

FOR BUYERS & SELLERS OF BUSINESSES · \$0-\$100M REVENUE · SINCE 1981

## IN THIS ISSUE

[Is Your Business Ready to Sell?](#)

[Recently Sold](#)

[Current Listings](#)

[Deal Spotlight](#)



## Is Your Business Ready to Sell?

Ian MacLachlan · President

You've built a profitable business. It's provided a good income for you and your family, and now you're thinking about what comes next — whether that's retirement, a new chapter, or simply knowing you have options. But here's the question most owners don't explore soon enough: is your business ready to sell?

In our 45 years and more than 7,200 transactions, we've seen businesses that provide a great quality of life for the owner but face serious obstacles when it comes time to sell. Most of those obstacles are preventable — if you know what to look for. There are three questions worth asking yourself right now.

### **1. Could a Buyer Step Into Your Shoes?**

Many very successful small businesses are built around one person — the owner. You have the key relationships, the technical expertise, the licenses, the trust of your best customers. That's not a weakness, until you try to sell.

When a business depends entirely on its owner, a buyer faces a difficult problem: how do they replace you? In most cases, they can't — not quickly, and not without significant cost and risk. That often means a longer transition period, reduced cash flow for the buyer, and a more difficult transaction overall.

*"The businesses that sell well are the ones that run and earn — largely independent of the owner."*

— Ian MacLachlan, President, BTI Group

If you want your business to be saleable on good terms, start developing the people around you. A secondary layer of management — even a modest one — gives buyers confidence that the business can survive the transition. You may have to pay a little more in salary to make it happen. It's almost always worth it.

## **2. Does It Generate a Living Wage for a New Owner?**

---

This surprises a lot of owners. A business can be profitable and still not be financeable or attractive to a buyer, simply because the numbers don't work for someone who needs to live on what the business produces.

The key metric buyers and lenders look at is Seller's Discretionary Earnings — SDE. That's the total financial benefit the owner derives from the business: salary, distributions, and any personal expenses run through the company. If your SDE doesn't provide a reasonable living wage for the market where your business operates, you'll have a much smaller buyer pool. In higher-cost markets, that threshold is often well north of \$100,000.

It's worth thinking about this the way a buyer would: if someone could earn the same amount working for a company — without the risk, the stress, or the capital required to buy a business — why would they buy yours? The answer has to be opportunity, upside, or both.

## **3. Is Your Business Financeable?**

---

Most buyers need financing to purchase a business — and the most common source is an SBA loan, which can fund acquisitions up to \$5MM. But the SBA has real requirements, and a surprising number of businesses can't meet them.

At minimum, lenders want to see three years of filed tax returns and a current year-to-date income statement. They also require a lease that gives the buyer enough time to operate — typically 10 years, structured as a 5-year lease with a 5-year option. If your financials aren't current or your landlord won't extend the lease on reasonable terms, the deal can fall apart before it starts.

We see this more and more, especially in the Bay Area — landlords who won't renew at comparable terms, or who use a sale as an opportunity to reset rent dramatically. If a buyer can't get a workable lease, they often can't get financing. And if they can't get financing, they can't buy your business — no matter how good it is. Getting ahead of these issues now gives you far more control over the outcome.

## The Bottom Line

These three questions — can a buyer step into your shoes, can the business support them financially, and is it financeable? — are what determine whether a sale happens, and on what terms.

If you're thinking about selling in the next few years — or simply want to know where your business stands today — the best move is a confidential conversation with someone who can give you an honest assessment. We've helped owners at every stage of readiness get to the finish line — and the earlier that conversation happens, the more options you have.

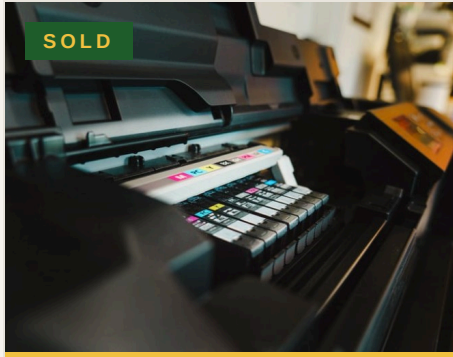
**Owners who plan early typically have more options, stronger leverage, and better outcomes than those forced to react under pressure.**

