The Omnira Partners *closing* playbook

What we learned from 250+ consultations with business owners, buyers, and advisors, hardened with verified market research on M&A, capital markets, and growth consulting. This is how we sell the 90-day engagement, handle every objection, run meetings that build relationships, and protect the credibility that makes all of it work.

250+	$350M+	40+	400+
CONSULTATIONS BEHIND THIS	NETWORK TRANSACTIONS	COMPANIES OPERATED	INSTITUTIONAL PARTNERS

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01 · THE OFFER

What we actually sell

One sentence: we install a Chief Growth Officer in the business for 90 days, run a scoped audit and build the systems it calls for, and reactivate the owner's dormant database at the same time so the engagement starts paying for itself while we work. On the capital side we get the owner fundable: credit repaired, capital stack read, working capital and acquisition financing placed. At day 90 the owner holds installed systems, reactivated revenue, a defensible valuation baseline, and three live options.

I

The 90-day CGO installation

Embedded, not advisory. The confidential assessment scores the business across the 10 Value Levers: financial performance, operations and systems, team, sales and customer acquisition, market position, transferability and risk, and capital readiness. The owner gets a current valuation range, a potential valuation, an operational scorecard, a market report, a prioritized roadmap, and a capital capacity read. Then we build, we do not hand over a report and leave.

II

Database reactivation, running concurrently

Most businesses have 30 to 50 percent of their customer base lapsed at any time. We run the win-back campaign on their own list from week one. It is the cleanest attribution in the business: dormant list in, booked revenue out. It funds trust for everything else.

III

The capital lane

Credit repair where the file blocks funding (SBA lenders want roughly 650 to 680+ personal FICO and an SBSS of 165; below that an owner pays merchant-cash-advance prices of 40 percent APR and up). Then placement: lines of credit, working capital, expansion debt, acquisition financing through SBA 7(a) and our 400+ partner network.

IV

Three routes out of day 90

Grow: keep the machine and compound. Acquire: buy the competitor across town with the financing we lined up. Exit: go to market prepared, through our network, when the owner chooses. The routing question that opens every conversation: **"Are you growing, or open to selling?"** Both answers are ours.

Positioning language that is already canon: every business is a machine, most run with pieces missing, we find the missing pieces, machine them, and install them. We elevate enterprise value, we do not transact your business. We are the one your company hires so acquirers pay a premium, or so you become the one doing the acquiring. Engagements come in three shapes: full operating partnership, build-train-and-hand-over-the-keys, or a lighter stay-close cadence.

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02 · THE MARKET

Why now, in numbers you can defend

Every number here is verified and sourced. If a number is not in this playbook, do not say it on a call.

The wave of sellers is real

- **2.9 million** US employer businesses are owned by people 55 or older. They employ 32 million people and generate $6.5 trillion in revenue. `Project Equity`
- An estimated **$10 trillion** in business assets is expected to change hands as boomers retire. By 2030 every boomer is at least 65. `CABB estimate`
- **48 percent** of surveyed owners want to exit within three years, yet only about **a third** have a documented exit plan. `Cornerstone 2025 · Exit Planning Institute`
- **70 to 90 percent** of a typical owner's net worth sits inside the business, one illiquid asset. `Exit Planning Institute`

Most of them will fail to sell, and that is our opening

- Industry broker data suggests roughly **one in four listings** actually closes. `Tom West / BizBuySell analysis`
- **31 percent** of sell-side advisor engagements end with no transaction. Top killer: the valuation gap, and most gaps run 11 to 30 percent. `Pepperdine 2025-2026`
- After the LOI, deals die in diligence, not at the bank: diligence surprises and EBITDA discrepancies now cause nearly half of collapses, while financing failures have fallen to about 11 percent. `Axial Dead Deal Report 2025`
- Founder-dependent businesses take a **30 to 50 percent valuation haircut**. Fixing key-person risk lifts value 15 to 25 percent. `Strategic Exit Advisors · ROI Performance Group`
- Median listing-to-close time is about **170 days**, before any prep. Tell owners six to twelve months end to end. `BizBuySell 2025`

Every one of these failure causes is exactly what a 90-day operating engagement fixes before the business ever meets a buyer. That is the pitch.

