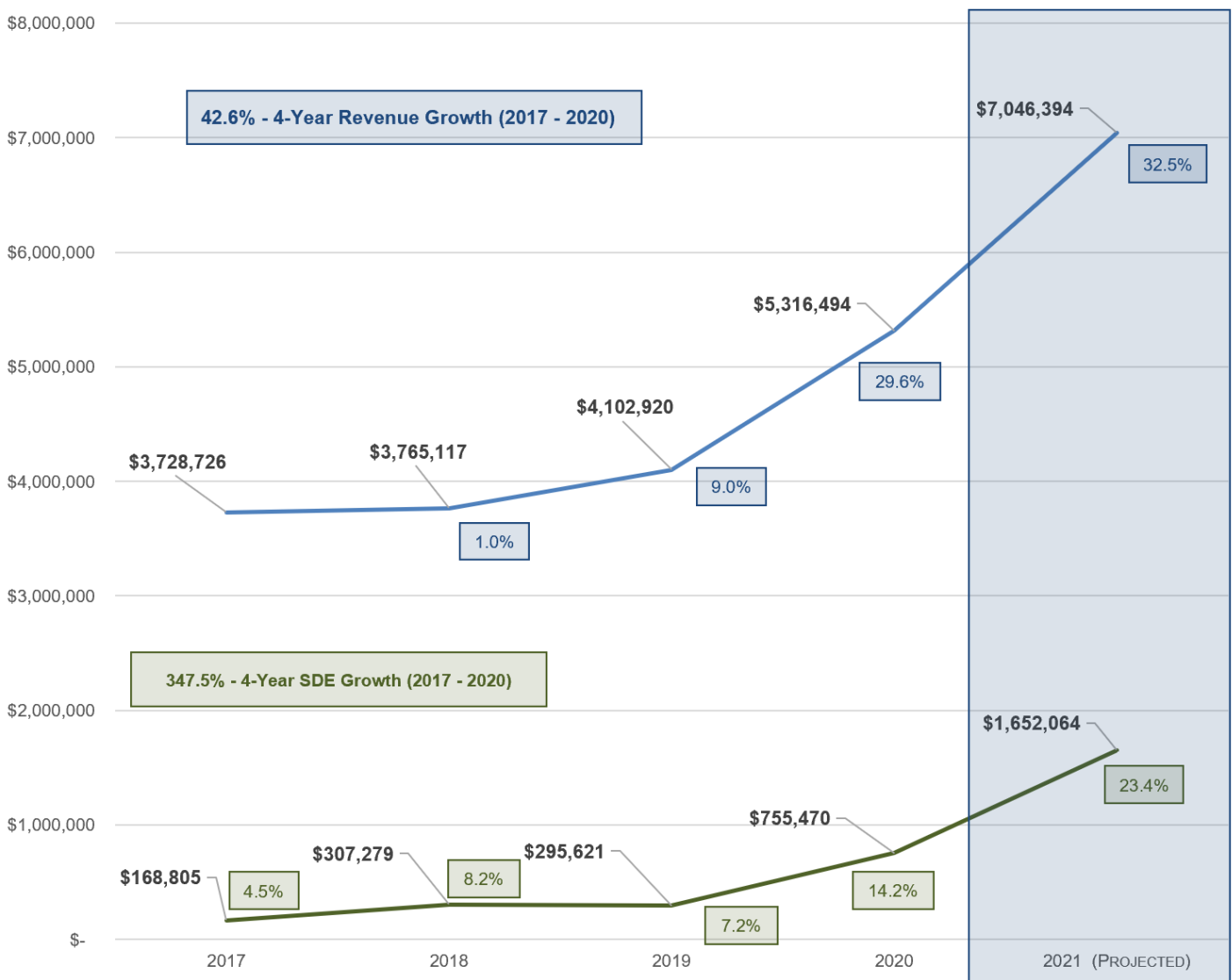


# FINANCIALS: GROWTH

Gardening is a recession-proof hobby, and with added categories like hydroponics, houseplants, and a renewed focus on organic gardening, the industry will continue to profit.

