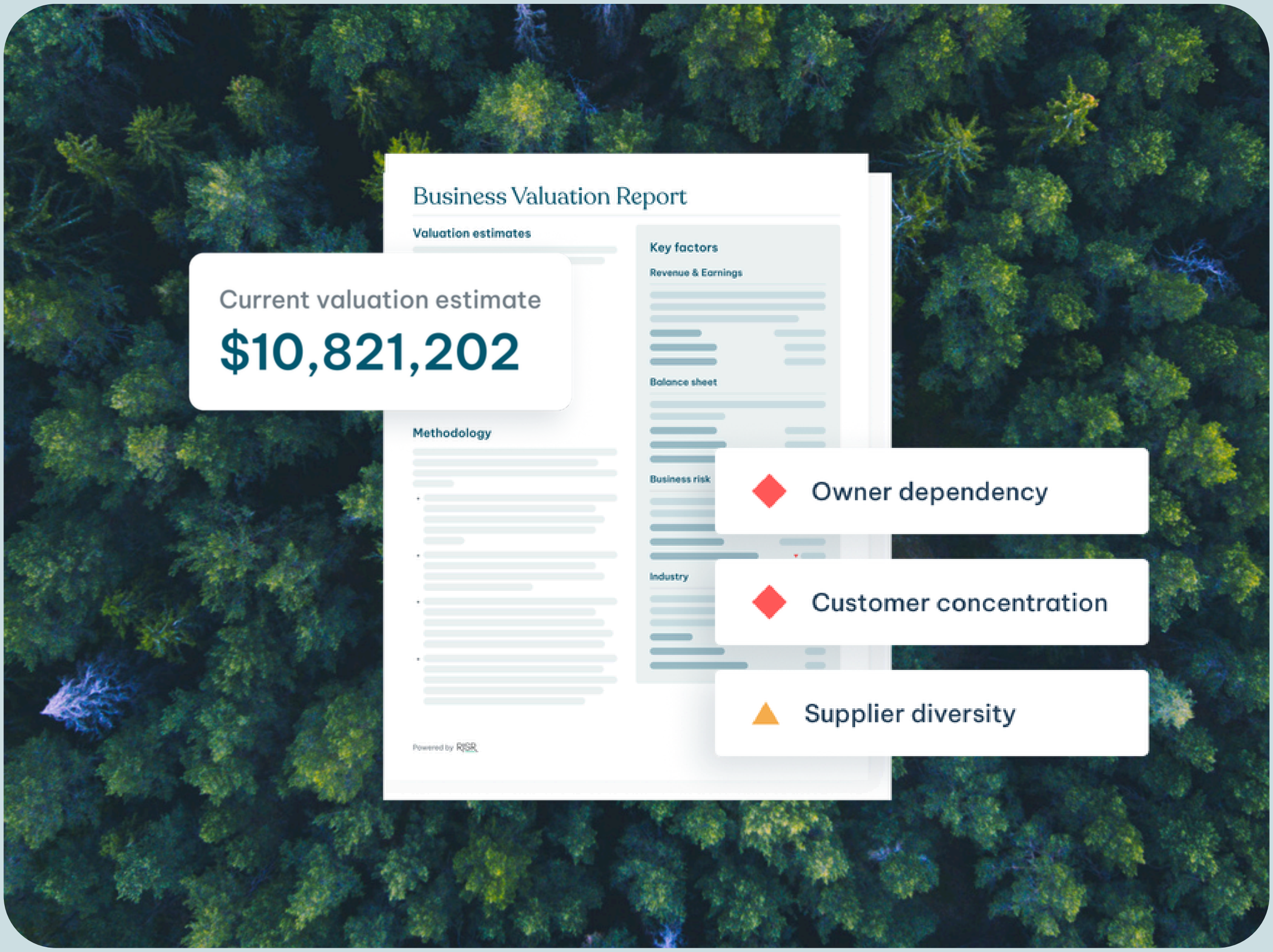


Playbook

How to identify, prioritize & activate business owners already in your book

A practical system for uncovering new opportunities with existing clients and starting the right conversations with confidence.

www.risr.com

RISR

"RISR helped us reframe our role with a long-time client and uncovered significant strategic opportunities that were previously overlooked."

Mike Creighton
Partner @ Evolution Financial Group

Playbook contents

SECTION 1

The Hidden Opportunity

Depending on who you target, it's highly likely that there are business owners within your book of business today.