The size premium, memorize this table

DEAL SIZE	MEDIAN MULTIPLE	BASIS
Under $500K	2.0x	SDE
$500K to $1M	2.8x	SDE
$1M to $2M	3.0x	SDE
$2M to $5M	3.9x	EBITDA
$5M to $50M	5.5x	EBITDA
$50M to $100M	~8.8x	EBITDA

Sources: IBBA Market Pulse Q2 2025, GF Data H1 2025. The honest arbitrage line is roughly one to two turns higher per size tier, and multiples vary by industry, so quote ranges with the basis named. Never quote revenue multiples; small businesses trade on SDE or EBITDA, and quoting revenue marks you as an amateur.

> SAY THIS
>
> "Growing you from $800K to $3M of EBITDA doesn't just add earnings. It can nearly double the multiple on every dollar you already make. Same machine, bigger, worth twice as much per part."

Roll-ups were over 80 percent of lower-middle-market deal activity in 2024 (CapitalPad). We pitch the dominant strategy, not an exotic one.

Buyers and capital are flooding down-market

- A record **94 search funds** launched in 2023; the median search fund buys at $14.4M on $2.2M of EBITDA. That is exactly the profile we build owners toward. Stanford GSB 2024
- Family offices grew about 50 percent since 2019 to 9,000+, hold $6.9 trillion, and are now 10 to 15 percent of lower-middle-market buyers. CNBC/BlackRock 2025 · CapitalPad
- Against that demand: about **8,800 business brokers** in the whole country versus 2.1 million licensed real estate agents. Millions of retiring owners will never get real sell-side help. IBISWorld 2025 · NAR

The SBA story, told correctly

The rules already allow an owner to buy a competitor in the same industry with little or no money down (same NAICS code expansion, no minimum equity injection). Starting **October 1, 2026** under SOP 50 10 8.1, that expands to related trades in the same 4-digit industry group: an HVAC shop can buy an electrical shop, not just another HVAC or plumbing shop. Zero down is at the lender's discretion, not automatic: two full years of history, a 100 percent buyout, positive net worth, and 1.15x combined debt coverage. First-time buyers still put 10 percent in, and half of that can be a seller note on full standby. Seller paper is normal: sellers received 76 to 89 percent of value in cash at close in recent quarters, the rest carried.

> SAY THIS
>
> "If you already own a business in the trades, SBA rules let you buy a competitor in your industry with little or nothing down. From October 1 that widens to related trades in the same industry group. Zero down isn't automatic, your lender has to agree and the numbers have to cover the debt, and that's exactly the lender-readiness work we do."

SBA SOP 50 10 8 and 8.1 (Notice 5000-880695, Aug 2026). Never say "100 percent financing for cross-industry acquisitions." Details in the credibility section.

The consulting industry left the door open

- Only about **half of consulting clients** believe the work created value beyond the fee, and roughly half of recommendations are ever implemented. Source Global Research 2025 · Think Insights
- About **35 percent** of US companies used a fractional executive in 2025, heading to 40+ percent. Fractional CMO/COO retainers run $5K to $20K a month versus $350K+ for a full-time hire, and a bad executive hire costs 50 to 200+ percent of salary. JRG 2026 · Averi 2026 · SHRM/DOL
- 57 percent of SMBs say they are investing in AI, but government data shows only **17 to 20 percent** have it running in operations, and 41 percent prefer someone else to deploy it. Census BTOS · ECI 2025

> SAY THIS
>
> "The average consulting report dies in a drawer, and the industry's own research says half of clients see no value past the invoice. We don't leave a report. We leave installed systems, a trained team, and a reactivation campaign that's already booked revenue."

03 · CREDIBILITY

Strict credibility rules

We rejected vendors on our own calls for unverifiable stats, and our sharpest prospects will do the same to us. Sam once quoted two different deal-flow numbers to two prospects five days apart; buyers in the same market compare notes. So the rule is absolute: one approved claim set, sourced numbers only, and honest concessions when a buyer pokes a real hole. Candor about limitations kept an investment bank at the table; overclaiming has never closed anything.

Approved claims, use these exactly

- **250+ businesses advised**
- **40+ companies operated and transformed**
- **$350M+ in transactions facilitated through our network** (always say "through our network")
- **15+ industries served**
- **400+ institutional partners, family offices, and strategic acquirers** in the network
- Team: Sam Westfall (CRE acquisitions analyst at Hunt Realty and JPI, SMU economics, UVA Darden, advisor to 250+ businesses), Trejon Edmonds (AI systems architect for 40+ companies including Y Combinator-backed ventures), Harrison Riehle (built Owlet's Dream Lab from idea to market in four months), Enrique Marquez and Quinn Carter on operations and opportunities
- Named testimonials: Reed Richardson (Managing Partner, Lopes Capital), Zach Alexander (Partner, Listing Profits Remodeling), Ashish Ramachandran (former Guggenheim investment banking analyst). Results quotes: "30 daycare meetings in a short period," "90 percent increase in 40 days, doubled my business."
- Positioning: "We elevate enterprise value. We do not transact your business." The brokering path runs through the network.

