

What Every Business Owner Should Know

John Unice CFP®, HDP™, CEPA®
Founding Member, Senior Partner



KEELER THOMAS
THE ENTERPRISE AND FAMILY SOLUTIONS COMPANY

Keeler Thomas Management, LLC is registered as an investment advisor with the U.S. Securities and Exchange Commission (SEC) and only conducts business in states where it is properly registered or is excluded from registration requirements. Registration is not an endorsement of the firm by securities regulators and does not mean the advisor has achieved a specific level of skill or ability.

**BUSINESS
ECONOMIC
FORUM 2025**

UVU

What Every Business Owner Should Know Overview

I. Owner Preparedness

II. Thinking About Value Optimization

III. Case Studies (Applying Value Optimization)

IV. The Five Steps of Exit Planning

John Unice CFP®, HDP™, CEPA®



Overview

KEELER THOMAS
THE ENTERPRISE AND FAMILY SOLUTIONS COMPANY

**BUSINESS
ECONOMIC**
FORUM 2025
UVU

State of Owner Readiness Survey

80% of owner wealth is trapped in equity.

63% of owners want to sell within 10 years

41% of owners want to sell within 5 years

50% of exits are involuntary, forced exits.

John Unice CFP®, HDP™, CEPA®

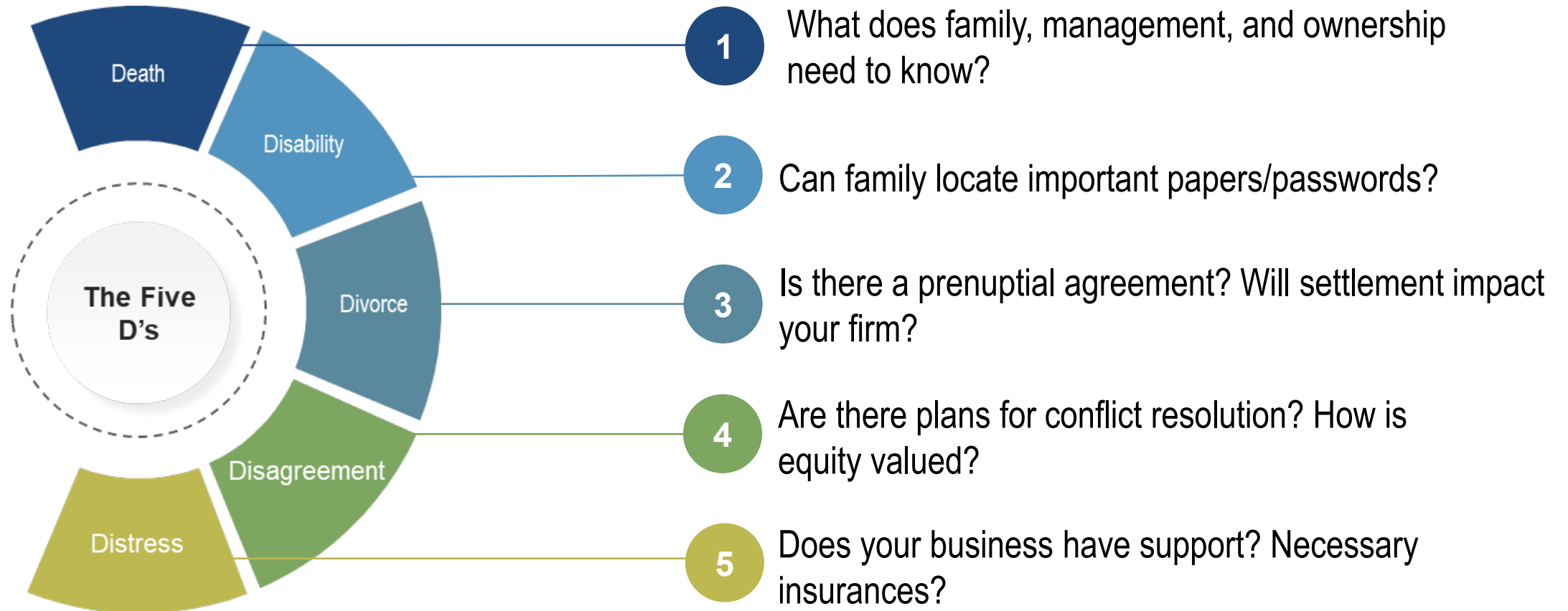


I. Owner Preparedness

KEELER THOMAS
THE ENTERPRISE AND FAMILY SOLUTIONS COMPANY

**BUSINESS
ECONOMIC**
FORUM 2025
UVU

What Forces Owners to Exit?



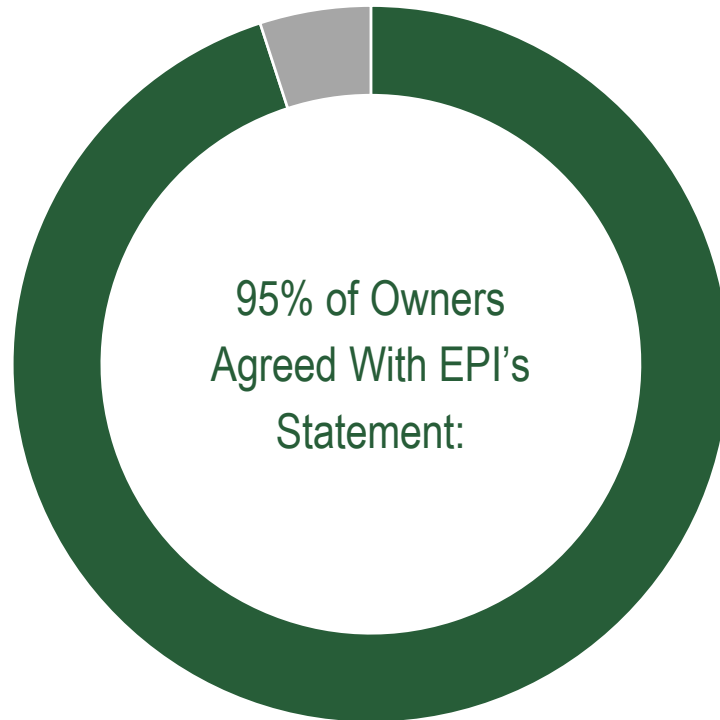
John Unice CFP®, HDP™, CEPA®



I. Owner Preparedness

KEELER THOMAS
THE ENTERPRISE AND FAMILY SOLUTIONS COMPANY

...From the Same Survey



“Having a transition strategy is important for both my future and the future of my business.”

