

Timing the Market vs. Timing Your Business



An educational perspective from George & Company for business owners considering a sale.

Business owners often ask the same question: ***“Is this a good market to sell?”*** While market conditions matter, they are rarely the deciding factor in a successful transaction. In our experience, most outcomes are driven less by timing the market and more by timing the business.

At George & Company, we help owners understand the difference—and why focusing on internal readiness consistently leads to stronger valuations, smoother processes, and fewer surprises.

The Appeal of Timing the Market

Market timing is intuitive. Owners read headlines about interest rates, private equity activity, industry consolidation, or record multiples and wonder if they should accelerate or delay a sale.

Favorable markets can:

- Increase buyer activity
- Improve access to financing
- Expand the pool of strategic and financial buyers

But markets are cyclical, unpredictable, and often change faster than a sale process can adjust. Waiting for the “perfect” market frequently results in missed opportunities—or worse, being forced to sell when conditions are less favorable.

The Risk of Waiting for the Perfect Moment

Many owners delay preparation hoping for:

- One more strong year
- A cleaner economic outlook
- Higher multiples across their industry

What often happens instead is:

- Revenue plateaus or declines
- Key customers or employees leave
- Health, fatigue, or personal events force urgency
- Buyers sense hesitation or risk

➤➤ *The market rarely announces its peak in advance. Businesses, however, often show clear signals when they are ready—or when readiness is slipping.*

What It Means to Time Your Business

Timing your business means going to market when **your** company is positioned to perform well under buyer scrutiny.

This typically includes:

- Consistent, defensible earnings
- Clear financial reporting and normalized results
- Reduced dependence on the owner
- Stable customer and employee relationships
- Addressed legal, operational, and compliance risks

➤➤ *When these elements are in place, owners retain control over timing, structure, and negotiating leverage—regardless of broader market noise.*

Why Buyers Care More About Readiness Than Headlines

Sophisticated buyers focus less on macro trends and more on business-specific risk.

A well-prepared business can attract strong interest even in uncertain markets, while an unprepared business may struggle to close even when conditions appear favorable.

Buyers consistently pay premiums for:

- Predictability
- Transferability
- Confidence in future performance

➤➤ *These factors are created internally, not dictated by the market.*

Strong Businesses Sell in Every Market

History shows that quality businesses transact in all market environments. The difference is not whether deals happen—but which businesses succeed.

Owners who focus on readiness are able to:

- Move quickly when conditions are favorable
- Pause confidently when offers do not meet expectations
- Avoid rushed or distressed outcomes

➤➤ *Preparation creates optionality. Optionality creates leverage.*

How George & Company Helps Owners Control Timing

George & Company works with owners well before a sale to assess readiness, identify risks, and strengthen value drivers. Rather than reacting to market conditions, we help sellers build businesses that buyers want—whenever the timing is right.

Our role is to ensure that when an owner decides to explore a transition, the business is positioned to command attention, credibility, and value.

The Takeaway

Markets will rise and fall. Buyer sentiment will shift. Interest rates and multiples will change.

What owners can control is the readiness of their business.

The most successful exits are rarely about perfect market timing. They are about being prepared when opportunity presents itself.



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