Never say these

- **"100 percent financing for cross-industry acquisitions."** It is same 4-digit industry group only, lender-discretionary, effective Oct 1, 2026, with conditions. Use the approved SBA talk track.
- **"10,000 boomers retire every day."** They turn 65 daily. Say "turn 65."
- **"12 million boomer-owned businesses."** Use 2.9 million employer businesses, 55+.
- **"70 to 90 percent of M&A deals fail."** That is post-close value creation, not fall-through. Use "about 31 percent of advisor engagements never close."
- **"$68 trillion is changing hands."** That is all generational wealth. The business figure is an estimated $10 trillion.
- **"Businesses sell for 3 to 5x revenue."** SDE or EBITDA only, with a size band.
- **"It costs exactly 5x more to get a new customer."** Say "Bain and HBR research puts acquisition at a multiple of retention, commonly 5 to 25x by industry."
- **"60 to 70 percent chance of selling to an existing customer."** Untraceable. Say "existing customers convert at several times the rate of cold prospects, and our own campaign data replaces the citation within 90 days."
- **Guaranteed reactivation ROI numbers.** Say "industry benchmarks land around 5 to 15 percent of recently lapsed contacts, and we model your list conservatively before we promise anything."
- **Any stat not in this playbook.** If you did not get it here, do not say it on a call.

The objection playbook

Built two ways: what owners actually said across 250+ of our own consultations, and what the industry literature says owners everywhere raise. Each entry has the talk track that wins. The pattern under all of them: never argue, always offer a smaller testable step, and price against their numbers.

"It's too early to think about any of this" GETTING IN THE DOOR

63 percent of owners say it is too early for succession planning, yet 49 percent of private companies plan to transition within five years, and diligence-grade preparation takes 12 to 24 months. Too early for a sale is exactly on time for a baseline.

> SAY THIS
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> "You're right, it's early, which is the only time preparation is cheap. We're not listing anything. The audit gives you a written picture of what the business is worth today, what it could be worth, and what's in the gap. If you never sell, you just run a more valuable company."

"If word gets out, I lose my people and my customers" GETTING IN THE DOOR

Confidentiality is the top documented fear in sale processes, and it is legitimate: staff flight and customer rumors kill deals. Our engagement solves it structurally, because a growth project is publicly explainable and true.

> SAY THIS
>
> "Nothing about this signals a sale, because it isn't one. Your team sees a growth engagement: new pipeline, reactivated customers, better systems. That reads as investment in the company, and it's the truth. We'll give you the exact words for your team on day one, and everything sensitive sits behind an NDA before we see a single number."

"My business is different, generic advisors won't get it" GETTING IN THE DOOR

Pairs with the documented valuation gap: owners anchor 10 to 30 percent above what buyers verify, and 41 percent have never done a formal valuation. "Different" is a claim the audit can test with their own numbers.

> SAY THIS
>
> "Agreed, averages don't price your business, which is exactly why a rule-of-thumb multiple from anyone is useless to you. The assessment is built on your numbers, your customer base, your market. If the business really is different, the audit is how you prove it to a buyer, a lender, or yourself."

"The broker down the street values it for free" / "Why pay for an audit?" THE MONEY

Free broker opinions are lead-generation tools priced to win a listing, not legally defensible, and answer the wrong question. Buyers pay $25K for a quality of earnings review on businesses this size. Our audit is the owner's version of that, and the owner keeps everything.

> SAY THIS
>
> "Take the free valuation, seriously, and we'll stress-test it inside the audit. But know what it is: the broker gets paid when you list, so that number is a sales tool. Buyers will spend $25,000 inspecting your business before they wire a dollar. Our audit answers the question theirs will: do the earnings survive a buyer's accountant. And you walk away with installed systems and a reactivation campaign, not a brochure."

"That's a lot of money" / "I can't pay right now" THE MONEY

From our own calls: what worked was getting their economics first, anchoring start dates to their liquidity events, split payments, and a ladder of options. What never worked: generic ROI math and naked discounts. The reactivation lane is the new answer: the engagement generates revenue while it runs.