John Unice CFP®, HDP™, CEPA®

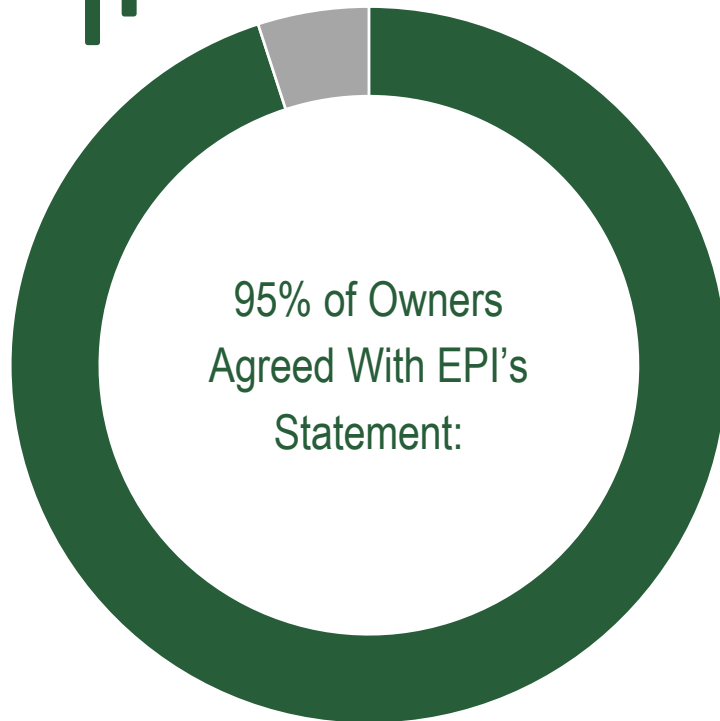


I. Owner Preparedness

KEELER THOMAS
THE ENTERPRISE AND FAMILY SOLUTIONS COMPANY

**BUSINESS
ECONOMIC**
FORUM 2025
UVU

...From the Same Survey (cont.)



"Having a transition strategy is important for both my future and the future of my business."

58% of Owners have no transition plan.

26% have done no planning at all.

59% have no written plan for life after exit.

60% do not understand their exit options.

John Unice CFP®, HDP™, CEPA®



I. Owner Preparedness

KEELER THOMAS
THE ENTERPRISE AND FAMILY SOLUTIONS COMPANY

The Results

70-80% of businesses who wish to sell, do not.

... *those owners can't* harvest value from equity.

75% of sellers have profound regrets.

Only 46.7% sell at desired price.

- 30% of family firms survive to the 2nd generation
 - 12% to the 3rd generation
 - 3% to the 4th generation



