

— IMEC WEBINAR

# MAXIMIZING COMPANY **VALUE.**

8 drivers every manufacturer should assess — a practical framework for growth, scale, and eventual exit.

**PRESENTER**

**Jason Abrahams**

**HOSTED BY**

**IMEC**

— TODAY'S SESSION

# What we'll cover in the next hour.

**01** Why revenue growth and company value aren't the same thing

**02** The 8 value drivers in the Next Play Value Multiplier™

**03** How those drivers show up in real manufacturing businesses

**04** How to assess your own value drivers and choose your next play

**05** Q&A

— ABOUT NEXT PLAY MARKETING

# Independent fractional CMOs built for manufacturers.

## WHO WE WORK WITH

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- Owner-led and lower middle-market manufacturers
- PE-backed and succession-minded operators
- Teams where marketing is a pile of disconnected tactics and founder-led selling

## WHAT WE DO

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- Embed as an independent fractional CMO
- Build and lead a repeatable, sales-aligned growth engine
- Focus on growth that strengthens valuation — not just top-line

— THE GROWTH VS. VALUE GAP

# You can grow revenue and still **destroy value.**

It's possible to add sales while:

- Increasing customer concentration risk
- Eroding margin to "win" work
- Making growth more dependent on a few people

Buyers, banks, and future partners don't ask:

**"How big is revenue?"**

They ask:

**"How durable, scalable, and transferable is this growth?"**

*Not all growth is created equal. The question is: which moves actually increase the value of your business?*

— COMMON PATTERNS WE SEE

# If any of this sounds familiar, you're not alone.

**A** Marketing is a series of one-off projects — website, trade show, new brochure — with no clear system

**B** A few big customers or relationships carry a disproportionate share of revenue

**C** Website and digital presence lag behind what serious buyers expect

**D** Sales stories and follow-up look different from rep to rep — or all live in the owner's head

**E** It's hard to prove which growth spend is actually paying off

*The Next Play Value Multiplier™ was built to make this picture clearer — and more fixable.*

— THE REAL ROI QUESTION



How do we decide which growth moves to make so we're not just chasing revenue, but actually **increasing company value?**

That's what the **Next Play Value Multiplier™** and its 8 value drivers are designed to answer.

— INTRODUCING THE FRAMEWORK

# The Next Play Value Multiplier™

A practical lens for growth and company value — built for operators, not theorists.

— WHAT IT IS

- A structured way to look at your business through 8 value drivers
- Plain language. Practical moves. No theory-speak.









— WHAT IT SHOWS YOU

- Where value is leaking
- Where it's already compounding
- Which "next plays" matter most over the next 12–24 months

Stop guessing. **Start assessing.** Then choose your next play.

— 8 VALUE DRIVERS

# The 8 drivers we'll assess today.

<p><b>01</b></p>  <p><b>Revenue Engine</b></p>	<p><b>02</b></p>  <p><b>Market Authority</b></p>	<p><b>03</b></p>  <p><b>Growth Engine</b></p>	<p><b>04</b></p>  <p><b>Digital Dominance</b></p>
<p><b>05</b></p>  <p><b>Sales System</b></p>	<p><b>06</b></p>  <p><b>Loyalty Engine</b></p>	<p><b>07</b></p>  <p><b>Scalability Drivers</b></p>	<p><b>08</b></p>  <p><b>Strategic Assets</b></p>

Each driver transforms a specific part of your business — and has a direct impact on valuation and exit-readiness.

— ONE FRAMEWORK, THREE STAGES

# Same drivers. Different emphasis for each stage.

## Growth Mode

New lines, new markets, new customers

### FOCUS DRIVERS

- Revenue Engine
- Growth Engine
- Digital Dominance
- Sales System

## Scaling / Professionalizing

Owner can't be the whole sales and marketing plan anymore

### FOCUS DRIVERS

- Scalability Drivers
- Sales System
- Loyalty Engine
- Market Authority

## Succession / Exit Planning

Thinking 2–5 years out

### FOCUS DRIVERS

- Revenue Engine
- Loyalty Engine
- Strategic Assets
- Market Authority

*Regardless of your stage, these 8 drivers give you common language for value.*



DRIVER 1 OF 8

# 01

## Revenue Engine

From **fragile** to **predictable** — how you make money: diversification, predictability, and quality of revenue.

