

BUILDING
BUSINESS
VALUE
IN A TOUGH
ECONOMY



trusted
people
experts

Building business value in a tough economy

Whether you're planning to sell or simply want a business that runs better, with improved productivity and accountability, building value is always a smart move. And in a challenging economy, it becomes even more important.

This short guide focuses on four key areas to help you:

- Identify the people and planning factors that impact your value
- Spot gaps that might be holding you back
- Think like an investor – not just an owner
- Take action to start adding value in your business

It's designed for time-poor CEOs who want practical takeaways, not just theory.

 **Watch the full webinar recording here**



Why think about value now?

We speak to hundreds of business owners a year. Many say they want to sell in “three to five years”. But few are actively planning for that – or building a business that can thrive without them at the helm.

Value isn't just about exit. It's about freedom. Options. Resilience. Performance.

A valuable business is one where:

- You're not the bottleneck
- You're not firefighting every issue
- You could step back without it all falling apart

Whether or not you plan to sell, building value makes your life easier today.



Which of these statements below describe you?

- ☐ I want more headspace to think long-term
- ☐ I'm too involved in day-to-day decision-making
- ☐ The business relies on me more than I'd like
- ☐ I want to make the business easier to run, grow or sell
- ☐ I don't want to be caught out if circumstances change

... If you ticked 3 or more, **now** is the time to act.

When should you start?

Short answer: **now**

Long answer: the longer you wait, the harder it gets – and the fewer options you have when circumstances change.

You don't build value at the point of sale. You build it years before – through structure, systems, reporting and people.

Waiting for the economy to improve?
... You'll miss your window

Waiting for growth to come back?
... You'll stay too busy to plan


The best time to think about value was **yesterday** and the next best time is **today**.

"If you're carrying people who aren't performing, it's costing you time and headspace you could be using to grow."



Richard Cummings - People Director,
People Puzzles

Self assessment: is your business built to sell?

 Score yourself
1 = not true
5 = very true

The business could run well for a month without me

1

2

3

4

5

We have a clear 3-5 year plan broken down quarterly

1

2

3

4

5

We have accurate monthly reporting and KPIs

1

2

3

4

5

The leadership team is empowered and accountable

1

2

3

4

5

Our people strategy supports our growth plans

1

2

3

4

5

We know what our business would be worth today

1

2

3

4

5

We've reduced reliance on a few big customers or key staff

1

2

3

4

5



5-15: You're the business, time to change that



16-25: You're half way there, but gaps remain



26-35: You've built a strong foundation, keep going

Who will help you build value?

It's not just profit that counts, buyers and investors are asking:

- Will this run without the owner?
- Is there a capable team in place?
- Can it grow from here?
- What risks might derail it?



Your Business Value Checklist

Group your gaps and strengths across 3 key areas

People & leadership

- ☐ The team can run the business without me
- ☐ Clear accountability across departments
- ☐ We have succession plans in place
- ☐ Roles are matched to our future needs

Finance & systems

- ☐ We get monthly reporting we trust
- ☐ We know our true margins and cost levers
- ☐ Cashflow is forecast and managed well
- ☐ Systems are scalable and integrated

Commercial risk

- ☐ We're not over-reliant on one client or revenue stream
- ☐ Contracts, IP and compliance are in good shape
- ☐ We've modelled different exit options
- ☐ We know how to influence our valuation

Ticked a lot of boxes? Great.

Missed a few? That's your action plan.

What drives business value?

You can't do this alone. And you shouldn't have to.

As a founder or CEO, you need people around you who will challenge you, not just nod along. That's the real value of fractional experts – we're not tied to your history or politics, so we can be the sounding board you need.

The best-performing businesses have two things in common:

1. *A high-trust leadership team with clear roles*
2. *A founder who's no longer the linchpin*

✦ The 4-box people grid

	Future fit	Not future fit
High impact	★ Superstars – retain and reward	✈ Nomads – coach or stretch
Low impact	💪 Team players – keep engaged	🚫 Transfer list – plan to exit

Start by asking:

- *Who would I rehire tomorrow?*
- *Who is holding us back from scaling?*
- *Who needs support to grow with the business?*

Getting people in the right roles is the single biggest value lever

Get a **free** 45-minute consultation today

Every business is different – and the right strategies for building value depend on your specific challenges, structure and goals.

Book a free 45-minute consultation with one of our local people experts to talk through your current setup, explore your biggest value levers and get tailored, practical advice

Scan here to book your consultation now



📞 0345 646 5201

✉️ hello@peoplepuzzles.co.uk



**trusted
people
experts**