Owners Are Not Focused on Value

Cash Left on the Table in Pursuit of Current Income

Driving Income Over Value Leads to Low Multiples

Value Leads to Higher Income and Multiples Naturally

John Unice CFP®, HDP™, CEPA®

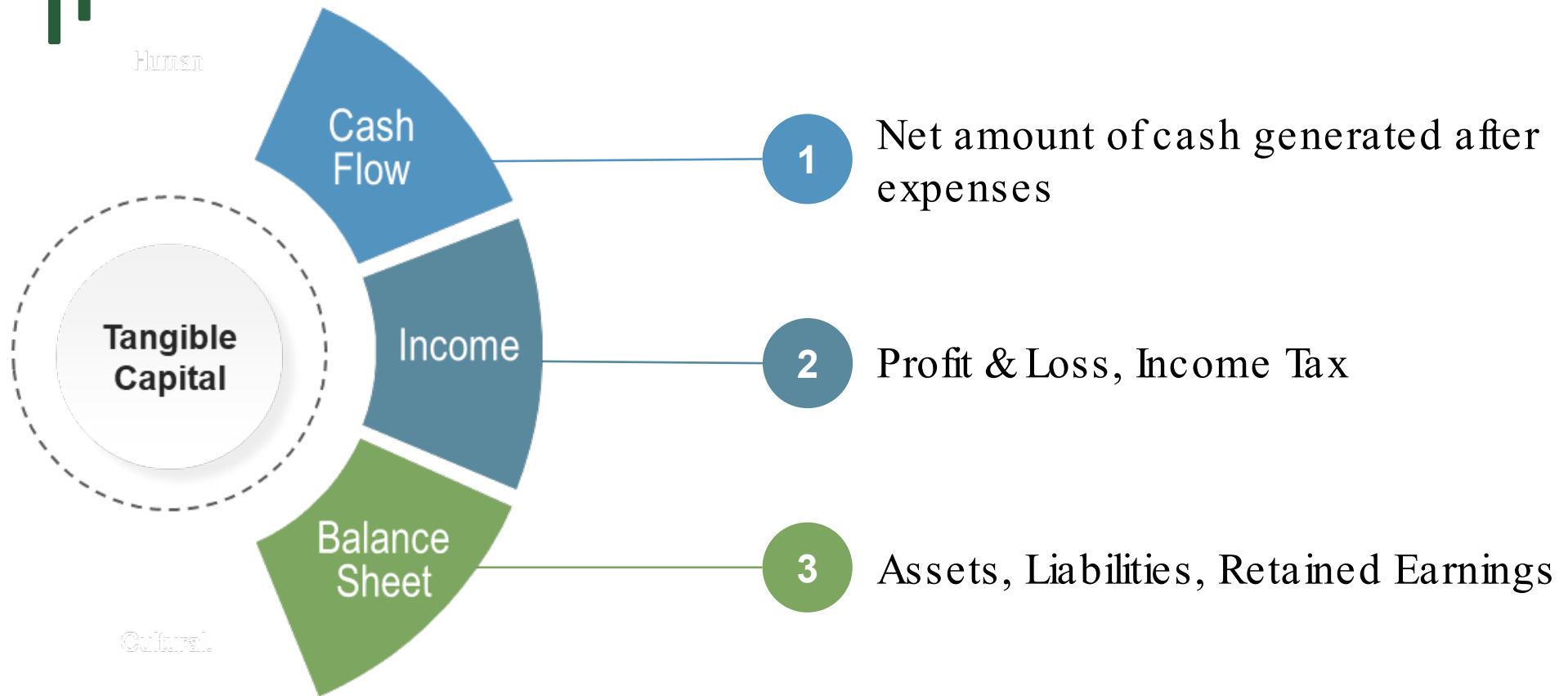


I. → II. Value Optimization

KEELER THOMAS
THE ENTERPRISE AND FAMILY SOLUTIONS COMPANY

**BUSINESS
ECONOMIC**
FORUM 2025
UVU

Tangible Capital



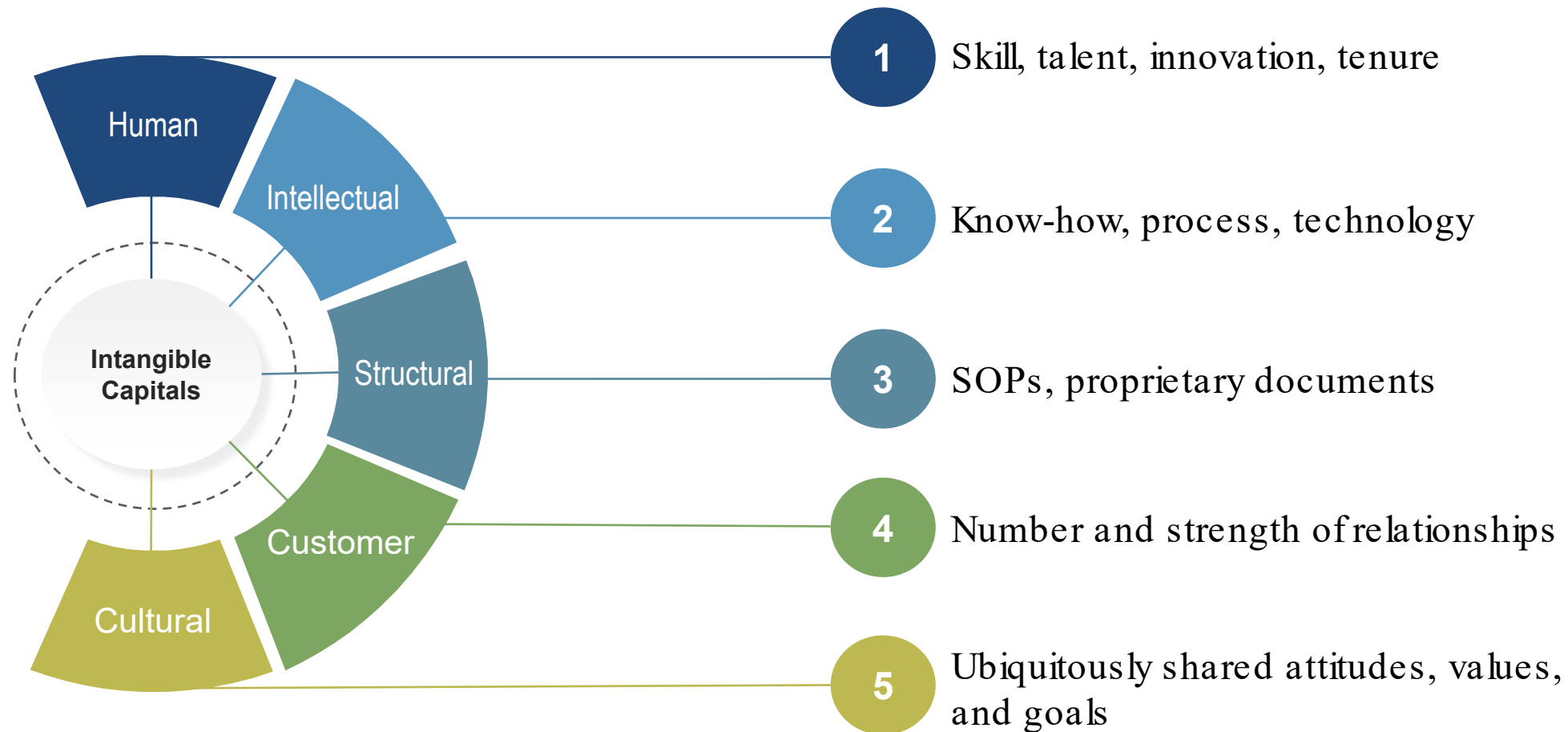
John Unice CFP®, HDP™, CEPA®



II. Value Optimization

KEELER THOMAS
THE ENTERPRISE AND FAMILY SOLUTIONS COMPANY

Intangible Capital (The Five Cs)