### FROM

Revenue concentrated in a few customers or one channel



### TO

More balanced, contracted, and predictable revenue streams

### — WHY IT MATTERS FOR VALUE

- Buyers pay more for diversified, recurring, and less volatile revenue
- Banks and investors get more comfortable funding growth



### ASK YOURSELF

If our top 3 customers cut orders by 20%, what happens to our year?



DRIVER 2 OF 8

# 02 Market Authority

From **one of many** to **one of few** — how clearly you're seen as a go-to choice in your segment.

## FROM

"Just another supplier" competing on price or convenience



## TO

A recognized expert or preferred partner in a focused niche

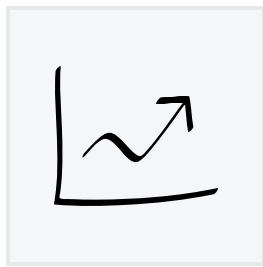
### — WHY IT MATTERS FOR VALUE

- Stronger pricing power and better-fit opportunities
- More inbound interest and shorter sales cycles



### ASK YOURSELF

Do our best-fit customers see us as one of a kind — or one of many?



DRIVER 3 OF 8

# 03 Growth Engine

From **random acts** to **a repeatable system** — how you consistently create demand and fill the top of the funnel.

## FROM

Disconnected campaigns (trade shows, emails, cold calls) with no clear pattern



## TO

A measurable, repeatable engine that reliably produces qualified opportunities

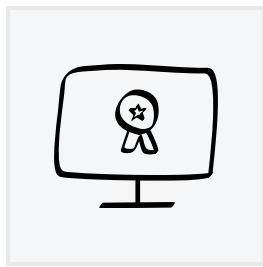
### — WHY IT MATTERS FOR VALUE

- Future growth becomes more predictable and less dependent on heroics
- Increases confidence that revenue targets are realistic



### ASK YOURSELF

Can we point to 2–3 repeatable channels that reliably create qualified opportunities?



DRIVER 4 OF 8

# 04 Digital Dominance

From **brochureware** to **a real growth asset** — how well your website and digital footprint support serious buyers.

## FROM

Static site and minimal online presence



## TO

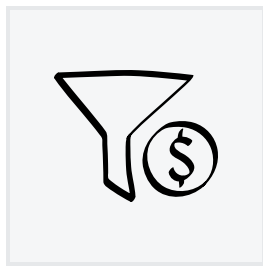
Digital assets that educate buyers, build trust, and generate or support opportunities

### — WHY IT MATTERS FOR VALUE

- Most buyers vet you online before they ever call
- Strong digital presence lowers cost of acquisition and reinforces authority

### ? ASK YOURSELF

If a new buyer found us online today, would our digital presence help or hurt our case?



DRIVER 5 OF 8

# 05 Sales System

From **tribal knowledge** to **a teachable process** — how you convert opportunities into revenue, consistently.

## FROM

Deals handled differently by each person; heavily owner-dependent



## TO

A documented, coachable process with clear stages, tools, and stories

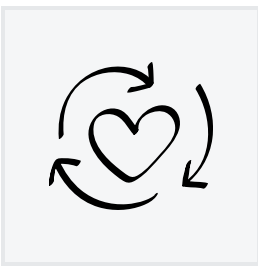
## — WHY IT MATTERS FOR VALUE

- Reduces key-person risk
- Makes it easier to hire, ramp, and manage salespeople



## ASK YOURSELF

Could a new rep understand how we win deals here within 30 days?



DRIVER 6 OF 8

# 06 Loyalty Engine

From **one-and-done** to **profitable repeat business** — how well you retain, grow, and earn referrals from existing customers.

