Clarity SYSTEMS

THE QUESTION EVERY BUYER ASKS

90 days without you. Does the business keep running?

How Clarity works, for owners of established businesses who want to sell, hand it on or step back.



THE TRAP

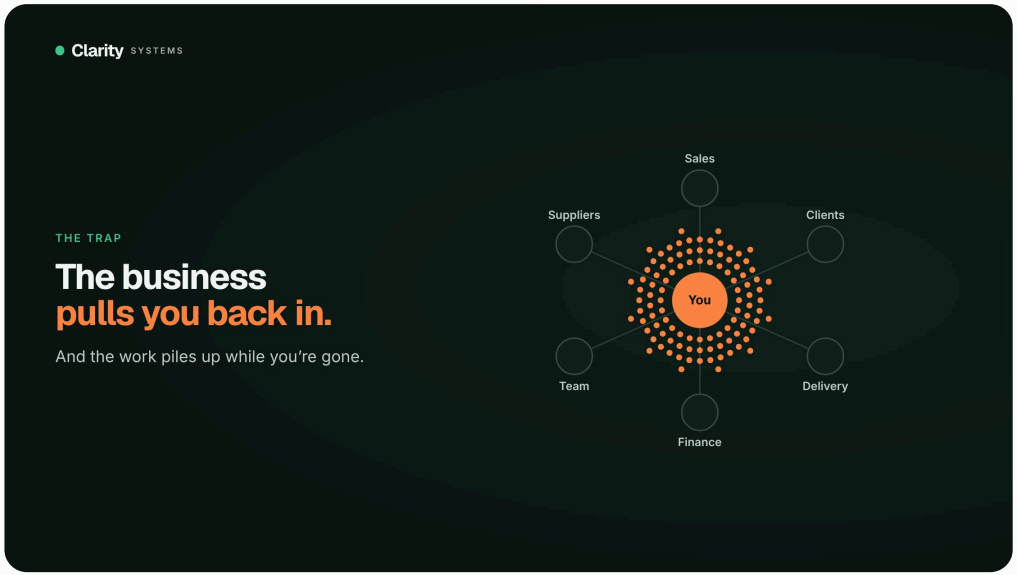
You try to step back. The business pulls you back in.

Every decision, every key relationship, every final call still runs through you. The longer it works that way, the harder it is to change.

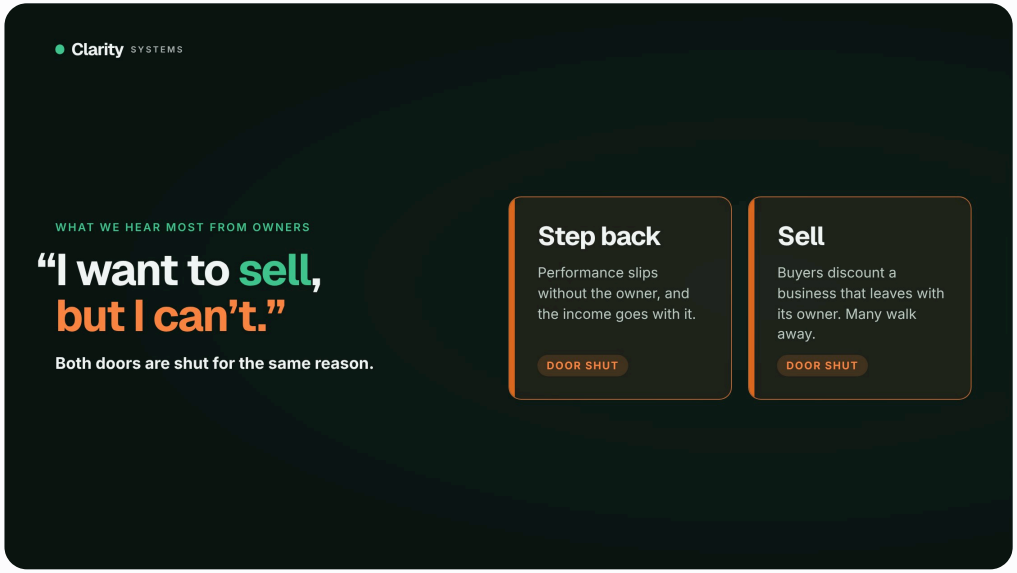
A buyer sees it straight away. They call it key person risk, and they price it in: a lower price, a long earn-out, or no deal at all.