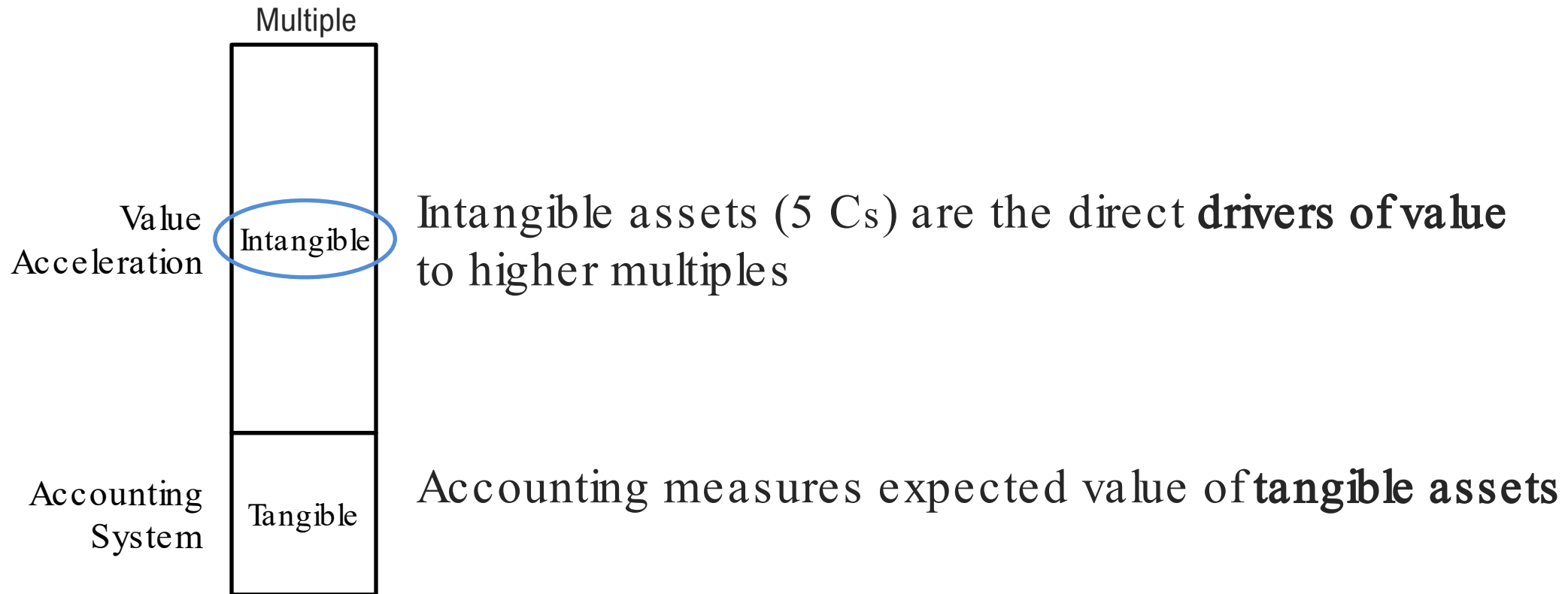
John Unice CFP®, HDP™, CEPA®



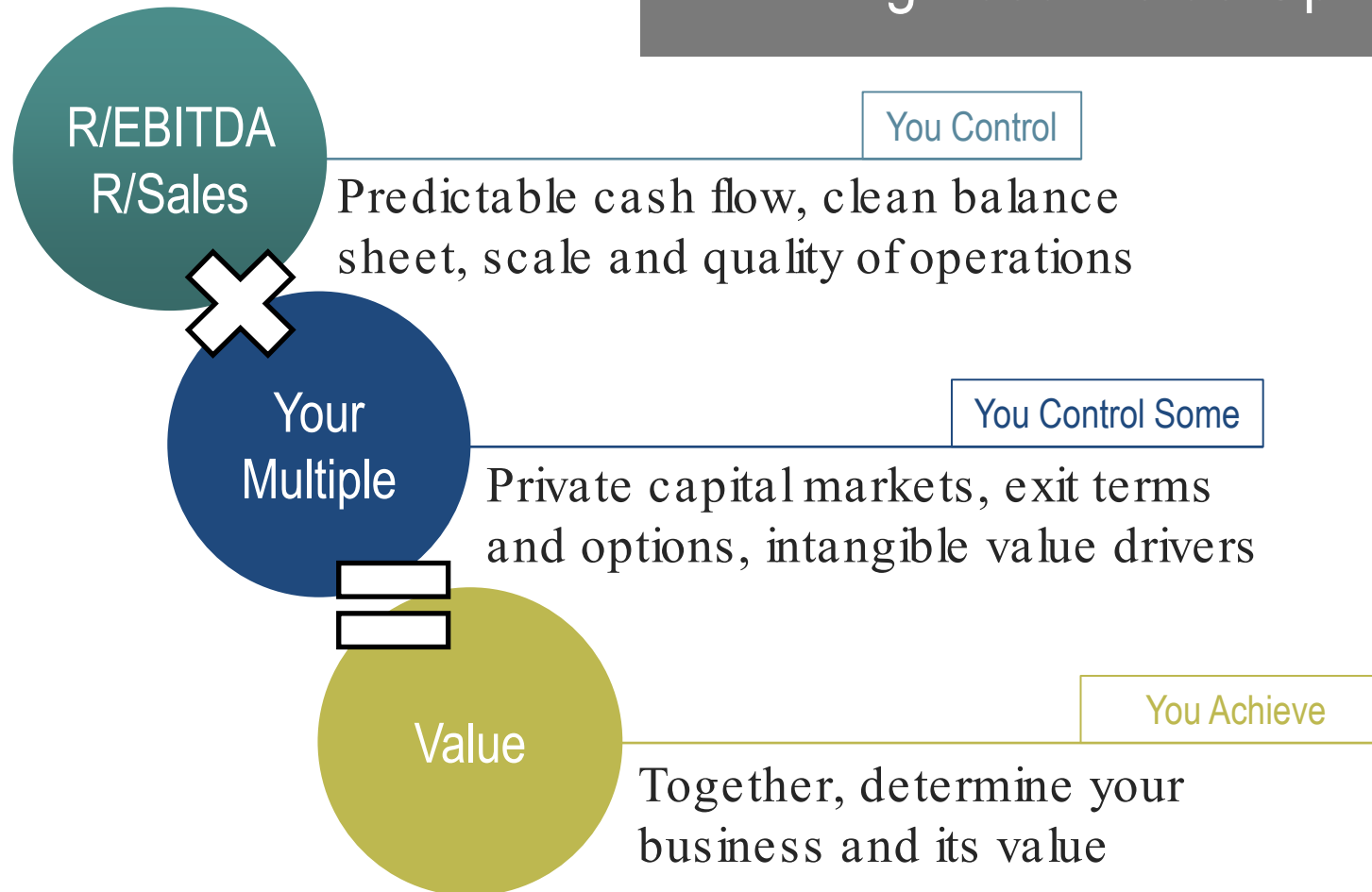
II. Value Optimization

KEELER THOMAS
THE ENTERPRISE AND FAMILY SOLUTIONS COMPANY

Tangible vs Intangible Assets



Thinking About Value Optimization



John Unice CFP®, HDP™, CEPA®

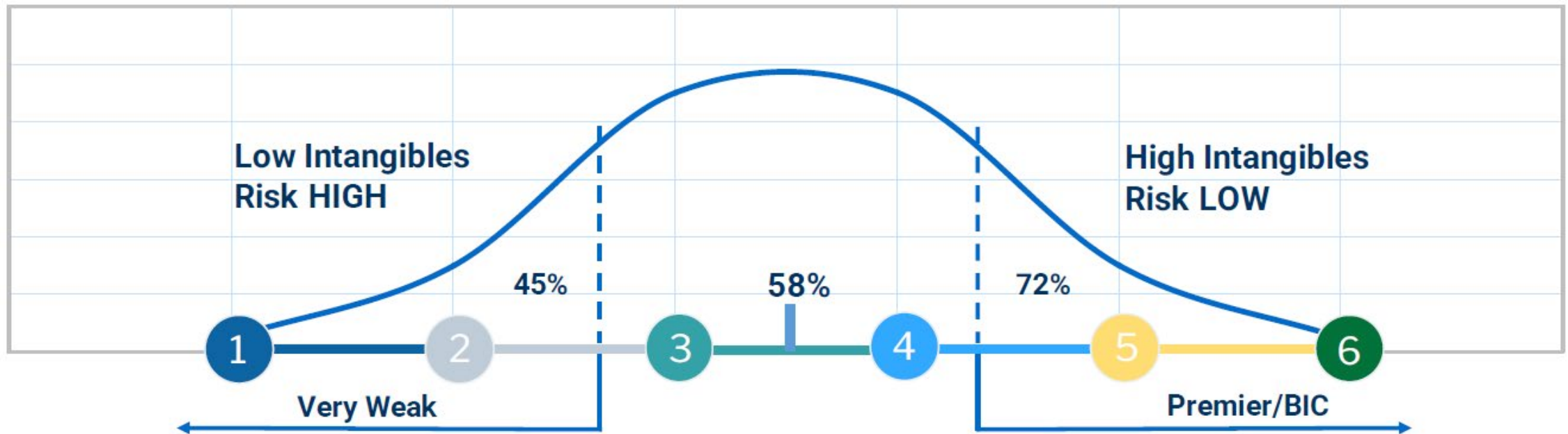


II. Value Optimization

KEELER THOMAS
THE ENTERPRISE AND FAMILY SOLUTIONS COMPANY

**BUSINESS
ECONOMIC**
FORUM 2025
UVU

Range of Value Multiples



John Unice CFP®, HDP™, CEPA®



II. → III. Case Studies

KEELER THOMAS
THE ENTERPRISE AND FAMILY SOLUTIONS COMPANY

Applying Value Optimization

- KT has 40 years of experience in driving enterprise value
- Value Optimization always begins with a valuation
- We help identify high-impact opportunities after valuation