GARDEN SHOP has grown with the industry over the past 20 years. Revenue has increased 42.6% between 2017 at \$3,728,726 to 2020 at \$5,316,494. Revenue for 2021 is projected at \$7,046,394 which is an increase of 32.5% over 2020.

The Seller's Discretionary Earnings have increased alongside revenue with a 347.5% 4-year growth rate from 2017 to 2020.



Note: The percentages under Revenue are growth over previous year. The percentages under SDE are the cash flow margin in relation to revenue.

# STAFF



The team includes the Seller and 12+ technicians all of whom are 1099 contractors. Because the Seller manages the expenses and in-house bookkeeping, he opted to retain their contractor status for the ease of managing the financials. In exchange, the contractors are paid above market value to accommodate their self-employment taxes and benefits. The Seller can recommend 4 key technicians that would greatly benefit the business by staying on as employees or contractors.

The Seller has been audited twice. Both times, his meticulous record keeping and accounting proved to be the reason the team remained 1099 contractors under IRS regulations.

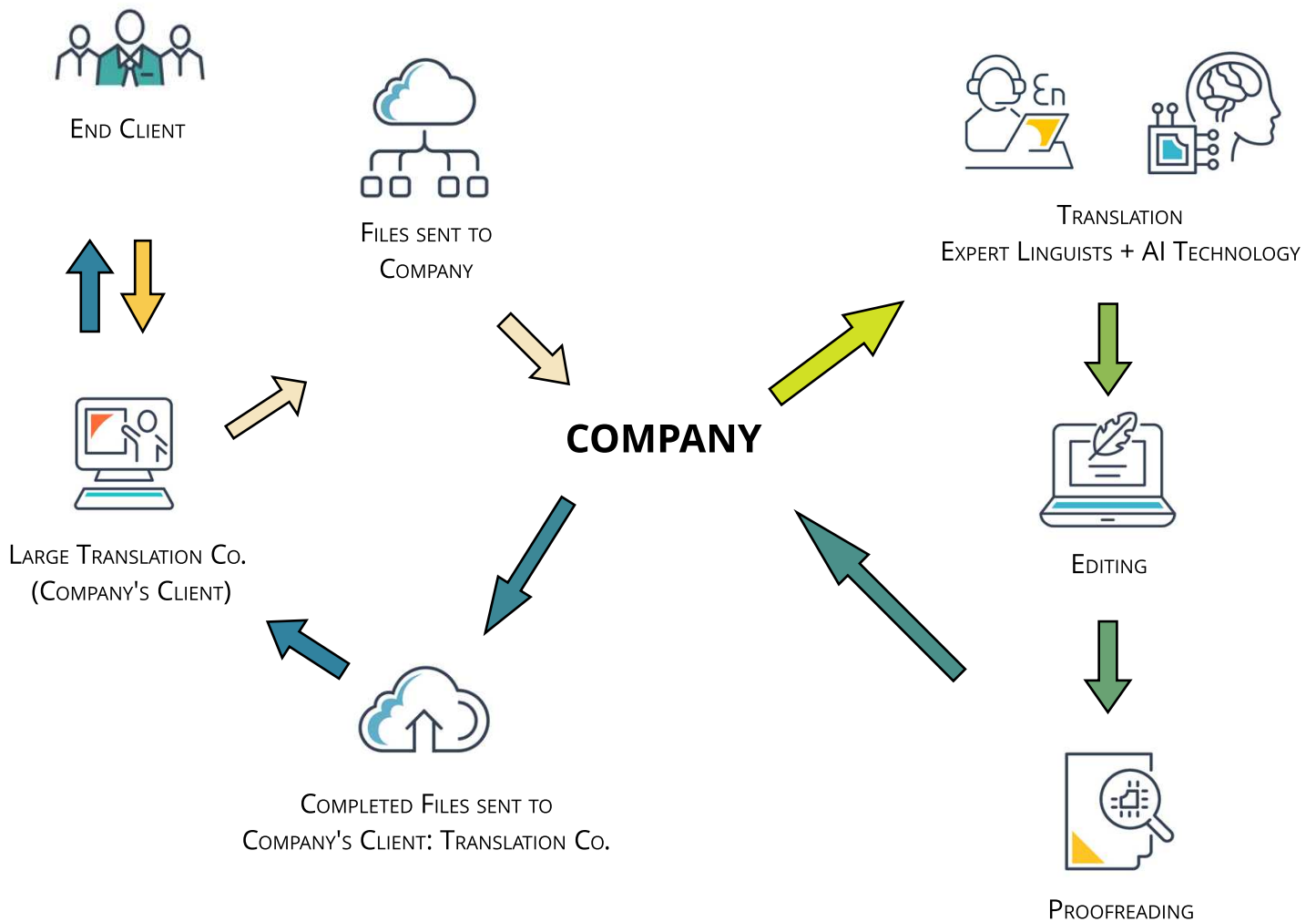
The team is aware of the sale and are happy to stay on after the transition. They are eager to have the Seller work in the field with them under the management of a growth strategist.