*Business Team has completed more than 7,200 transactions since 1981.*

## Done Deal! · Recently Sold Listings

|                                                                                                                                                                    |                                                                                                                                                                          |                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <div><b>SOLD</b></div> <p>Toy Import &amp; Wholesale<br/><b>\$2,000,000</b></p> |  <div><b>SOLD</b></div> <p>French Bakery<br/><b>\$1,050,000</b></p>                   |  <div><b>SOLD</b></div> <p>Mixed Use Retail &amp; Residential<br/><b>\$1,041,000</b></p> |
|  <div><b>SOLD</b></div> <p>Indoor Play Center<br/><b>\$917,000</b></p>          |  <div><b>SOLD</b></div> <p>Carpet &amp; Upholstery Cleaning<br/><b>\$800,000</b></p> |  <div><b>SOLD</b></div> <p>Manufactured Home Resale Brokerage<br/><b>\$720,000</b></p>  |



|                                                                                                                                      |                                                                                                                                                 |                                                                                                                                           |
|--------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
|  <p><b>Printing Shop</b><br/><b>\$500,000</b></p>     |  <p><b>Bicycle Sales &amp; Service</b><br/><b>\$475,000</b></p> |  <p><b>Dry Cleaner</b><br/><b>\$220,000</b></p>          |
|  <p><b>Auto Repair Shop</b><br/><b>\$80,000</b></p> |  <p><b>Bubble Tea Franchise</b><br/><b>\$80,000</b></p>       |  <p><b>Mail Service Retail</b><br/><b>\$75,000</b></p> |

SEE ALL 7,200+ BUSINESSES BTI GROUP HAS SOLD

## Businesses for Sale

|                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p>📍 N. CA - North Bay<br/><b>100+ Years in Business with \$1.2M+ in SDE</b></p> <p>ADJ. EARNINGS <b>\$1,169,553</b>    ASKING PRICE <b>\$7,500,000</b></p> |  <p>📍 Southern California<br/><b>High-Margin Litigation Analytics Platform</b></p> <p>ADJ. EARNINGS <b>\$892,849</b>    ASKING PRICE <b>\$3,500,000</b></p> |  <p>📍 Mississippi &amp; Florida<br/><b>Pipe Lining &amp; Coating — SBA Approved</b></p> <p>ADJ. EARNINGS <b>\$618,412</b>    ASKING PRICE <b>Market Price</b></p> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|





📍 Northern California

### Commercial Plumbing & Underground Work

ADJ. EARNINGS  
**\$476,057**

ASKING PRICE  
**Market Price**



📍 S. CA - Orange County

### Profitable CNC Machine Shop

ADJ. EARNINGS  
**\$435,816**

ASKING PRICE  
**\$1,800,000**



📍 California

### Public Works Landscaping

ADJ. EARNINGS  
**\$426,170**

ASKING PRICE  
**\$1,500,000**



📍 S. CA - San Bernardino County

### Profitable General Engineering Company

ADJ. EARNINGS  
**\$423,831**

ASKING PRICE  
**\$3,600,000**



📍 N. CA - South Bay

### Profitable Full-Service Bay Area Catering

ADJ. EARNINGS  
**\$419,850**

ASKING PRICE  
**\$1,600,000**



📍 N/A

### Mediterranean Market, Deli, Bakery & Halal Food

ADJ. EARNINGS  
**\$315,529**

ASKING PRICE  
**\$1,275,000**

## More Listings

| BUSINESS                                        | LOCATION            | ADJ. EARNINGS | ASKING PRICE | INFO                    |
|-------------------------------------------------|---------------------|---------------|--------------|-------------------------|
| Sacramento Landscape Installation               | N. CA - Sacramento  | \$294,033     | \$550,000    | <a href="#">DETAILS</a> |
| Very Profitable Glass Glazing Business          | N. CA - Sacramento  | \$287,580     | \$300,000    | <a href="#">DETAILS</a> |
| Transmission Business, Semi-Absentee            | N. CA - Sacramento  | \$278,922     | \$749,000    | <a href="#">DETAILS</a> |
| Absentee Run Quick Service Artisan Pizza        | N. CA - Stockton    | \$268,392     | \$700,000    | <a href="#">DETAILS</a> |
| Profitable Physical Therapy Practice - San Jose | N. CA - South Bay   | \$263,694     | \$1,100,000  | <a href="#">DETAILS</a> |
| High-Margin Radiant Heating Contractor          | S. CA - Los Angeles | \$257,619     | \$599,000    | <a href="#">DETAILS</a> |
| Highly Profitable Indian Grocery Market         | N. CA - Bay Area    | \$250,670     | \$450,000    | <a href="#">DETAILS</a> |