> **“I want to step back, but I can’t.”**
> **“I want to sell, but I can’t.”**

What we hear most from established owners. Both doors are shut for the same reason.



The work piles up while you’re gone.



Two ways out, both shut.

WHAT MOST PEOPLE MISS

Stepping back and selling for full value take the same work.

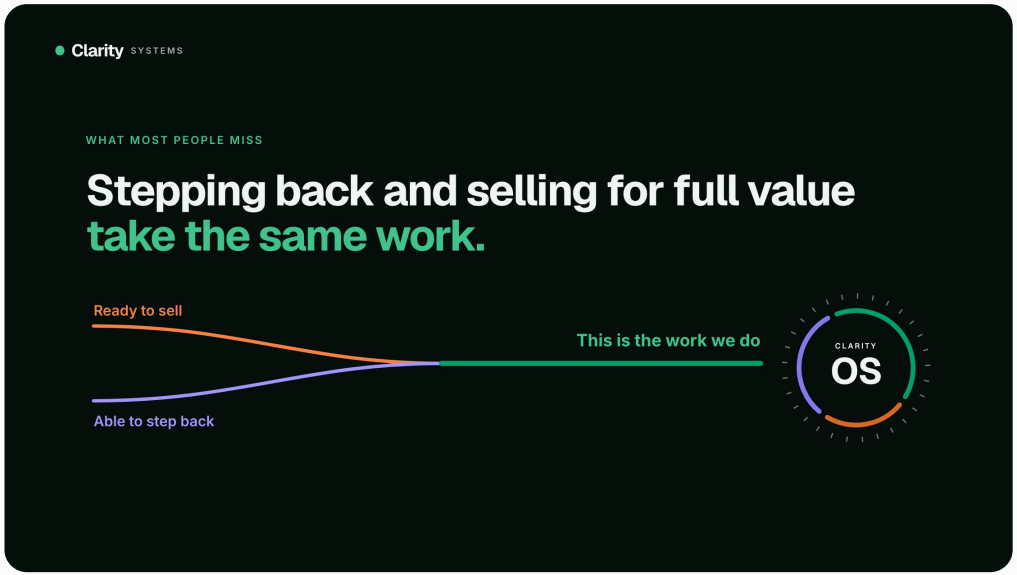
Both need a business that runs without you. That is one piece of work, and it is the only thing we do.

YOU'VE PROBABLY TRIED

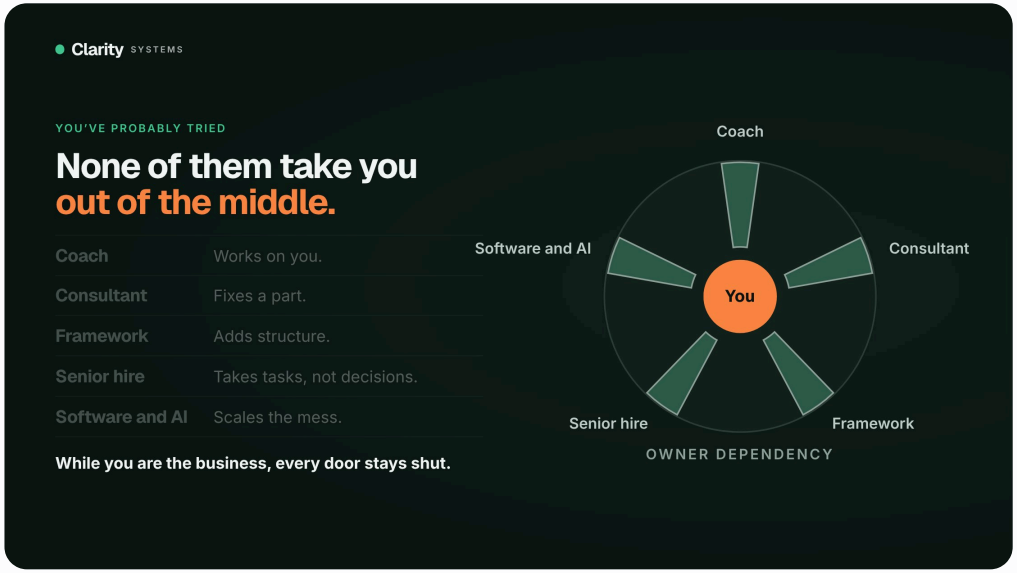
Everyone fixes a piece of owner dependency.

