Multiple Gap™ the agency valuation diagnostic, by Spark Advisory

EXAMPLE AGENCY

Your value, and what moves it

Founder report · first run, April 2026 · confidential, for the leadership team

Reviewed by Spark Advisory on 30 April 2026 · run EA-2026-04-001 (sample)

Example extract: six of the fourteen pages

Sample: Example Agency is fictional and every figure is illustrative

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THE IDEA

Profit is the fact. The multiple is the choice.

A buyer pays profit times a multiple. Your profit is what it is; the multiple is what you can move. Premiums lift it, discounts hold it down, and both are levers you control.

Profit

the fact

from your management accounts

Premiums

what lifts the multiple

what buyers pay more for, earned at any size

Discounts

what holds it down

the risks a buyer prices in, and can be closed

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WHERE YOU SIT

Where your value sits today

On FY2026 profit (year to March 2026) and your latest balance sheet.

Worth today

£10.13m

£2,400k profit × 4.22x (range 3.8x to 4.6x). The headline a buyer starts from.

Equity value: what the shareholders receive

£10.22m to £10.68m

More than the headline here, because of the cash in the business. Before deal costs and personal tax. Page 9 shows the working.

Still on the table

£2.81m

With no extra profit. Page 4 shows where it sits.

You achieve 4.22x against a 5.39x ceiling for a business your size. The gap is yours to close.

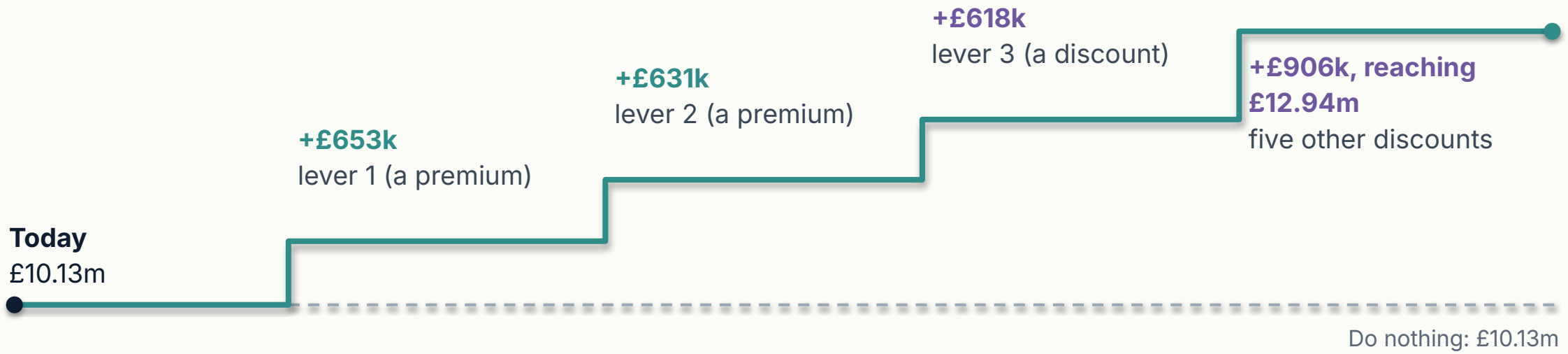
Directional, not a formal valuation. A buyer with a strategic reason may pay more; deal costs, earn-outs and personal tax are excluded.

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PREMIUMS AND DISCOUNTS

What stands between you and your ceiling

Eight levers: two premiums to earn and six discounts to close. The top three are worth £1.90m of £2.81m.



The five other discounts: £353k · £194k · £137k · £118k · £104k

Which levers these are, and what it takes to move each one, is in the full report: page 5 names and values every driver, and page 12 sets out the plan.

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FOUR WAYS · 1 AND 2

Fix what you have

At today's profit. Worth today: £10.13m.

1 · Close the discounts

+£1.51m

Close the six discounts a buyer prices in today.

2 · Earn the premiums

+£1.27m

Earn the two premiums buyers pay more for.

£1.51m plus £1.27m is £2.78m; the £24k difference is rounding.

Together these close the £2.81m gap, with no extra profit. This is the near-term work.

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FOUR WAYS · 3 AND 4

Grow

Growth pays twice: more profit, and a higher multiple at a bigger size. Worth today: £10.13m.

3 · Grow to £5m of profit

£27.60m

At today's quality: +£17.47m.

4 · Fix everything and grow

£34.40m

Every gap closed at £5m of profit: +£24.27m.

Growing is the strategy. Fixing everything as you grow is the full prize. Each route is valued against today: never add them up.

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THE FULL REPORT

Seven more pages in the full report

This extract shows six of the fourteen pages. The full report goes on to the detail and the plan:

Page 3	**Your profit, as a buyer sees it**	What every £1 of your profit is worth on a sale, and which add-backs a buyer is likely to accept.
Page 5	**Driver by driver**	All eight drivers named, scored out of 100 and valued in pounds: which lever is which, and where the £2.81m sits.
Page 8	**Your plan for next year, valued**	What next year's plan is worth if it lands, and the targets that move the multiple as well as the profit.
Page 9	**From the headline value to your cheque**	What actually reaches the shareholders, and how to protect it before a buyer negotiates it down.
Page 10	**The proof, in your numbers**	Fee income per head and gross margin against agency benchmarks.
Page 11	**How well your accounts prove the value**	Your Evidence score, and what to add to your monthly pack to close it.
Page 12	**Who moves what**	The plan: each move, what it is worth, who owns it, and what to do this month.

With the FD report behind it: the method, the profit adjustments, the full balance sheet bridge and the monthly tracker.

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YOUR NEXT STEP

See what yours would show

Multiple Gap runs on your own figures, including your plan for next year. Thirty minutes with Jeremy is enough to see whether it is worth doing for your business.

With Jeremy

Two working sessions to test the numbers, agree the priorities and turn this report into a plan your team owns.

When you are ready to sell

We advise founders on selling their business. The work in this report is the preparation a buyer expects to see.

The FD report has the granular detail behind every number: the method, the profit adjustments, the full balance sheet bridge and the monthly tracker.

Email Jeremy to arrange a call: **jeremy@wearesparkadvisory.com**