Role	Pay Rate / Hour	Years of Service
Foreman*	\$30	2
Lead Tech*	\$28	5
Tech 2*	\$25	15
Tech 3	\$25	3
Lead Tech	\$25	4
Foreman	\$25	7
Tech 2	\$25	4
Tech 2	\$25	6
Tech 1	\$25	1
Tech 2	\$25	1
Tech 3	\$20	1



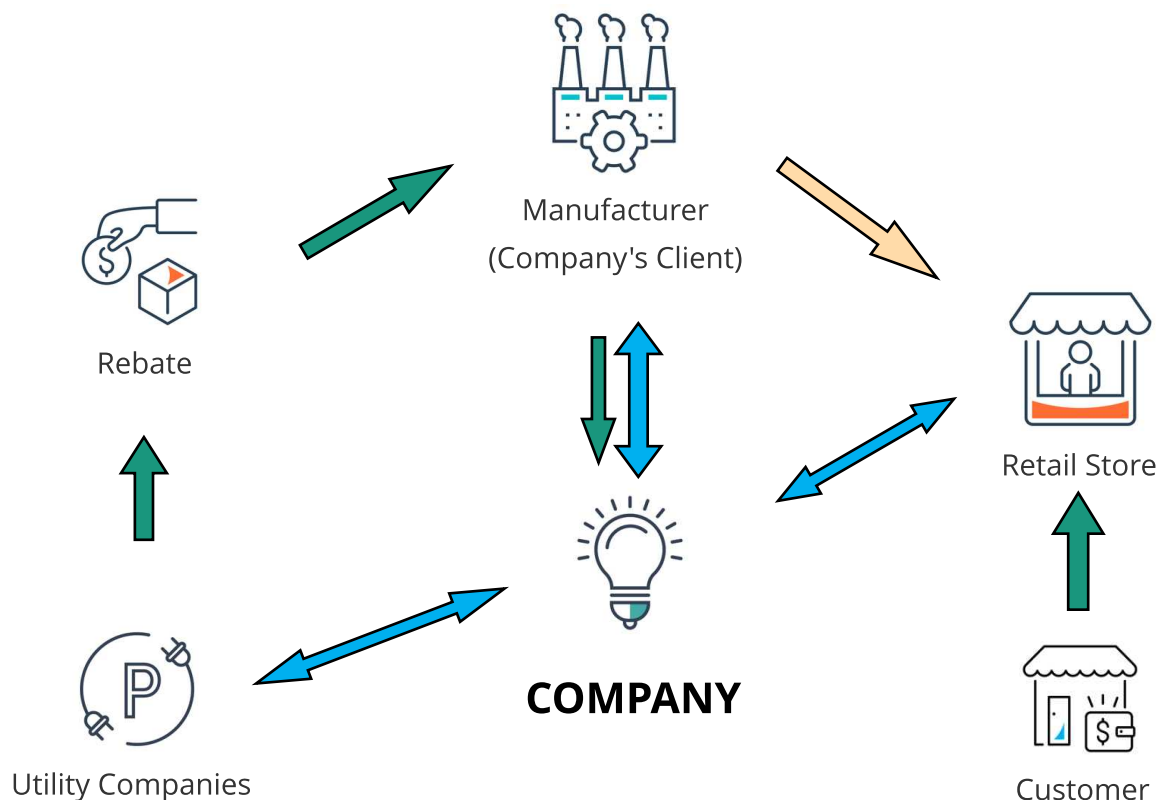
# BUSINESS INFOGRAPHICS

Company's clients are larger companies that accept jobs from end-use clients like Search Engines, Car Manufacturers, and Fashion Brands, to translate and localize projects to their audiences. This can range from terms of service contracts and documents, to instruction manuals, to clothing tags, and text and voiceover in video games. There are thousands of needs for language to be translated from its root source to the local language of a specific population. For example, Mexican Spanish differs from the Spanish spoken in El Salvador, etc.



# BUSINESS INFOGRAPHICS

- Utility companies fund the rebate program with line-item charges to consumers.
- Manufacturers develop products that qualify for the rebate program and notify their retail partners.