Coach	Works on you.
Consultant	Fixes a part.
Framework	Adds structure.
Senior hire	Takes tasks, not decisions.
Software and AI	Scales the mess.

None of them take you out of the middle.



Two paths, one piece of work.



Each fixes a piece. You're still in the middle.

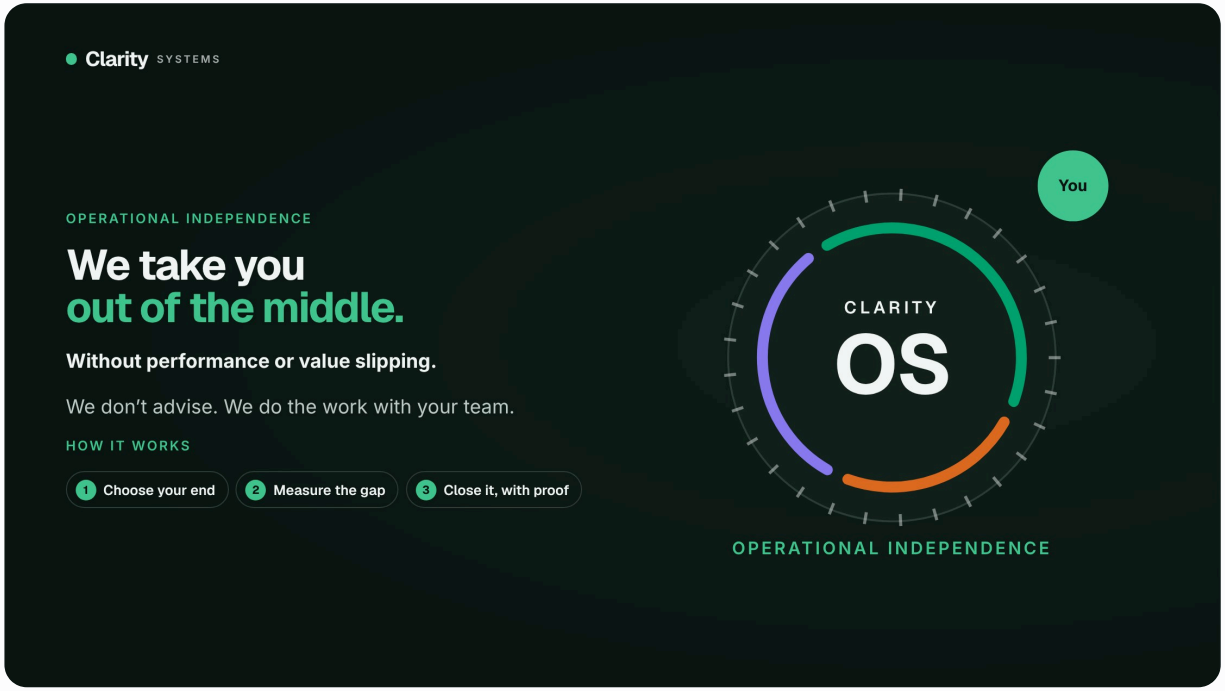
OPERATIONAL INDEPENDENCE

We take you out of the middle.

Without performance or value slipping.

We don’t hand you advice and leave. We do the work with your team, change by change, until the business runs without you, and we prove it.

1. **Choose your end.** Sell, hand it on or step back.
2. **Measure the gap.** How it runs with you, and without you.
3. **Close it, with proof.** 12 months, 3 Pathways, every change tested.



HOW IT WORKS · STEP 1

Start with the end.