| BUSINESS                                                | LOCATION             | ADJ.<br>EARNINGS | ASKING<br>PRICE | INFO                    |
|---------------------------------------------------------|----------------------|------------------|-----------------|-------------------------|
| Profitable Test Equipment Repair & Sales                | N/A                  | \$246,495        | \$675,000       | <a href="#">DETAILS</a> |
| Drive Into Profits — Own a Golf Cart Business           | N. CA - Sacramento   | \$234,964        | \$1,100,000     | <a href="#">DETAILS</a> |
| Architecture, Engineering & Development Firm            | S. California        | \$230,221        | Market Price    | <a href="#">DETAILS</a> |
| Turnkey Auto Body Paint Supply Business                 | San Mateo County, CA | \$223,901        | \$800,000       | <a href="#">DETAILS</a> |
| Growing B2B Signage Company                             | N. CA - Bay Area     | \$204,099        | \$775,000       | <a href="#">DETAILS</a> |
| Profitable Construction & Remodel Business              | N. CA - Sacramento   | \$200,000        | \$550,000       | <a href="#">DETAILS</a> |
| Established Mediterranean Grill Restaurant              | N/A                  | \$196,990        | \$600,000       | <a href="#">DETAILS</a> |
| Absentee-Run Family Entertainment Franchise             | Southern California  | \$189,058        | \$600,000       | <a href="#">DETAILS</a> |
| Catering Business Run Semi-Absentee                     | N. CA - Sacramento   | \$187,779        | \$750,000       | <a href="#">DETAILS</a> |
| Leading Acoustic Measurement Manufacturer               | N/A                  | \$183,887        | \$600,000       | <a href="#">DETAILS</a> |
| Physical Therapy Business in Northern CA                | N. CA - Sacramento   | \$180,328        | \$330,000       | <a href="#">DETAILS</a> |
| High-End Bakery Cafe, Absentee Run                      | N/A                  | \$179,375        | \$495,000       | <a href="#">DETAILS</a> |
| Growing Artisanal Bakery with Retail Café               | Oregon - Portland    | \$172,516        | \$725,000       | <a href="#">DETAILS</a> |
| Well-Established Trucking Company                       | N. CA - Bay Area     | \$164,621        | \$220,000       | <a href="#">DETAILS</a> |
| Premium Window Coverings Retailer                       | N. CA - Bay Area     | \$164,453        | \$599,000       | <a href="#">DETAILS</a> |
| Painting Contractor - Commercial & Residential          | N. CA - Sacramento   | \$156,655        | \$250,000       | <a href="#">DETAILS</a> |
| Motorcycle Repair Shop - Owner Open to Seller-Financing | N/A                  | \$153,244        | \$175,000       | <a href="#">DETAILS</a> |
| Fast Food Take-out Sushi & Japanese Restaurant          | N. CA - Modesto      | \$150,186        | \$250,000       | <a href="#">DETAILS</a> |
| Appliance Repair Co. w/ Accounts & Technicians          | N. CA - Sacramento   | \$138,099        | \$100,000       | <a href="#">DETAILS</a> |

| BUSINESS                                           | LOCATION           | ADJ.<br>EARNINGS | ASKING<br>PRICE | INFO                    |
|----------------------------------------------------|--------------------|------------------|-----------------|-------------------------|
|                                                    |                    |                  |                 |                         |
| Profitable Strength Training Gym – SBA Approved    | N/A                | \$136,524        | \$313,000       | <a href="#">DETAILS</a> |
| Hair Loss Solutions                                | N. CA - Fresno     | \$123,615        | \$195,000       | <a href="#">DETAILS</a> |
| Profitable Window Covering Business - South Bay    | N. CA - South Bay  | \$123,263        | \$200,000       | <a href="#">DETAILS</a> |
| Structural Engineering Business                    | Alameda County, CA | \$121,742        | \$300,000       | <a href="#">DETAILS</a> |
| Keeping Businesses Always Connected                | N. CA - Bay Area   | \$121,305        | \$995,000       | <a href="#">DETAILS</a> |
| Natural Foods Business, Northern CA                | N. CA - Sacramento | \$119,255        | \$270,000       | <a href="#">DETAILS</a> |
| Award-Winning Bay Area Design-Build Firm           | N. CA - Bay Area   | \$119,040        | \$4,000,000     | <a href="#">DETAILS</a> |
| Profitable CNC Machining Business                  | N. CA - Bay Area   | \$115,828        | \$275,000       | <a href="#">DETAILS</a> |
| Entertainment & Recreation Business                | N/A                | \$112,794        | \$2,490,000     | <a href="#">DETAILS</a> |
| Well-Established Print & Marketing Communications  | N/A                | \$110,846        | \$425,000       | <a href="#">DETAILS</a> |
| Top Auto Glass Shop for 2025                       | N/A                | \$105,991        | \$365,000       | <a href="#">DETAILS</a> |
| Highly Profitable Established Box Company          | N/A                | \$104,055        | \$299,000       | <a href="#">DETAILS</a> |
| Wholesale All-Natural Bakery with Regional Market  | N/A                | \$92,544         | \$149,000       | <a href="#">DETAILS</a> |
| Established Pool and Spa Remodel / Repair          | S. California      | \$88,009         | \$425,000       | <a href="#">DETAILS</a> |
| Turnkey Commercial Printer - Real Estate Available | N/A                | \$85,214         | \$225,000       | <a href="#">DETAILS</a> |
| Snack Distribution Route Business                  | N. CA - Stockton   | \$84,199         | \$230,000       | <a href="#">DETAILS</a> |
| Profitable Dallas Area Awards & Engraving Business | Texas - Dallas     | \$81,398         | \$199,000       | <a href="#">DETAILS</a> |
| Established Men's Apparel eCommerce                | N/A                | \$72,000         | \$100,000       | <a href="#">DETAILS</a> |
| Turnkey Highly Rated Salon - Menlo Park            | N. CA - Peninsula  | \$71,750         | \$160,000       | <a href="#">DETAILS</a> |
| Premium Beverage Franchise - High-Traffic SV       | N. CA - South Bay  | \$70,049         | \$250,000       | <a href="#">DETAILS</a> |