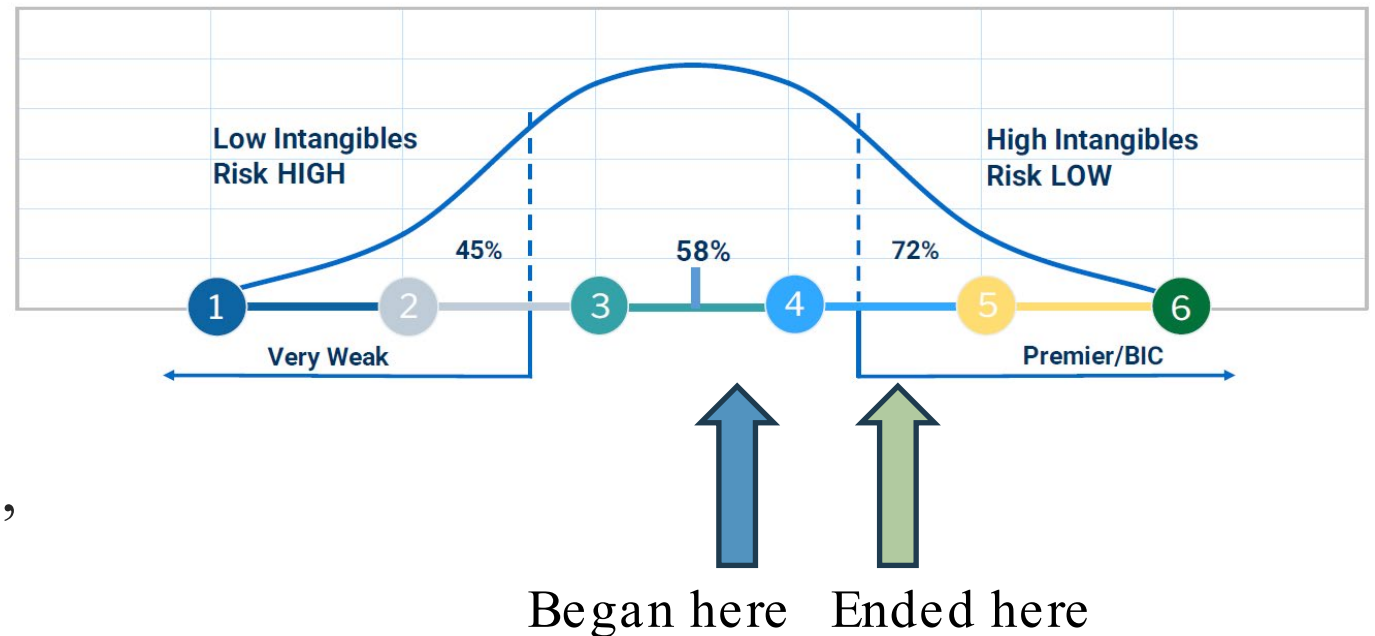
Consider two very contrasted examples:

- 1 Medical Practice (High Intangibles)
- 2 Family Construction (Asset-Heavy)



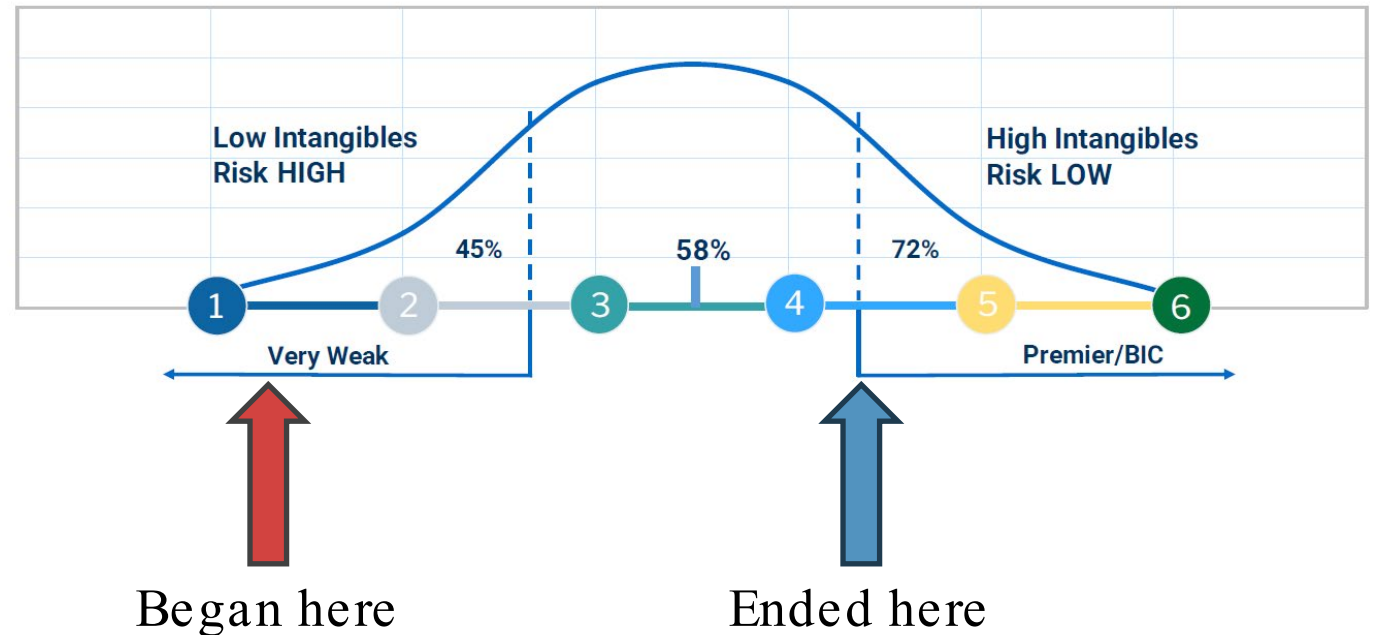
Case Study 1 – Specialized Healthcare

- Highly specialized skills
- Long-time, successful business
- Unique appraisal situation
- Difficulty is not in creating value, but in finding desirable results