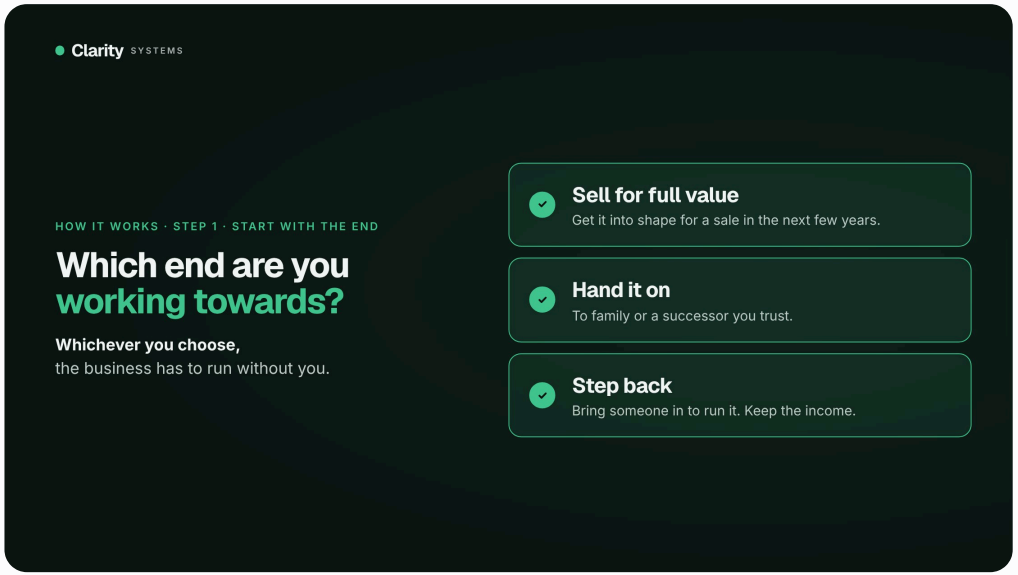
Which end are you working towards? Sell for full value in the next few years. Hand it on to family or a successor. Step back and bring someone in to run it. Whichever you choose, the business has to run without you.

HOW IT WORKS · STEP 2

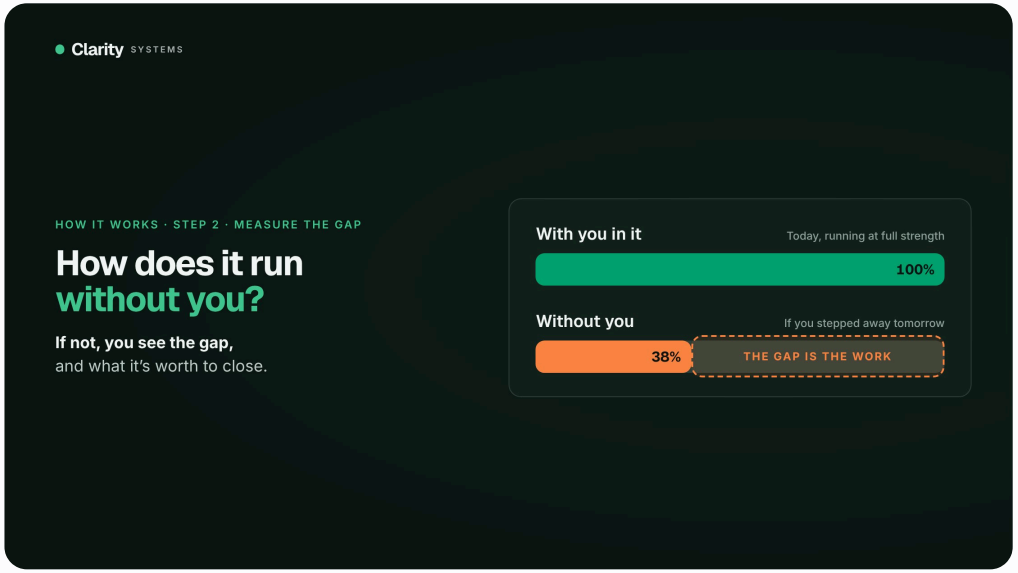
Measure the gap.

The diagnostic shows how the business runs with you in it, and how it would run if you stepped away tomorrow.

Already in good shape? It shows up as close to 100%, and we'll tell you. If not, you see the gap, and what it's worth to close. The gap is the work.



Step 1. Which end are you working towards?