| BUSINESS                                          | LOCATION              | ADJ.<br>EARNINGS         | ASKING<br>PRICE | INFO                    |
|---------------------------------------------------|-----------------------|--------------------------|-----------------|-------------------------|
| Turnkey Restaurant - Prime San Francisco Location | N. CA - San Francisco | \$66,909                 | \$250,000       | <a href="#">DETAILS</a> |
| Popular Pizzeria Poised for Expansion             | San Mateo County, CA  | \$65,924                 | \$199,000       | <a href="#">DETAILS</a> |
| Millwork Crafted to Appreciate                    | N. CA - Bay Area      | \$64,351                 | \$450,000       | <a href="#">DETAILS</a> |
| Turnkey Sign Company – Owner Retiring             | Washington - Seattle  | \$64,197                 | \$160,000       | <a href="#">DETAILS</a> |
| Auto Electrical Service Shop                      | St. Louis, Missouri   | \$63,382                 | \$145,000       | <a href="#">DETAILS</a> |
| Mexican Restaurant Great Location                 | N/A                   | \$56,884                 | \$225,000       | <a href="#">DETAILS</a> |
| Own a Fast-Growing Chocolate Franchise            | N. CA - Sacramento    | —                        | \$420,000       | <a href="#">DETAILS</a> |
| Absentee Run Property Management Company          | N/A                   | \$55,139                 | \$120,000       | <a href="#">DETAILS</a> |
| Established Fitness & Pilates Operation           | N. CA - Sacramento    | \$54,328                 | \$660,000       | <a href="#">DETAILS</a> |
| Beloved Neighborhood Sushi Destination            | N. CA - Bay Area      | \$53,918                 | \$180,000       | <a href="#">DETAILS</a> |
| Paint & Sip Art Studio with ABC Type 42 License   | Arizona - Phoenix     | \$53,497                 | \$200,000       | <a href="#">DETAILS</a> |
| Franchise Tutoring Center                         | N. CA - Sacramento    | \$52,986                 | \$225,000       | <a href="#">DETAILS</a> |
| Charming Cafe with ABC Beer & Wine, Absentee Run  | N/A                   | \$52,000                 | \$65,000        | <a href="#">DETAILS</a> |
| Reliable Auto Repair & Smog Solutions - San Jose  | N. CA - South Bay     | \$37,952                 | \$120,000       | <a href="#">DETAILS</a> |
| Profitable Hair Salon - Absentee Ownership        | N/A                   | \$37,224                 | \$99,000        | <a href="#">DETAILS</a> |
| Quality Opportunity in the Heart of SF            | N. CA - San Francisco | \$36,604                 | \$220,000       | <a href="#">DETAILS</a> |
| Turnkey Art Studio - Creativity Meets Cash Flow   | N/A                   | \$35,436                 | \$295,000       | <a href="#">DETAILS</a> |
| Prime Location Established Bubble Tea Shop        | N. CA - Bay Area      | \$32,946                 | \$50,000        | <a href="#">DETAILS</a> |
| Award-Winning Auto Repair Shop in Santa Rosa      | N. CA - North Bay     | <i>Incl. Real Estate</i> | \$1,600,000     | <a href="#">DETAILS</a> |