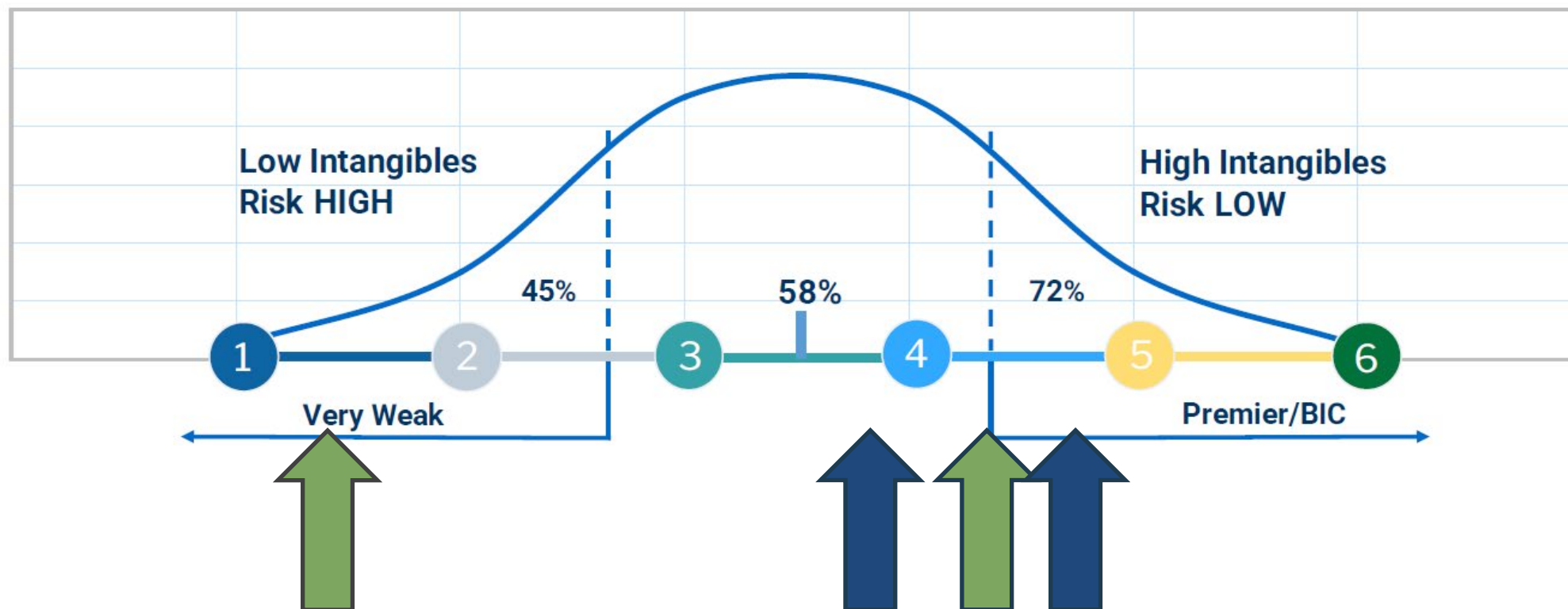
Case Study 2 – Family Construction

- Concentrated tangibles
- Small-business attitude limited potential
- Family legacy situation
- Optimized over 2 years of 90-day sprints



- 1 Medical Practice
- 2 Family Construction

Results of Value Optimization



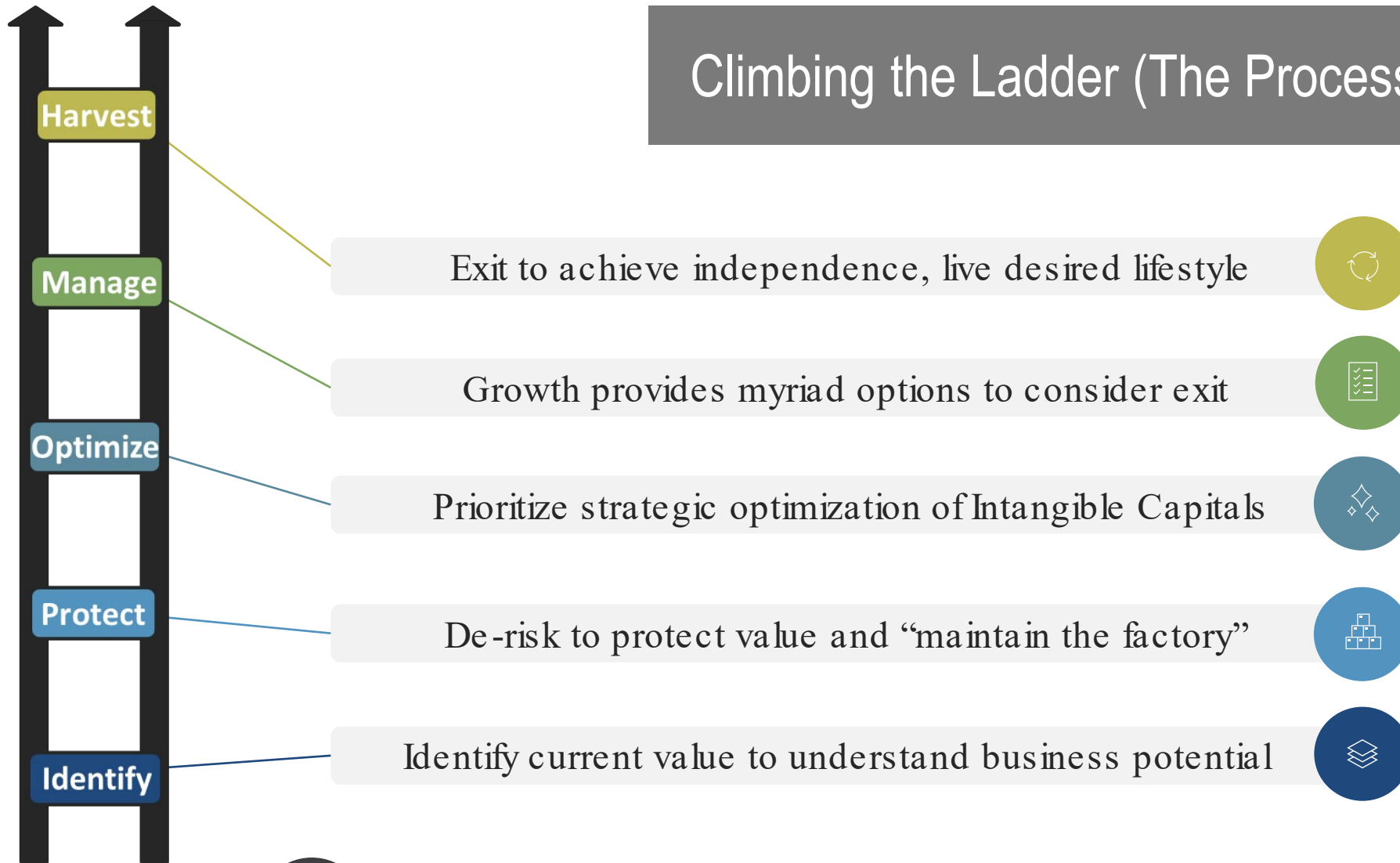
John Unice CFP®, HDP™, CEPA®



III. → IV. Five Steps of Exit

KEELER THOMAS
THE ENTERPRISE AND FAMILY SOLUTIONS COMPANY

Climbing the Ladder (The Process)