> SAY THIS
>
> "Fair. What's your average sale worth, and how many customers on your list haven't bought in a year? Most businesses have 30 to 50 percent of their base lapsed. If we wake up even a conservative slice of yours, the engagement starts covering itself in the first month. And a full-time growth exec is a $350K bet before you know if it works. Ninety days of us costs less than recruiting one."
>
> If cash is truly tight: "What unlocks the budget, and when? Let's set the start date the week after that closes, or split the payments."

"Pure success fee or nothing" / "You want equity? That's my money forever" THE MONEY

The fee literature is on our side: pure performance pricing fails both parties on attribution and cooperation, and hybrid structures are the documented norm. Never open with an equity ask; the business is most of their net worth, so equity reads as an ask on their retirement.

> SAY THIS
>
> "I get the instinct, and here's why pure contingency serves you badly: results depend on both of us, and we'd spend month three arguing about attribution instead of building. So we do it in order. The audit sets the baseline and the measurement rules in writing. Reactivation gives you clean, attributable revenue fast. Bigger structures, revenue share or equity or a sale, only ever come later, as your option, priced against value already on the books."

"I'm not giving up control to some outside partner" THE PROCESS

Loss of control is the most documented founder objection to outside partners. Our answer is structural: the 90-day phase transfers zero control.

> SAY THIS
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> "You keep every decision. We embed to build, not to vote. At day 90 you can hand us the keys back, keep us close, or keep us running the systems, and every one of those is your call. Nothing we do requires you to sell anything or give up a point of equity."

"You'll learn everything and then leave, or shop my business around" THE PROCESS

> SAY THIS
>
> "NDA before we see anything, staged access after, the same discipline buyers get held to in diligence. And think about our model: we only win if your business gets more valuable. Shopping information would burn the one asset we run on, which is the network trusting us."

"I need to run this by my partner / my board" MOST COMMON IN OUR DATA

Our number one objection across 250+ consultations, 13+ recorded instances. It is a process gate, not resistance. Arming the champion and joining the decision-maker meeting closed in seven weeks; sending documents and hoping died in committee. Never run a same-day deadline against a committee.

> SAY THIS
>
> "Makes sense, this should be a team decision. I'll send a one-page summary and the recording so you're not carrying it from memory. And let's get 15 minutes with you and your partner together, because they'll have questions you shouldn't have to answer alone. What does their Thursday look like?"

"I've been burned by consultants / vendors before" THE PROCESS

Never argue with scar tissue, use it. Half the consulting industry's own clients say they got no value past the fee. Meet the skepticism with a smaller testable step, the same move that converted our most burned prospects.

> SAY THIS
>
> "Then a big commitment would be crazy, and honestly the industry earned your skepticism: half of consulting clients say the value never beat the invoice. So don't buy promises. The audit is a fixed scope with deliverables you keep either way, and the reactivation campaign puts revenue on the board inside the first month. Judge us on that, then decide about the rest."

"I don't want AI touching my customer relationships" THE PROCESS

> SAY THIS
>
> "Nothing goes out without your approval. You review every message until you trust it, the system learns from your edits, and your most sensitive relationships stay out of it entirely. This is for the customers you already paid to acquire who haven't heard from you in a year, not the ten accounts you steward personally."

"Nothing happens here without me, and I'm proud of that" THE REFRAME THAT SELLS THE WHOLE ENGAGEMENT

The strongest single stat in this playbook: founder-dependent businesses take a 30 to 50 percent valuation haircut, and owner dependence is a leading reason only a minority of listings ever sell.

> SAY THIS
>
> "That's the most expensive sentence in your business. Buyers discount founder-dependent companies 30 to 50 percent, because they're not buying you, and you're not included. Every system we install converts something only you can do into something the business does. That's not just operations, that's recovering a third of your valuation."

"I'm not ready to let go" / "This business is my life" THE HUMAN ONE

75 percent of founders report regret within a year of selling, mostly identity and purpose, peaking 60 to 90 days after close. Validate it, never fight it. Our growth-or-sell routing means they do not have to choose today.

> SAY THIS
>
> "Good. The owners who regret selling are the ones who sold before they were ready, and that's most of them: three quarters report regret within a year. Nothing we do forces that choice. We make the business more valuable and less dependent on you, and then selling, growing, or handing it to your kids are all live options instead of fantasies. You choose from strength, on your clock."