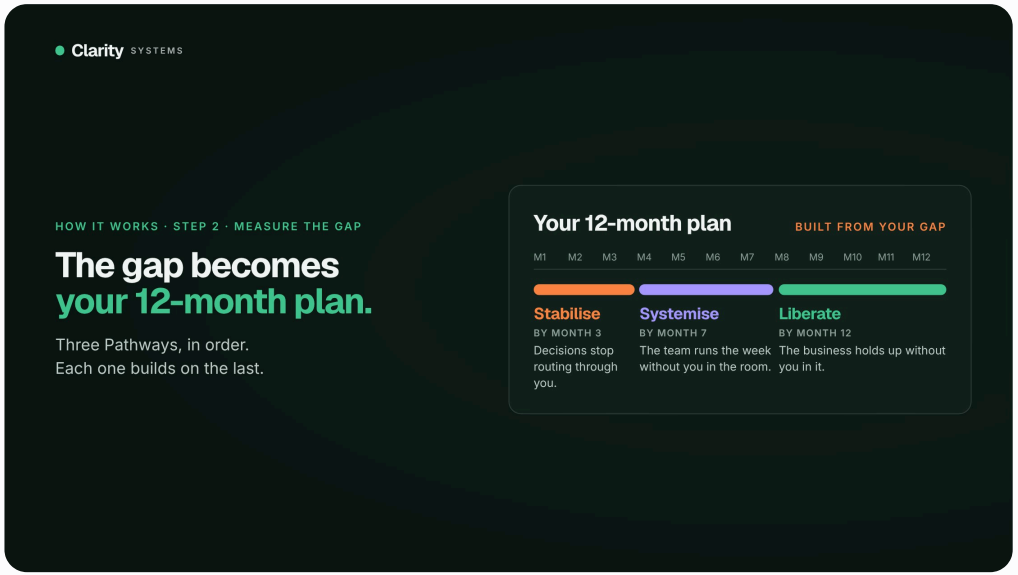


Step 2. The gap is the work.

HOW IT WORKS · STEP 2, CONTINUED

The gap becomes your 12-month plan.

Stabilise	BY MONTH 3	Decisions stop routing through you.
Systemise	BY MONTH 7	The team runs the week without you in the room.
Liberate	BY MONTH 12	The business holds up without you in it.

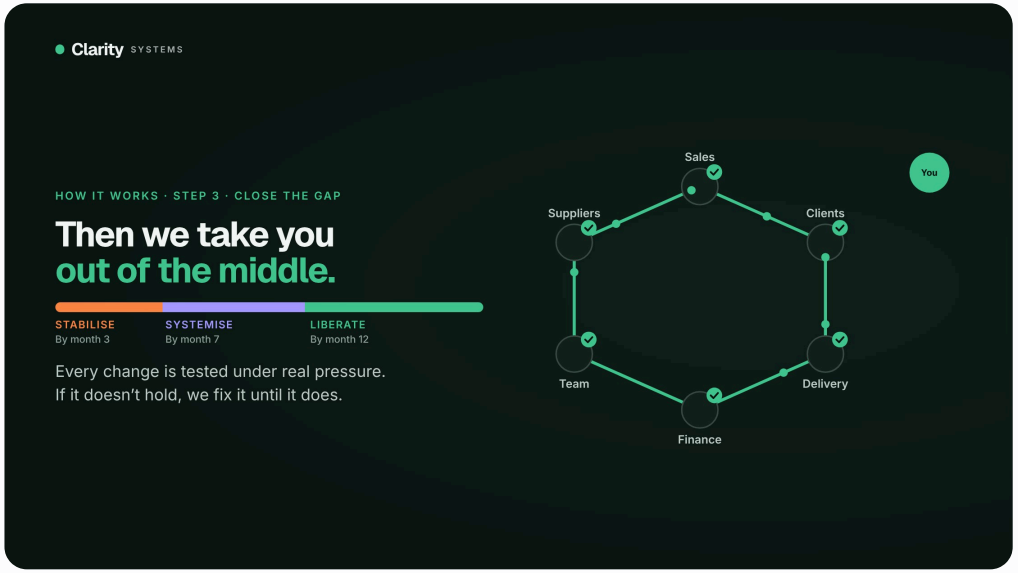


The gap, turned into the plan.

HOW IT WORKS · STEP 3

Close the gap, one Pathway at a time.

Each step is approved by you before it goes to the team. Every change is tested under real pressure. If it doesn't hold, we fix it until it does.