John Unice CFP®, HDP™, CEPA®



IV. Five Steps of Exit



Exit Planning Gaps Assessment

Owner
Readiness

Value
Gap

Business
Attractiveness

Wealth
Gap

These twelve questions will help to privately appraise where you and your business currently are in each of these critical areas.

This frames the conversation for how best to “climb the ladder.”

John Unice CFP®, HDP™, CEPA®



IV. Five Steps of Exit

KEELER THOMAS
THE ENTERPRISE AND FAMILY SOLUTIONS COMPANY





Family Enterprise Center

Sponsored by UVU & Keeler Thomas
Management

Keeler Thomas Family Enterprise Center

Value Optimization, Exit Planning, Economic Conditions, Legal
& Tax Updates, CFO Training/Certifications

Educate

Engage

Open doors to opportunities, insights, and support
that can accelerate professional and personal growth

Roundtable discussion on issues you are currently facing

Network

John Unice CFP®, HDP™, CEPA®



KEELER THOMAS
THE ENTERPRISE AND FAMILY SOLUTIONS COMPANY

**BUSINESS
ECONOMIC**
FORUM 2025
UVU

Meet with Keeler Thomas

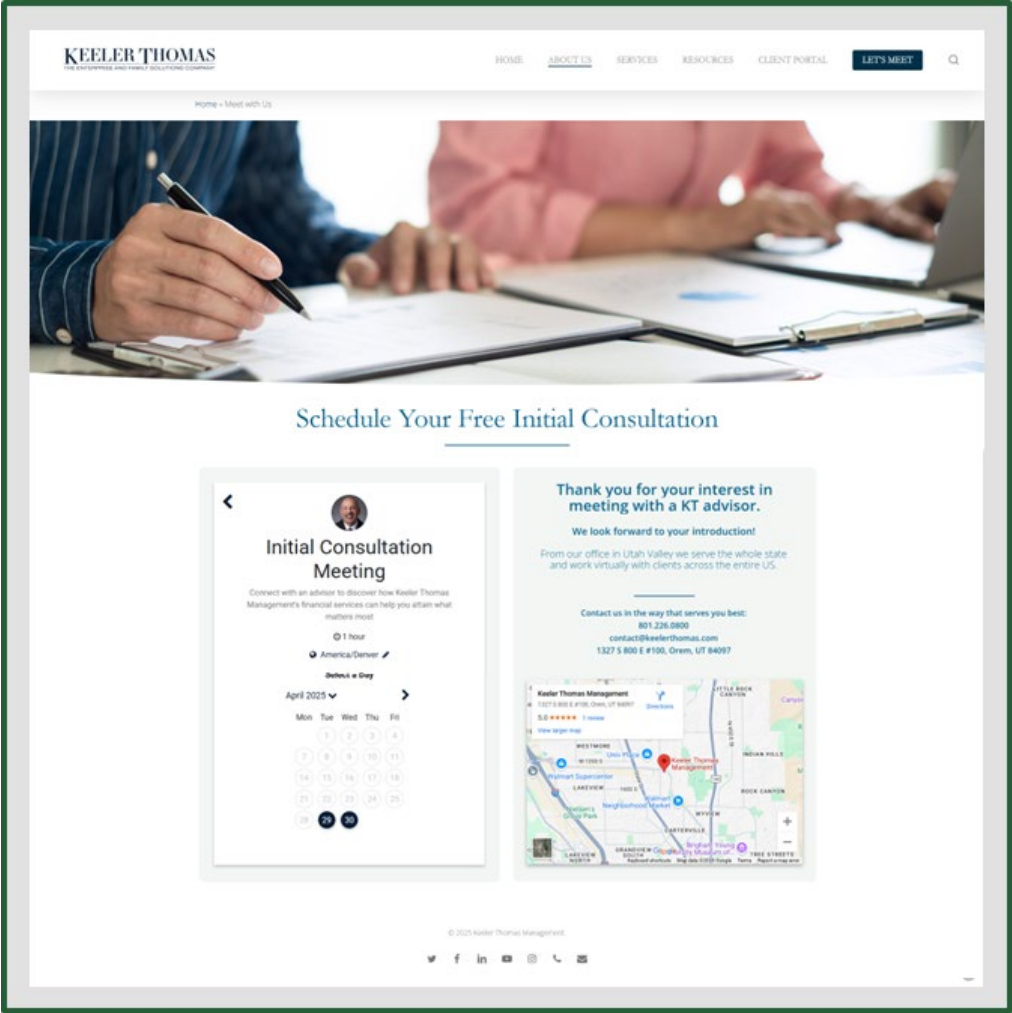
<https://keelerthomas.com/>

Navigate to “Let’s Meet”

Select an appointment date

Provide your information

KEELER THOMAS
THE ENTERPRISE AND FAMILY SOLUTIONS COMPANY



John Unice CFP®, HDP™, CEPA®



KEELER THOMAS
THE ENTERPRISE AND FAMILY SOLUTIONS COMPANY





Thank You!