The cheat sheet

OBJECTION	ONE-LINE RESPONSE
"Too early to think about this."	"Early is when preparation is cheap. The audit is a baseline, not a listing."
"My team will think we're selling."	"They'll see a growth project, because that's what it is. We script the team announcement with you on day one."
"I can get a valuation for free."	"Take it, we'll stress-test it. A free number from someone paid on the listing is a sales tool, not a plan."
"That's a lot of money."	"Your dormant list likely covers it. What's a customer worth, and how many haven't bought in a year?"
"Success fee only."	"Baseline and attribution rules first, in writing. Reactivation proves us in month one, bigger structures stay your option."
"I'm not giving up control."	"Ninety days, embedded, zero control transferred. Every decision stays yours."
"I need to talk to my partner."	"Of course. Fifteen minutes with both of you this week, and I'll send a one-pager so you're not carrying it alone."
"I've been burned by consultants."	"So has half their client base, per their own industry research. Judge us on installed systems and booked revenue, not a report."
"No AI near my customers."	"Nothing sends without your approval, and your key relationships stay out of the system entirely."
"Nothing happens without me."	"Buyers discount that 30 to 50 percent. Every system we install buys that valuation back."
"I'm not ready to sell."	"Then don't. We build value and options. You choose from strength, on your clock."
"I can't pay until X closes."	"Then we start the week after X closes, or split payments. The plan is ready when the cash is."

What you must learn about their business

Every winning proposal in our history was priced against a number the prospect said out loud. Get these before you pitch anything.

The economics

1. **"Walk me through how the business makes money, line by line."**
   Revenue map, margins, concentration risk.
2. **"What's your revenue and rough profit, and where's it trending?"**
   Sizes the engagement and the multiple band.
3. **"What's one new customer worth over a year?"**
   The denominator for every ROI conversation.
4. **"What share of your customer list bought in the last 12 months?"**
   Most owners can't answer. That silence sells reactivation.
5. **"How concentrated is revenue in your top accounts?"**
   Two customers at 60 percent is a diligence killer and a growth mandate.

The owner and the machine

1. **"How many hours a week are you in the business, and what breaks if you step away for 30 days?"**
   Opens the owner-dependence conversation, the 30 to 50 percent haircut.
2. **"Sell, pass it down, or grow it, what's the outcome you actually want?"**
   Routes to the right lane without losing the call to a premature pitch.
3. **"What have you tried already, and what happened?"**
   Scar tissue shapes the pitch. Burned owners need proof steps.
4. **"Who besides you has to say yes, and what will they need to see?"**
   Never leave a call with a hidden committee.
5. **"When did you last get a formal valuation?"**
   41 percent never have. The audit fills the gap.

The capital picture

1. **"If the right acquisition came up across town, could you fund it in 60 days?"**
   Opens acquisition financing and the SBA path.
2. **"Do you know your business and personal credit standing today?"**
   SBA gates are numeric: roughly 650-680+ FICO, SBSS 165. Below that, we lead with credit repair.
3. **"What are you paying for money right now?"**
   An owner on merchant-cash-advance money at 40+ percent APR has a burning reason to get bankable.
4. **"When does budget become available, and what event unlocks it?"**
   Converts "can't afford it" into a scheduled start date.

Qualify `aim for 5 of 7`

- $2M to $50M revenue, in our industries: home services, B2B services, manufacturing, IT, healthcare
- Can state what a customer or deal is worth
- Has a real customer list with a dormant slice
- Pain named in their own numbers
- Decision maker on the call, or a champion with a plan
- Budget real, or tied to a dated trigger, or fundable
- Will enter process now: NDA, data, or a booked next call

Any hard miss is a routing decision, not an ending: not-ready owners become referral sources, no-exit owners become buyers and financing partners, small ones get the lighter lane.

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06 · THE MEETING

How to run the call

From our own best calls: the pitch came at minute 20 to 70, not minute 2. Small talk opens doors; numbers, a champion, and a calendar hold walk through them.

01 **Open, 3 to 5 min**

Something real: their story, their town, the shared connection. **Give them the floor first** and do not rush it. Trust is the product.

02 **Frame, 1 to 2 min**

"We're operating partners for businesses like yours. We install what makes the bottom line grow and the company worth more." Then the routing question: **"Are you growing, or open to selling?"** Never open with features.

03 **Discovery, 15 to 25 min**

The economics, the owner, the capital picture. **Map who decides and what money is real before you pitch.** Every stall in our history skipped this step.