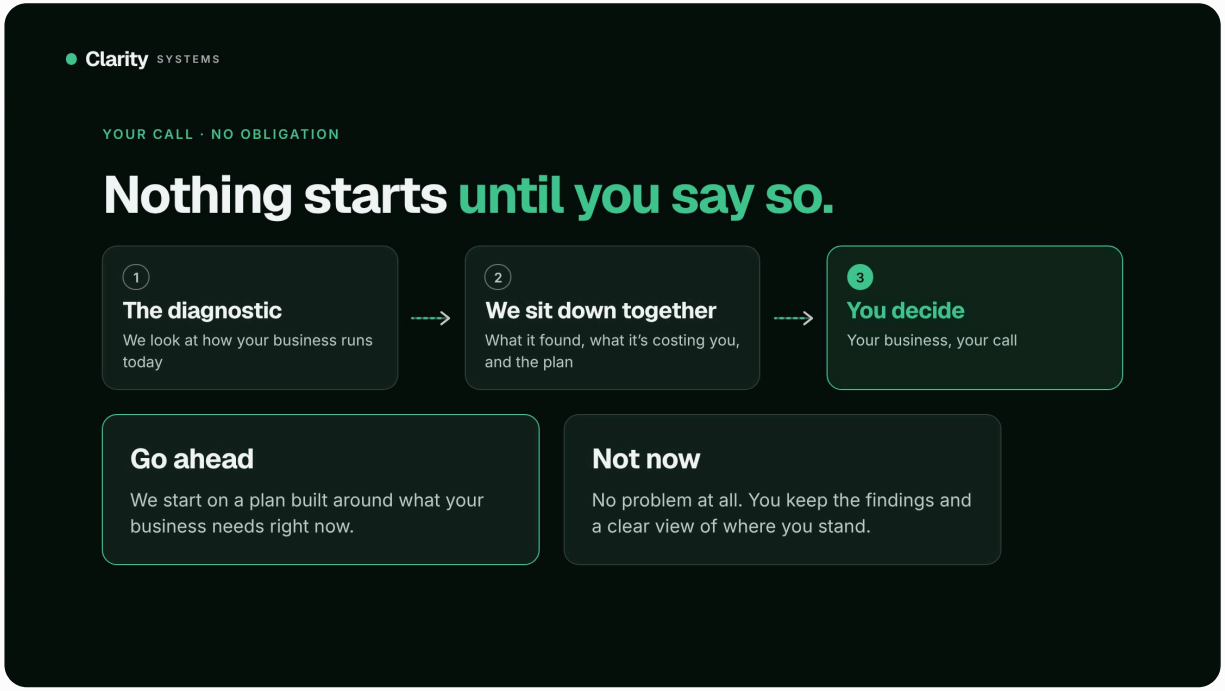


Step 3. The team is linked to each other. You're out of the middle.

YOUR CALL · NO OBLIGATION

Nothing starts until you say so.

1. **The diagnostic.** We look at how your business runs today.
2. **We sit down together.** What it found, what it's costing you, and the plan.
3. **You decide.** Go ahead, and we start on a plan built around what your business needs now. Or not now, and you keep the findings and a clear view of where you stand.



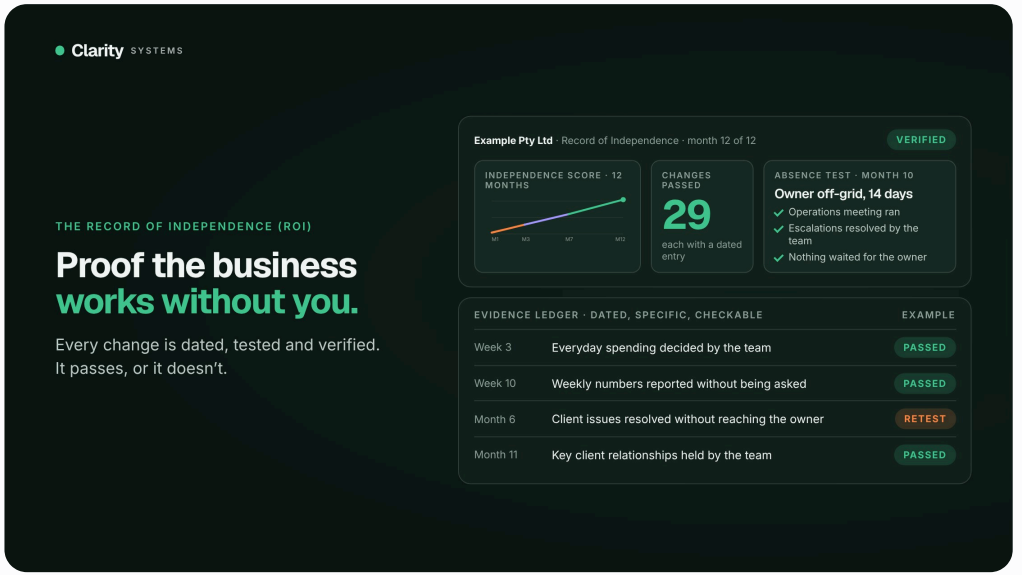
THE RECORD OF INDEPENDENCE (ROI)

Proof the business works without you.

