
TRANSFER VALUE ASSESSMENT

Proof Pack

Harbor Industrial Supply

Illustrative. Harbor Industrial Supply is a fictional company built to show the method. Every number in this pack is invented.

One question, both sides of the table: does the value transfer, and how much of it is real?

Prepared by GrowFast Advisory

Assessment completed in ten business days from complete intake

September 2026

Undocumented gets discounted. Unknown gets discounted. This pack shows what is leaking and what it is worth.

What we read

Harbor's HR lead and CFO filled one intake document from data they already had. No interviews, no disruption to the floor. We read the business as it actually runs today, then put a number on what a buyer pays for and what a buyer discounts.

The Absence Test

Every dollar of Adjusted EBITDA on the CIM is asked the same question: if one person is absent, does this dollar survive? It gets sorted into one of three buckets, and only one, so nothing is counted twice.

Bucket	What it catches	How it is measured
Revenue that follows a person	Accounts and contracts one relationship holder carries	EBITDA attributed times the probability it walks
Process only one person can run	Workflows that stop or degrade when one operator is out, including AI-assisted ones	EBITDA attributed times the probability of disruption, plus the one-time cost to replace the operator
Imaginary or undocumented CIM claims	Adjustments and margin claims asserted in the CIM without evidence	Claimed EBITDA times the evidence haircut

Inputs as presented

Adjusted EBITDA per CIM	\$4,200,000
Exit multiple	6.0x
Enterprise Value as presented	\$25,200,000
Intake items answered	9 of 11 (2 carried at the discount default)

Two rules the buyer will apply anyway, so we applied them first: what was not supplied is carried at the worst coverage state for its bucket, and the same dollars never appear in two buckets.

Where it leaks

Each line is one slice of Adjusted EBITDA and one coverage state as found. The probability is the estimated chance that slice is lost within 24 months of close, as found and before any transition, retention or earnout terms. The last column is what is at risk today, before anything is fixed.

Revenue that follows a person: \$700,000 at risk

Item	Holder	EBITDA	P(loss)	At risk
Regional distributor accounts	Dale (founder)	\$700,000	60%	\$420,000
National MRO contract	Dale (founder)	\$550,000	35%	\$192,000
Industrial OEM accounts	Marcia (VP Sales)	\$450,000	15%	\$68,000
Walk-in and e-commerce	Institutional	\$400,000	5%	\$20,000

A signed transition agreement alone moves the founder's two lines from 60% and 35% to 35% and 15%, worth about \$1.7M at the deal multiple. A named second holder moves them further. Both are in the target state.

Process only one person can run: \$445,000 at risk, plus \$116,000 expected replacement cost

Item	Operator	EBITDA	P(disruption)	At risk
Custom kitting and quoting workflow	Ray (Ops Manager)	\$500,000	50%	\$250,000
Vendor rebate reconciliation	Lin (Controller)	\$250,000	30%	\$75,000
Warehouse routing, AI-assisted	Priya (Systems Lead)	\$300,000	15%	\$45,000
Credit and collections	Not supplied	\$150,000	50% (unknown)	\$75,000

Imaginary or undocumented CIM claims: \$540,000 haircut

Claim	Source	Claimed	Haircut	At risk
AI pricing engine margin claim	CIM adjustment	\$400,000	70%	\$280,000
Owner compensation addback	CIM adjustment	\$200,000	30%	\$60,000
New contract, annualized	CIM adjustment	\$200,000	100% (unknown)	\$200,000

Unknown lines: credit and collections had no operator or compensation supplied; the new contract had no evidence supplied. Both are carried at the discount default. Completing the intake is the cheapest fix in this pack.

The percentages are GrowFast starting assumptions, 2026, drawn from deal experience and reviewed as real assessments accumulate. Page 5 shows the result with every percentage one quarter lower and one quarter higher.

The two scores

Two questions, two scores, shown side by side and never blended into one. Each is the share of Adjusted EBITDA that is not exposed on that question.

	Before (as found)	After (target state)
VGS Index. Can the value transfer?	70	93
Day Two Index. Will the value hold?	87	98

What moves each score

VGS moves when relationships get a second holder and a contract, and when CIM claims get evidence or get removed. On Harbor, the founder's two account groups and the AI pricing claim are most of the gap.

Day Two moves when a second person is trained and the process is written down. On Harbor, the kitting and quoting workflow is the single largest hold risk, and the AI-assisted routing is real value that is not yet the company's value: it lives with one systems lead.

Before and after

Before is the coverage state as found. After is the target state Plan and Runway commits to for each line, using the same percentages. Both sides are modeled the same way, so a buyer can check the difference line by line.

A successor is not enough. The operating model has to transfer.

The number

EBITDA AT RISK A YEAR, AS FOUND

\$1.7M

40% of the \$4.2M Adjusted EBITDA as presented.
Range \$1.3M to \$2.1M. At target: \$360K a year.

AT THE 6.0X DEAL MULTIPLE, AS FOUND

\$10.2M

EBITDA at risk times the multiple, plus \$116,000 one-time replacement cost. Range \$7.7M to \$12.5M. 41% of the \$25.2M enterprise value as presented.

The yearly figure can be checked line by line against page 3. The deal-multiple figure is the most a buyer could argue for, since some of this risk may already be in the price.

	Before	After
Revenue that follows a person	\$700,000	\$175,000
Process only one person can run	\$445,000	\$60,000
Imaginary or undocumented CIM claims	\$540,000	\$120,000
EBITDA at risk a year	\$1,685,000	\$355,000
Share of Adjusted EBITDA	40%	8%
Times exit multiple (6.0x)	\$10.1M	\$2.1M
Plus expected replacement cost, one time	\$116,000	\$15,000
Transfer Value at risk, at the deal multiple	\$10.2M	\$2.1M
Share of Enterprise Value as presented	41%	9%

Range	Low	Base	High
EBITDA at risk a year, as found	\$1.3M	\$1.7M	\$2.1M
EBITDA at risk a year, at target	\$270K	\$360K	\$440K
At the deal multiple, as found	\$7.7M	\$10.2M	\$12.5M
At the deal multiple, at target	\$1.6M	\$2.1M	\$2.7M

Ranges run every percentage one quarter lower and one quarter higher, capped at 100%. Each percentage is the chance that slice of EBITDA is lost within 24 months of close, before any transition, retention or earnout terms. The percentages are GrowFast starting assumptions, 2026.

VGS Index 70 before, 93 after Day Two Index 87 before, 98 after

Two scores, side by side. They are not averaged. Scores are shown at the base case.

The gap between as found and target is about \$8.1M at the deal multiple (range \$6.1M to \$9.8M). It is a modeled target, not a result. Three lines carry 53% of the exposure: the founder's two account groups and the AI pricing claim. That is where the fix is.

Unknown items carried at the discount default: 2, holding \$312,000 of the exposure above. A completed intake resolves them either way.

Next step

Plan and Runway. The \$7,500 Assessment fee credits toward it within 90 days. Scope is sized from what this pack found, not from a menu.

The buyer's going to find it either way. Find it first and it's multiple defense. Let them find it and it's a price chip.