A LONG-TERM PROGRAM FOR AUSTRALIAN SME OWNERS

Value Creation & Maximisation

Building, protecting and ultimately extracting maximum value from your business. Value creation is an operational discipline, not an event-driven sprint, so this program starts well before any sale is on the table.

18–36 MONTH PROGRAM

OVERVIEW

Value creation is a discipline, not an event.

A transaction engagement begins when a sale is imminent. This program begins well before. It is a structured, long-term retainer for owner-operators who want to build and protect enterprise value as an ongoing operational discipline, whether the destination is a sale, a capital raise, or holding the business for distributions. It runs for a minimum of 18 months across four phases, each building on the last, and is delivered by the full Frank Group.

AT A GLANCE

18–36

MONTHS

18-month minimum, continuing beyond where appropriate

Four phases

STRUCTURE

A fixed-fee review, then a monthly retainer

$2M–$30M

REVENUE

Australian owner-operated businesses

WHO IT'S DESIGNED FOR

- Owners intending to sell within 2–5 years who want to maximise exit proceeds.
- Owners considering M&A, buy-side or sell-side, as part of growth.
- Owners intending to hold, optimising distributions and enterprise value.
- Businesses where value creation has been ad hoc or reactive to date.

OUR PRINCIPLES

Foundations first

Everything downstream depends on clean numbers. We fix erosion before we chase growth.

Every month, without exception

These programs fail when they become ad hoc. The monthly cadence is the discipline.

A name and a date

Every action is owned and dated. If it has neither, it will not get done.

THE OUTCOME

- Clean, normalised, defensible financials.
- A business that runs without you.
- Materially improved EBITDA quality and quantum.
- Readiness for the outcome you choose: sale, raise, or hold.

Five pillars of value. One growth pathway.

The program is anchored around five pillars where value is either created or eroded. Each is assessed in the Strategic Review, scored on the Frank Advisory scorecard, and re-scored at every phase review. A sixth pathway, inorganic growth, sits alongside them.

01	**Financial Hygiene**	Clean, normalised, defensible financials. EBITDA quality, documented add-backs, and three years of reviewed accounts.
02	**Legal & Compliance**	Franchise agreements, licences, employment compliance, supplier contracts and any outstanding disputes.
03	**People & HR**	Reducing owner dependency. Org structure, employment contracts, retention agreements and process documentation.
04	**Risk Management**	Insurance coverage, operational risk, customer concentration and regulatory exposure.
05	**Corporate Governance**	Entity structure, ASIC registers, shareholder agreements, director duties and IP ownership.
06	**Inorganic Growth: M&A**	Identifying and executing acquisitions to accelerate growth, add scale, reduce customer concentration and build enterprise value beyond what organic growth alone can achieve.

Each pillar is scored with a RAG rating and a numerical score. Priority issues are identified with an estimated value impact, and quick wins are separated from long-term remediation so the sequence of work is never in doubt.

HOW THE PROGRAM WORKS

Four phases, each building on the last.

A fixed-fee Strategic Review sets the roadmap. The retainer then works through it, stopping value erosion, then actively building enterprise value, then sustaining it through to the outcome you want.

01

MONTHS 1–2

Strategic Review

A fixed-fee diagnostic across every pillar, producing the written report that becomes the roadmap for the whole program.

FIXED PROJECT

02

MONTHS 3–9

Foundation

Stop the bleeding, build the base. Resolving value erosion before it compounds. The unglamorous work that matters most.

7 MONTHS

03

MONTHS 10–18

Build

From defensive to offensive. Organic and inorganic value creation pursued in parallel where appropriate.

9 MONTHS

04

MONTHS 19–36

Optimise & Scale

Sustaining performance, executing M&A in progress, and preparing for the outcome you want.

12–18 MONTHS

RETAINER CADENCE

Monthly, across all phases. The rhythm that keeps the program from drifting.

EXIT / HOLD REALISATION

Event-based, as triggered. A sale, a raise, or a renewed hold strategy.

THE PROGRAM IS FORMALLY REVIEWED IF

- A sale opportunity or unsolicited approach is received.
- A significant legal, financial or regulatory issue emerges.
- The business undergoes a significant operational change: a new major customer, a key staff departure.
- A material acquisition target is identified.
- Your exit horizon changes materially.

ENGAGEMENT MODEL · NEXT STEPS

Value compounds.
So does neglect.

Every year that passes without a deliberate value creation plan is a year of value either built or quietly eroded. If you're thinking about the next two to five years, we'd welcome the conversation.

YOUR TEAM

- **Engagement lead**: a senior Frank Advisory advisor, your primary contact throughout.
- **Frank Law**: engaged on all legal and compliance work as it arises.
- **Frank Capital**: engaged where funding, debt or equity raising is in scope.

EMAIL

hey@frankadvisory.com.au

PHONE

02 8607 5037

OFFICE

Level 10, 80 George Street
Parramatta NSW 2150

THE ENGAGEMENT

STRATEGIC REVIEW

Fixed-fee project, scoped per client on complexity.

PHASE 2 · FOUNDATION

Monthly retainer. A higher-intensity phase with hands-on remediation work.

PHASE 3 · BUILD

Monthly retainer, sustained engagement. M&A work may attract additional fees.

PHASE 4 · OPTIMISE & SCALE

Monthly retainer at reduced intensity where appropriate.

M&A TRANSACTIONS

Success fee on completion under a separate mandate.

CAPITAL RAISING

Success fee on completion under a Frank Capital mandate.

THE FRANK GROUP

Frank Advisory is part of The Frank Group, a professional services team that delivers legal, corporate advisory and capital services in one place. A team that can deliver end-to-end services, which means you have one relationship for your business needs. It's where business owners go for Frank advice.