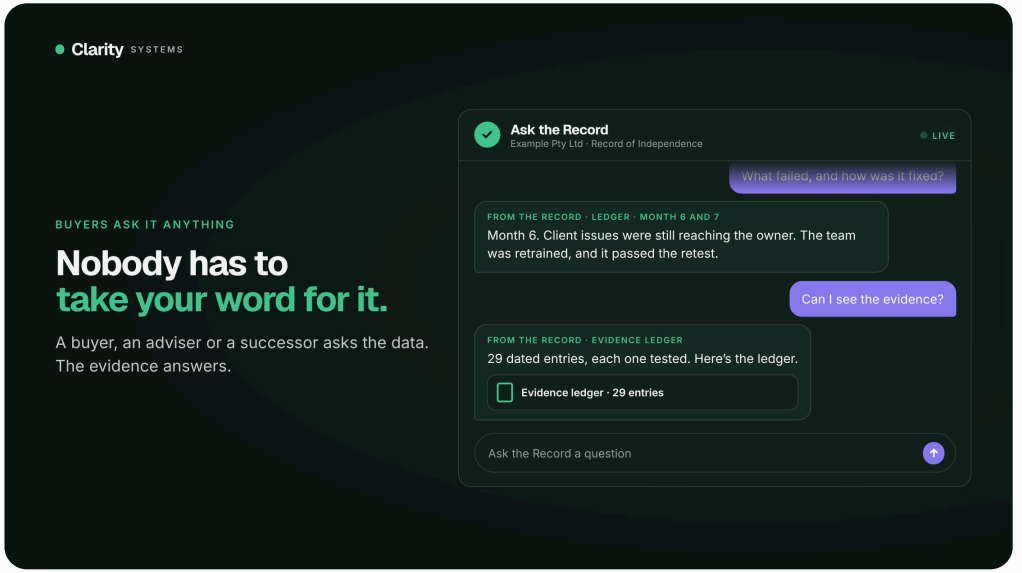
Every change is dated, tested and verified. It passes, or it doesn't. Nobody has to take your word for it. A buyer, an adviser or a successor asks the data their own questions, and the evidence answers.

THE QUESTIONS BUYERS ASK

- What happens when the owner is away for a month?
- Which client relationships still sit with the owner?
- Who prices the work and signs off spending?
- How do I know this isn't a manual nobody follows?
- What failed, and how was it fixed?
- Can I see the evidence?



An example Record, month 12 of 12.



A buyer asks the Record. The evidence answers.

YOUR NEXT CHAPTER

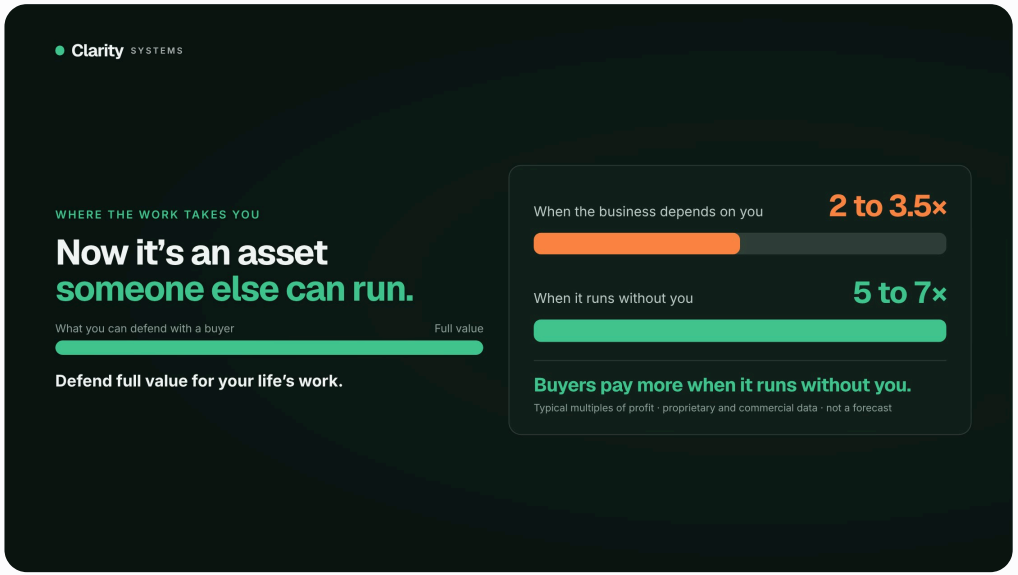
Now it’s an asset someone else can run.