- Retailers order product from manufacturers.
- Retailers including displays, signage, and salesperson training to highlight the instant savings on Energy Star Certified products.



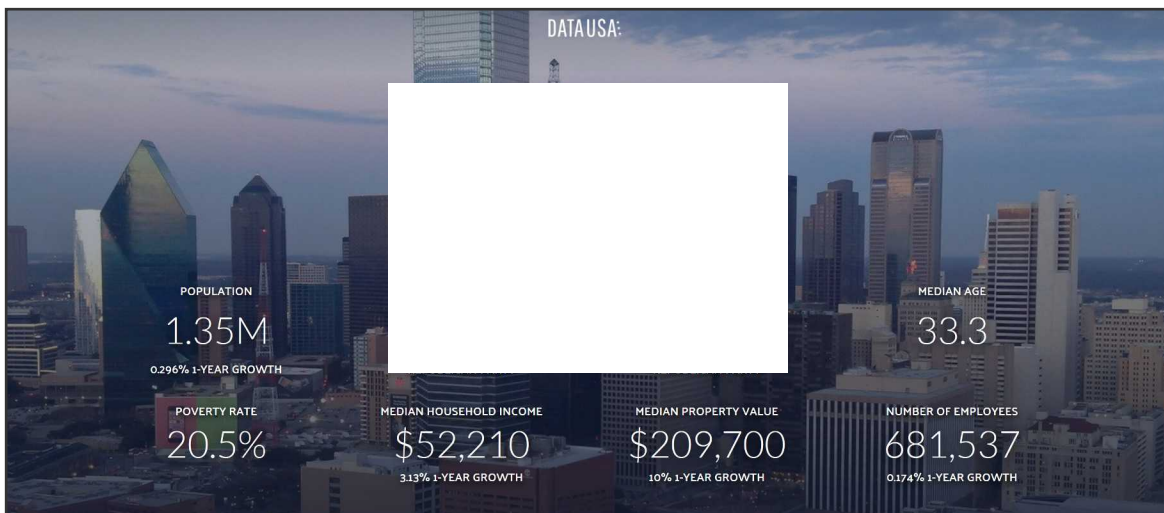
**Blue arrows** represent communication and data transmission of inventory count and moves in two directions.  
**Green arrows** represent money exchanged and move in one direction.  
**Yellow arrow** represents inventory credits to retailer.

# DEMOGRAPHICS

CITY is a dog-lover's dream with four parks dedicated to dogs located throughout the city. PARK 1 is in Downtown, Park 2 is in East CITY, and Parks 3 and 4 are in North CITY. The City also has smaller neighborhood dog parks.

Data USA reports that "in 2018, CITY had a population of 1.35 million people with a median age of 33.3 and a median household income of \$52,210. Between 2017 and 2018 the population grew from 1.34 million to 1.35 million, a 0.296% increase and its median household income grew from \$50,627 to \$52,210, a 3.13% increase."

