

VALUATION

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SERIES



VALUE AND READINESS ARE DIFFERENT | 6 of 6

A valuation is not about selling a practice, but a guide on improvements to pursue.

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**Practice value
and long-term
readiness are not the
same thing.**

Questions about your practice?
Let's connect.

A STRONG VALUATION IS IMPORTANT, BUT UNRESOLVED RISKS CAN STILL NARROW FUTURE OPTIONS.

3 AREAS TO WATCH OUT FOR

A LEASE THAT LIMITS FUTURE OPTIONS:

Financing may require enough remaining premises term, including renewal options, to align with the anticipated financing period. Assignment, demolition or relocation clauses can add further uncertainty.

UNCLEAR TEAM ARRANGEMENTS:

Missing or outdated staff and associate agreements can create questions about continuity, obligations and restrictive covenants.

PERFORMANCE THAT CHANGES AT THE WRONG TIME:

Reduced hours, declining production, sudden cost changes or major staff decisions can alter the financial picture used for future planning and financing

Readiness also affects the strength of an offer. Price matters, but so do cash at closing, taxes, conditions, post-sale commitments and contractual restrictions.

VALUE & READINESS ARE DIFFERENT

A practice can be profitable and yet still be unprepared for an unexpected ownership or leadership change. Long-term continuity depends on sustainable earnings, patient relationships, the team, premises, systems and reliable information. Gaps in any of these areas can narrow future options, even when the practice itself is valuable.

Once the decision to transition ownership is made, there is less time for new initiatives to prove themselves. Attention shifts to maintaining performance, updating the valuation, organizing key records, reviewing the lease and agreements, and resolving issues that could affect financing or operations.

THE QUESTION TO CONSIDER:

If your plans changed sooner than expected, what would be most likely to limit your options:
value, financing, or readiness?