Defend full value for your life’s work, because the business no longer runs through you.

Buyers pay more for a business that runs without its owner. Typical multiples of profit run 2 to 3.5 times when the business depends on the owner, and 5 to 7 times when it doesn’t.

Typical multiples from proprietary and commercial data. Not a forecast for any one business.

And whichever end you chose, it’s now yours to take: hand over the Record in due diligence, let someone else run the meeting you used to run, or leave the office and find your phone stays quiet.



The same profit, valued differently.



Your next chapter.

IS THIS YOU?

Clarity is built for one kind of owner.

It’s for you if

- You’ve built an established business. 10 or more years trading, with a team in place.
- It still runs through you. The decisions, the key relationships, the final say.
- In the next 1 to 3 years you want to sell, hand it on or step back.
- You want proof, not promises, when a buyer or a successor asks.

It’s not for you if

- You’re still building the business from scratch.
- You need to sell in the next few months. The work takes 12 months to prove.
- You want someone to sell the business for you. We don’t take sell-side mandates.
- You’re not ready to hand over decisions. The work only holds if you let it.

QUESTIONS OWNERS ASK BEFORE THEY CALL

The things you’d want to know first.

We’re already in good shape. Do we need this?

Maybe not. Take the diagnostic. If the business runs without you, it shows as close to 100% and we’ll tell you. If it doesn’t, you’ll see the gap and what it’s worth to close.

What does the diagnostic involve?

A structured look at how the business runs today, area by area. It takes real time from you, and it’s the most honest picture of your business you’ll get. You keep the findings either way.

Does my team need to know?

Not for the diagnostic. Once the work starts, they’re part of it, because they’re the ones taking things on. We help you decide how and when to tell them.

What does it cost?

We talk it through at the sit-down, once you’ve seen what the diagnostic found and what the gap is worth. Nothing starts until you say yes.

We’ve had a coach, or run EOS, for years.

Good. Coaches and frameworks build habits and structure. They don’t take you out of the middle and prove it. We work with what you already have.

How much of my time does it take?

More at the start, because most decisions still sit with you. Less each month after that, as each change passes its test. That’s the point.

Do you sell the business for us?

No. We don’t take sell-side mandates, so we’ve no reason to push you towards a sale. When you’re ready, we’ll introduce you to people who do it well.

When should we start?

Ideally 1 to 3 years before you want to step back or sell. The work takes 12 months, and a buyer wants to see it holding.

WHO'S BEHIND CLARITY

I've seen what happens when it's left too late.

For most of my career I've worked inside growing businesses. Not watching from the outside, but in the room while they scaled, raised capital and got ready to step back or sell.

In one of them, almost every important decision still ran through one person. It looked like strength, until buyers started asking different questions. Who owns the key decisions? What happens when the CEO isn't available? Which relationships belong to the business? Timelines stretched, and conversations stalled. The business was successful, and it still couldn't be separated from the person who built it.

At the same time I kept hearing the same pattern from owners of other businesses. Different industries, the same position: still the decision point, still the relationship holder, still the final say.

It isn't a one-off. It's predictable, and it's preventable if you start early enough. Clarity exists to remove that dependency before it becomes a problem. So the business performs without you, value holds when you step back, and your next chapter happens by design, not by default.

Lee
Clarity Systems



Clarity SYSTEMS

BACK TO THE QUESTION

90 days without you. Does the business keep running?

Find out before a buyer does.

- Costs nothing. The findings are yours.
- Already in good shape? It will show.
- If we can't help, we'll say so.
- Nothing starts until you say yes.

Get your Independence Score

Sent by your adviser? They're welcome at the sit-down.