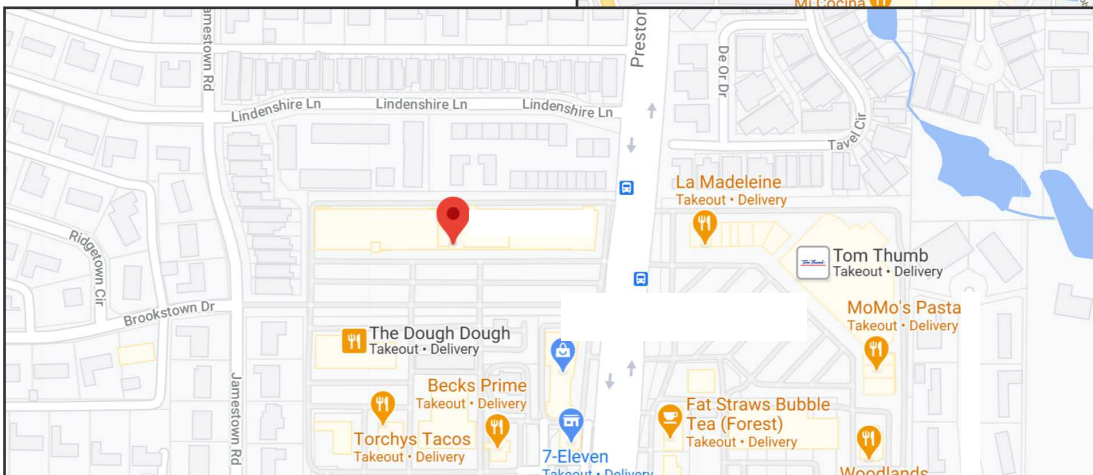
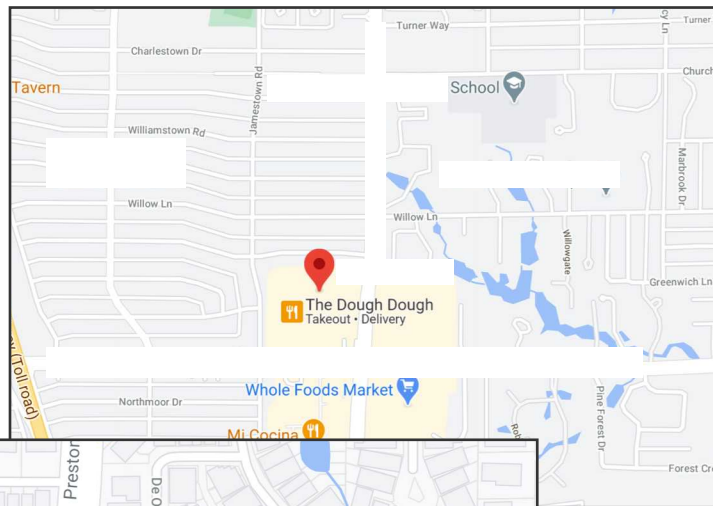
Due to pet restrictions, homeowners are more likely to own a pet than apartment dwellers. Owner-occupied properties in CITY represented 40.2% of 2018 households.



# LOCATION

COMPANY is located in one of the most affluent areas in CITY the popular Shopping Center that includes a Williams-Sonoma, Macy's, and Whole Foods, among others.

This heavily trafficked area is an excellent mix of retail, service, and food establishments that keep the shopping center busy. The average annual household income within 3 miles of the shopping center is \$142,773. The average home value is \$735,155. There are 119,168 people living within 3 miles of the center. Daytime population increases to 233,911.



# ROOM TO GROW

COMPANY generated \$2,177,863 in 2019 based on goodwill in the community, word-of-mouth referrals, natural web searches, and minimal advertising and social media activity. Home renovations and new home builds represent the majority of the company's revenue.

The business is ripe for growth under a creative buyer with a strategic marketing plan. The sellers recommend a three-pronged growth strategy.

## **Online: Advertise, Email, Social Media.**

The quickest way to grow the business is to reach new customers where they are: online.