## FROM

Reactive account management and one-off orders



## TO

Structured retention, expansion, and referral programs

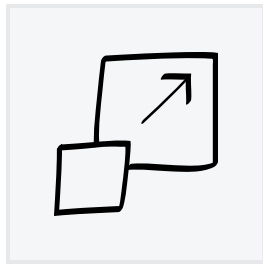
### — WHY IT MATTERS FOR VALUE

- More of next year's revenue comes from customers you already have
- Stabilizes cash flow and improves margins over time



### ASK YOURSELF

What percentage of next year's revenue will come from customers we already serve?



DRIVER 7 OF 8

# 07 Scalability Drivers

From **growth strain** to **growth capacity** — your ability to handle more demand without breaking people, processes, or margins.

## FROM

Manual, hero-based operations and bottlenecks



## TO

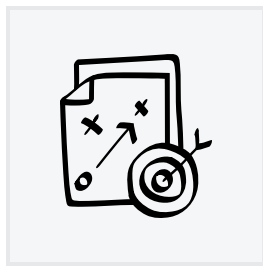
Systems, automation, and capacity that make growth easier and more profitable

### — WHY IT MATTERS FOR VALUE

- Buyers and banks want growth that won't snap the business
- Higher confidence in future margin and delivery

### ? ASK YOURSELF

If demand doubled in the next 18–24 months, what would break first?



DRIVER 8 OF 8

# 08 Strategic Assets

From **good business** to **premium platform** — the hard-to-copy assets that make your business more valuable than the numbers alone.

## — EXAMPLES

- Proprietary processes or IP
- Certifications, data, or specialized know-how
- Deep channel relationships or contracts
- Documented systems and playbooks

## — WHY IT MATTERS FOR VALUE

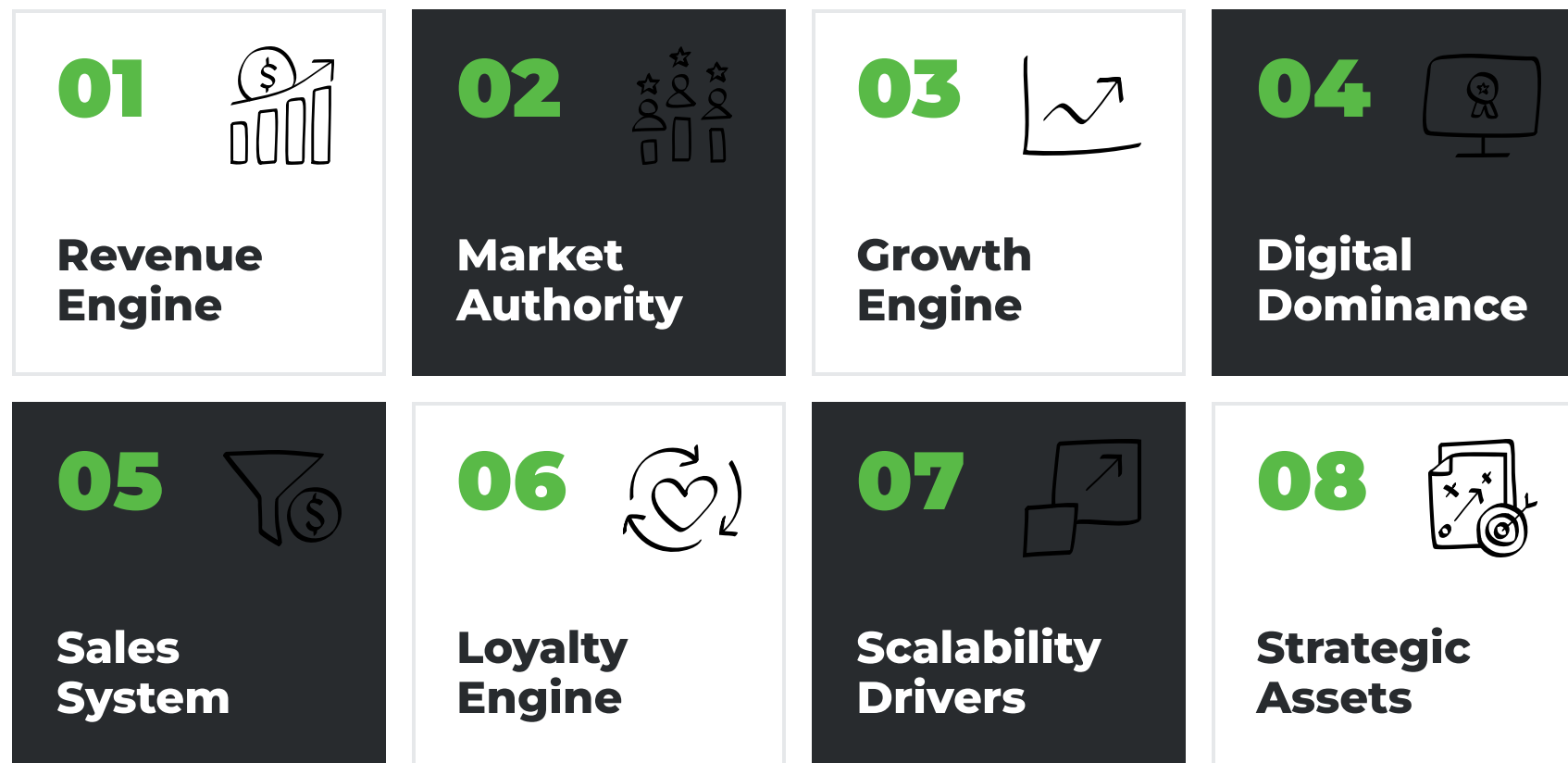
- These are the moats that justify a premium multiple
- What a buyer would struggle most to replicate

