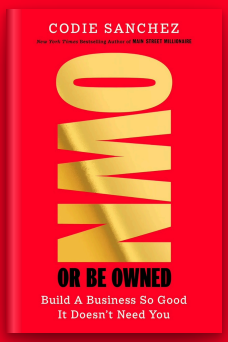
CODIE SANCHEZ

OWN OR BE OWNED

Build A Business So Good
It Doesn't Need You



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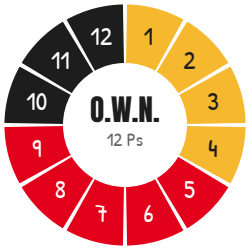
WHO OWNS WHOM?

"If it can't survive without you, you don't own a business; you own a job."

Most owners are the hero, the fixer and the bottleneck. The fix is the playbook private equity and franchises run: *"Your heroics don't scale; systems do."*

OLD GAME	NEW GAME
"The business owns you"	"You own the business"

THE O.W.N. SYSTEM & YOUR OWNER SCORE



Score. Diagnose. Fix two. Rescore.

Take the Owner Score across the 12 Ps (OwnerScore.com). Fix your two weakest every ninety days: *"If you chase more than two Ps, you're dead."*

0–40	41–80	81–120
Self-employed	Operator	Owner

O ORIENT

"Point the business at the money."

1 PRICING — The Good Guy
Stop Paying the Fear Tax. Book ten value calls. Send a two-price proposal within 24 hours, options 2–3× apart. Never discount.

2 PERSONA — The One-Stop Shop
Target the 10× Buyer. List the clients you will fire this quarter and send the goodbye email today.

3 PROBLEM — The Artist
Find the Pain That Pays. Write your Oxygen Statement: "My customer loses $____ every week they don't fix ____."

4 PRODUCT — The Founder
Cut the Menu. One-sentence offer, what's in and out. Kill three offers. First relief in 48–72 hours.

W WORK

"Build the machine that runs without you."

5 PROFIT — The Martyr
Pay Yourself First. Run a thirteen-week cash flow weekly. Push vendors to net 45–60. Pay yourself a market replacement salary.

6 PITCH — The Closer
Make the Sale Before the Call. Record 30 calls, document the 20 most common pushbacks, build a proof vault.

7 PEOPLE — The Ball Hog
Hire to Replace Yourself. Recruit an hour a day. Score the hiring matrix: 18 of 25 or no hire.

8 PROMOTE — The Best Kept Secret
Make Them Come to You. Owned demand above 50%. Under $5–10M, run "as if ads don't exist".

9 PROCESS — The Workhorse
Build It to Run Without You. Record a ten-minute Loom: why, success, failure, the rules. Cut first, automate later.

N NET

"Take home the life, not just the money."

10 PREDICAMENT — The Optimist
Hunt the Bottleneck. Log your day in 30-minute blocks. Then test your absence: one day, one week, two, four.

11 PATH — The Dreamer
Lifestyle, Scale, or Exit. Circle exactly one path; mark every project KEEP, PAUSE or KILL. *"If you picked two, you picked none."*

12 PROTECT — The Lifer
Design Your Life Before the Business Does. Annual audit. Up to five nonnegotiables, with your assistant defaulting to no.

Grey names: the archetype you are if that P is your weakest.

REAL OWNERS, REAL NUMBERS

Double
Jeni's Splendid Ice Creams reopened in 2002 at double the price. It now earns more than $100M a year.

$9.45M
Marcus's own ceiling for his cleaning company was $6M a year. With a proof vault, his team hit $9.45M without him.

18% → 31%
Angie cut 80% of her ad spend. Profit rose from 18% to 31%.

40 → 52
Luis, an HVAC owner, scored 40. He hired a sales leader, cut brand spend and filmed his installs, then rescored at 52 ninety days later.

NOT OPTIONAL

She dropped the working title *The Optional Owner*: she has never *"met a business where the owner was optional."* Her mantra is **presence without dependence**:

"Not absent. Not indispensable. Present enough to protect it. Free enough to enjoy it."

"You don't want to be rich. You want to be free."

NUMBERS TO KNOW

- **2–3×** earnings for an owner-dependent business at sale; **5–7×** for one that runs without you
- A **1%** price rise gives an **11%** jump in operating profit
- **65%** of small businesses die within ten years
- The median cash buffer is **27 days**

LINES TO STEAL

- *"Your price is almost never too high. Your perceived value is too low."*
- *"Complexity impresses your peers. Simplicity impresses your buyers."*
- *"Cash is king, but cash up front is God."*
- *"A system that can be ignored will be ignored."*

"Because you didn't build this to be needed. You built it to be free."

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