Advertise where customers search for new design trends: Google, Facebook, Instagram, and Pinterest.

Reengage with Facebook while adding Instagram and Pinterest accounts.

Post the latest design trends and how COMPANY makes them a reality. Help customers see the process. Post before, during, and after pictures of jobs.

Post "The Top 7 2021 Trends for Bathrooms" or similar "count-down" type blogs and stories. Use "How-to" articles to draw attention to various benefits of the stone, such as "How do I clean my granite countertop?"

Like and comment on online and local decorating and lifestyle magazines.

Invest in a part-time social media marketer or, if investing in an employee isn't the right option, create a job on Upwork or similar to find an independent contractor with the required skills.

Prepare a back-end new customer flow before initiating an advertising campaign. Capture email on the website and set up flows so customers hear from the business a few times a month. Send the latest tips and trends, images of new stone, and more.

Create an email magnet to boost the capture rate. Magnets can be a "How-to" or "Typical Cost - General Cost Calculator" reports, a discount, or more.

## **Traditional: Events and Memberships.**

COMPANY has not attended any industry or customer-facing events.

Begin building a name with industry professionals by joining trade associations and attending trade shows.

Reach new customers in the shopping mood at Home & Garden events. Participate in "design a room" contests / showcases at the events. Participate "Street of Dreams" home tours. Appear on local TV news / lifestyle shows for pending events.



# ROOM TO GROW

Advertise in the Chamber of Commerce Annual Guide and local lifestyle magazines.

## **Commercial Clients.**

Develop deep relationships with industry professionals to be the first one called for bid requests. Make a point of reaching out to interior designers, general contractors, builders, Realtors, home stagers, and architects.

Think creatively, who else might have influence over kitchen and bathroom trends?

Join the Chamber of Commerce. Explore government bid requirements.

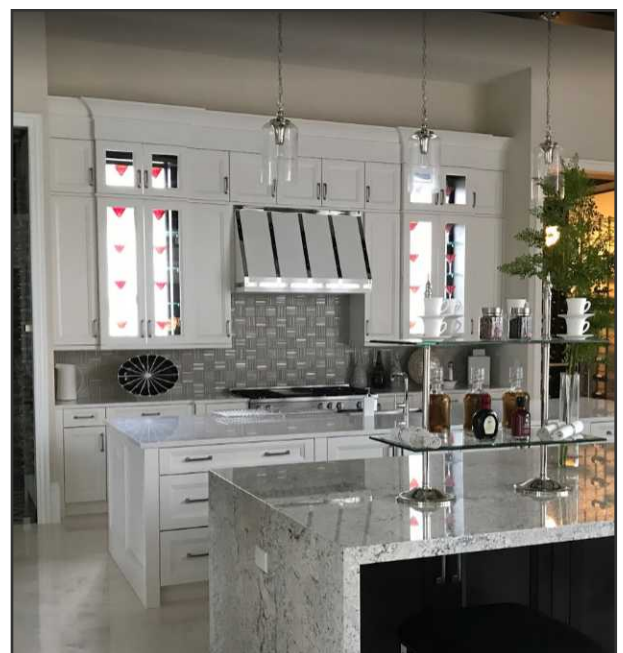
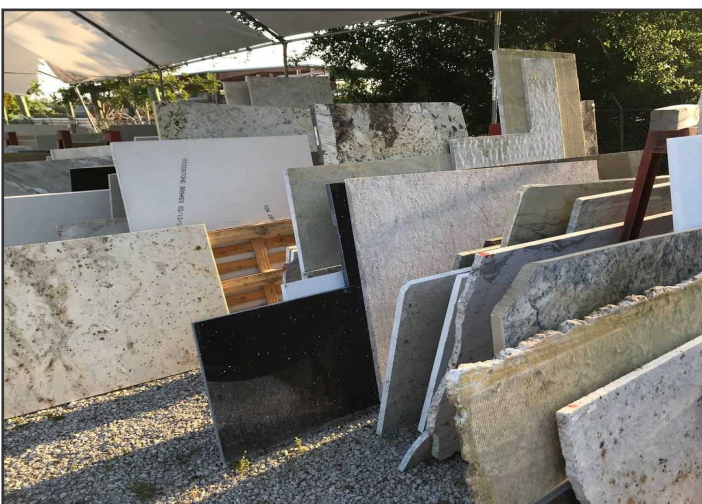
Stay on top of the news about new commercial developments. See deals before they happen.