## ? ASK YOURSELF

What about our business would be hardest for a competitor to copy in 12–24 months?

— PULLING THE 8 DRIVERS TOGETHER

# Seeing your business the way a buyer would.



These 8 drivers work together — strength in one area can't fully cover for a major gap in another.

## The goal isn't perfection. It's clarity:

- Where are we strong?
- Where is value leaking?
- Which 1–2 drivers should we strengthen next?

You don't have to fix everything at once.  
You do need to know where to start.

— THREE QUICK SCENARIOS

# How this shows up in real decisions.

## Growth Mode

Adding capacity, new products, or new markets

### OFTEN NEEDS

- Revenue Engine
- Growth Engine
- Digital Dominance
- Sales System

## Scaling / Professionalizing

Owner wants to get out of every deal and every decision

### OFTEN NEEDS

- Sales System
- Scalability Drivers
- Loyalty Engine
- Market Authority

## Succession / Exit Planning

Thinking about transition in the next 2–5 years

### OFTEN NEEDS

- Revenue Engine
- Loyalty Engine
- Strategic Assets
- Market Authority

*Same framework — different emphasis, depending on your "next play."*

— HOW TO START ASSESSING

# From ideas to your next play.

Take the 8 self-assessment questions and rate each driver:

## Green

We're strong here

## Yellow

Mixed, inconsistent, or unproven

## Red

Clear gap or source of pain

### THEN ASK YOUR TEAM

"Where do we agree?  
Where do we see it differently?"

### THEN CHOOSE

One or two drivers to focus on over the next 12–24 months.

*Clarity first. Then, one next play at a time.*

— YOUR NEXT STEPS

# What to do after today.

**01** Use the 8 drivers to reframe your next growth or planning conversation

**02** Have your leadership team independently rate each driver — then compare notes

**03** For a more structured view, complete the **Free Value Growth Diagnostic** powered by the *Next Play Value Multiplier*<sup>™</sup> — available via **IMEC's resource center**

**04** Use the results to identify **1-2 "quick win" plays** and **1-2 longer-range value plays**

— Q&A



# Questions, examples, scenarios?

Happy to talk through how these value drivers show up in your specific situation — growth, scale, or exit.