| BUSINESS                                         | LOCATION             | ADJ. EARNINGS | ASKING PRICE | INFO                    |
|--------------------------------------------------|----------------------|---------------|--------------|-------------------------|
| Locally Made Granola, Bay Area                   | N. CA - Bay Area     | \$22,464      | \$140,000    | <a href="#">DETAILS</a> |
| Improved Price, National Concept, Massive Upside | N/A                  | \$21,682      | \$398,000    | <a href="#">DETAILS</a> |
| TurnKey Trucking Company for Sale                | Washington - Seattle | \$19,312      | \$350,000    | <a href="#">DETAILS</a> |
| Wine Importer/Wholesaler & Wine Brand Developer  | N/A                  | \$14,847      | \$200,000    | <a href="#">DETAILS</a> |
| Online Retailer - Natural Home Goods & Clothing  | N/A                  | \$13,895      | \$89,000     | <a href="#">DETAILS</a> |
| Software Intellectual Property                   | N/A                  | \$10,953      | Market Price | <a href="#">DETAILS</a> |
| Glass Block Installation Business                | N/A                  | \$9,007       | \$55,000     | <a href="#">DETAILS</a> |
| European Market with Liquor License - East Bay   | N. CA - East Bay     | \$8,201       | \$200,000    | <a href="#">DETAILS</a> |
| Real Estate Staging Services                     | N/A                  | \$5,934       | \$120,000    | <a href="#">DETAILS</a> |
| Boutique Cafe with Beautiful Build Out           | N. CA - Sacramento   | \$1,527       | \$120,000    | <a href="#">DETAILS</a> |
| BMW, Mercedes & Porsche Auto Repair              | N. CA - Sacramento   | —             | \$1,200,000  | <a href="#">DETAILS</a> |
| Waterfront No. Cal. Property with Many Features  | N. California        | —             | \$1,850,000  | <a href="#">DETAILS</a> |
| Franchise Postal & Shipping Center               | N. CA - Sacramento   | —             | \$50,000     | <a href="#">DETAILS</a> |
| Barre Studio Opportunity - Prime Location!       | N/A                  | —             | \$150,000    | <a href="#">DETAILS</a> |
| Pre-Revenue SaaS Travel Application              | S. California        | —             | Market Price | <a href="#">DETAILS</a> |
| Pre-Revenue SaaS Emotional Wellness Application  | S. California        | —             | Market Price | <a href="#">DETAILS</a> |
| Leading Watch Parts Supplier — Closing Out       | S. CA - Los Angeles  | (\$7,877)     | \$600,000    | <a href="#">DETAILS</a> |
| Turnkey Patented Painting Solution               | N/A                  | (\$11,879)    | \$150,000    | <a href="#">DETAILS</a> |
| Your Concept Your Opportunity                    | N. CA - Bay Area     | (\$12,458)    | \$499,000    | <a href="#">DETAILS</a> |
| Well-Established Tool & Stamping Shop            | S. California        | (\$34,641)    | \$550,000    | <a href="#">DETAILS</a> |

| BUSINESS                                    | LOCATION         | ADJ. EARNINGS | ASKING PRICE | INFO                    |
|---------------------------------------------|------------------|---------------|--------------|-------------------------|
| Steel Fabrication & Installation - Bay Area | N. CA - Bay Area | (\$105,890)   | \$1,500,000  | <a href="#">DETAILS</a> |
| Asphalt Repair Service - Established 1986   | S. California    | (\$133,773)   | \$400,000    | <a href="#">DETAILS</a> |

[VIEW ALL CURRENT LISTINGS](#) →

## Deal Spotlight

RETAIL BUSINESS · NORTHERN CALIFORNIA

**\$475K**

Sale Price

**1.93x**

SDE Multiple

**13 mo.**

Time on Market

**\$245K**

Seller's Discretionary Earnings

**80% SBA / \$50K Seller  
Carry**

Deal Structure

This transaction took 13 months to close. Many potential buyers were looking for an absentee owner business, and two entered contract before backing out. Both exits came down to the same issue: concern over the business's dependence on the seller and their ability to step in and get the same results. The third buyer succeeded because they came in with a clear plan for how they would step into that role.

The deal was structured with 80% SBA financing and a \$50K seller carry — and a company that had been in business for decades was able to live on under new ownership.



### Lara Larkin — Editor

Associate with our Sacramento office, bringing over 30 years of experience in the financial services industry to help business owners successfully exit and move on to their next chapter.

[lara@business-team.com](mailto:lara@business-team.com) · 916-883-1203