## **Get Creative.**

Broaden the company's service area past the metro area.

Partner with a variety of home remodeling companies and offer to speak to high schools and trade schools about jobs in stonework and home remodeling. Apprentice tradespeople are in high demand after years of the country's mantra being "send every student to college." Speaking at schools reaches more than just the students. Parents, teachers, administrators, and more will begin to recognize the COMPANY'S name when they look to remodel.

Offer remnant stone to charities like Habitat for Humanity. Or, develop new uses for remnants that can be sold like picture frames, planters, cutting boards, coasters, artwork, and more. These are smaller projects that can be made during downtime and still generate income and draw attention to COMPANY.



# ROOM TO GROW

Tour COMPANY has grown steadily over the past 5 years with 2019, \$713,075 revenue, showing a 77% increase over 2018, \$402,424 revenue. Even with the 2020 pandemic, as of September, the company has surpassed 2018 sales and reached 72% of 2019 revenue. January through September 2020 revenue is \$514,012.

Tripadvisor ranks the company as the #1 activity in the area with 192 excellent ratings and an overall 4.5 stars. It has 4.8 stars on Google and 4.5 stars on Facebook.

The goodwill in the community, word-of-mouth referrals, natural web searches, advertising, and social media activity all contribute to the company's growth.

The business is ripe for growth under a creative buyer with a strategic marketing plan. The seller recommends a four-pronged growth strategy.

## **Advertise**

Continue or increase advertising. COMPANY advertises on the CITY's website and is featured on the STATE visitor site.

Families are taking more road trips during the pandemic. Advertise farther afield into central Georgia and South Carolina, North Carolina and Florida to draw guests who crave a new outdoor getaway.

Get creative with advertising. Go old school and test a direct mail campaign. Send the brochure and offer a discount. Test several areas with a different discount code in each to track which area is drawing the most customers.

Continue to grow the business by reaching new customers where they are online: Google, Facebook, Instagram, and Pinterest.

Advertise on The Knot and Zola to reach soon-to-be brides.

## **Social Media.**

On average, COMPANY posts weekly to Facebook and Instagram. Increase the frequency of posting and broaden the types of posts. Expand to mention events available by other local businesses and groups. COMPANY is already unique in the area by developing partnerships and bundling services of other community businesses. Secure the spot as the face of the the Community by highlighting and promoting other businesses in social media.

Add a Pinterest account.

Interview COMMUNITY natives and artisans.



# ROOM TO GROW

Share the heart of the COMMUNITY with people around the world by inviting them to see the intimacy of daily life in the area.

Capture email on the website. The website prompts visitors to click on a tour to learn more or call which requires a decisive action on the part of the customer. Offer a discount or email magnet to capture emails at the start of the visitor's session. Set up email marketing campaigns to keep COMPANY at the top of their minds.

Set up an online store for apparel, gifts, and gift certificates to develop another revenue stream.

## **New Events.**

COMPANY takes great advantage of the history, nature, and local artisan community in their tours.

Develop new ideas to expand tour options.

Reach out to school districts to offer a class discount on the wild eco-tour. Offer guided photography tours with an instructor.

Try an area scavenger hunt. Offer clues and tasks the teams must complete to be declared the winner. Give the winning team a prize like hats or a trophy. This is a great idea for bridal showers, corporate bonding trips, and family reunions.

## **New Equipment.**

The company has a fleet of 17 golf carts and several kayaks and paddle boards. Add to the fleet of golf carts to increase the number of rentals possible per day.

Add fishing, crabbing, and oyster equipment to offer another way to spend the day.