04 **Teach one thing, 5 min**

Give away something true they have never heard: the size-premium table, the working capital peg that swings six figures at close, the owner-dependence haircut. **Teaching beats pitching.** Education converted into partnership on our own calls, twice, without a hard close.

05 **The offer, 10 min**

The 90-day installation, the audit deliverables they keep either way, reactivation starting week one. **Condition price with their own numbers before naming it,** then present the ladder and let them pick. Payment flexibility before any discount.

06 **Objections, as they come**

Smaller testable step, never argument. Concede real limitations honestly, it has kept our most sophisticated prospects at the table. Wrong fit? **Say so fast and reroute** to referral, capital partner, or the lighter lane.

07 **Close with a date, last 5 min**

Never "reach out if interested," that is how deals drift for months. **Book the specific next step before hangup:** NDA sent tonight, data room list tomorrow, audit kickoff or partner call on the calendar. Deadlines only for single decision makers; committees get a decision date that includes their people.

Let them talk first.
Winning pitches came at minute 20 to 70 of our own calls.

Book the next meeting before delivering anything.
Our cleanest close booked the review call before the deliverable existed.

Always get what a deal is worth to them.
Every stalled price talk in our data was missing that number.

Own misses first, quantify the make-good, deliver same day.
Clients never churned over a fixed miss, only over invisibility.

Fix problems in front of the client.
Live fixes built our strongest relationships. Silent failures broke one.

No same-day deadlines against committees.
Urgency must match the decision structure.

Respect a genuine not-now.
Our best comeback client said no politely eight months earlier.

One approved stat set, always.
Buyers in the same market compare notes.

Two calls with no homework from them, downgrade to nurture.
Prospect-side action between calls is the truest buying signal.

Success criteria in writing before any launch.
A client who defines success later defines it angrily.

Sell nothing on the roadmap.
Until the current promise is verifiably delivered, the roadmap stays in the drawer.

Small generosity compounds.
Save them money, credit their ideas, flex payments. Our best referral engines started that way.

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07 · PARTNERSHIPS AND REFERRALS

Every no is a routing decision

Across 250+ consultations, every gracefully handled mismatch produced something: a referral, a partner, a capital relationship, future pipeline. Zero forced mismatches closed. The referral arm is not a side channel, it is the cheapest pipeline we have, and reps are measured on feeding it.

The routing map

- **Not ready to buy** → referral source. Our clearest case: an unready broker we refused to sell to introduced us into his national brokerage network the same week.
- **Never selling, hates tech** → buyer or financing partner for our deal flow. One 17-minute call converted a dead services pitch into a capital relationship.
- **Too small for the full engagement** → lighter lane now, full engagement when they grow, referrals meanwhile.
- **Regulated or locked out** → stay warm with education and the free artifact; contracts expire and policies change.
- **Vendors pitching us** → co-builds and reverse deals. When a prospect starts redesigning your offer on the call, that is engagement. Structure it, don't fight it.

How referral engines get built

Our best referral relationship started as a single services client. Patient delivery, weekend availability before his launch, cost advocacy that saved him money he didn't ask us to save, and small personal investment turned him into a partner, a live case study, and a warm-intro machine: his referral reached a verbal yes on the first call. That is the model. Warm intros skip the trust tax entirely.

- **Ask at the high point,** right after a delivered result, not at contract end: "Who else in your world is wrestling with this?"
- **Make the intro effortless:** give the referrer a two-sentence blurb and the booking link. Never make them write your pitch.
- **Close the loop:** tell the referrer what happened. Referrers who hear outcomes refer again.
- **The network is the product on the M&A side:** 400+ institutional partners, family offices, and strategic acquirers. When an owner asks "who would even buy my business," that number is the answer.

Partner motion for advisors

Accountants, attorneys, bankers, insurance and wealth advisors all sit upstream of our client. They cannot fix owner dependence or run reactivation, and their clients ask them for exactly that. The pitch to them is simple: we make your client more valuable and you stay the trusted advisor who brought the solution. Same rules as clients: teach one thing first, small testable step, close the loop on every referral they send.

Built from 250+ consultations (175 Fathom-recorded meetings analyzed in depth, July 2025 to August 2026) plus verified market research: IBBA Market Pulse, GF Data, Pepperdine Private Capital Markets, BizBuySell, Axial, Exit Planning Institute, Stanford GSB, SBA SOP 50 10 8/8.1, and consulting-industry sources. Full research files with citations are on file. If a number is not in this playbook, do not say it on a call.