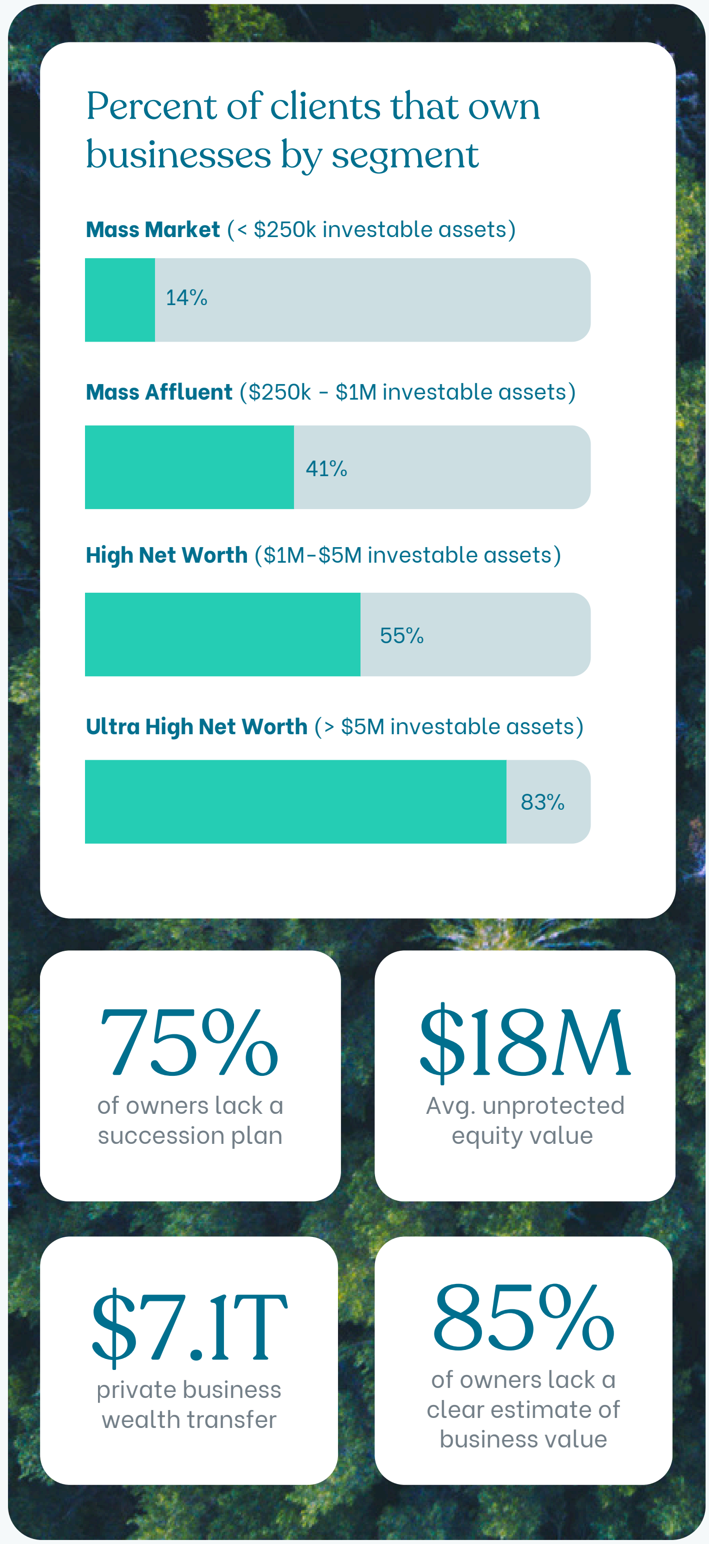
Their personal wealth, retirement readiness, and financial security are tied directly to their business — yet most conversations focus solely on personal accounts. The result is an incomplete picture for both financial professionals and client.

This disconnect happens for predictable reasons. Owners rarely initiate business-related discussions because they're busy, overwhelmed, or assume their professional "doesn't go there." Their business and financial life feel separate, even though they are deeply intertwined. Professionals, meanwhile, often hesitate to bring up the business without a clear entry point or structure.

The consequence is significant:

- Owners stay unclear on the value of their largest asset
- Financial professionals miss natural entry points into deeper strategy
- RISR goes underutilized
- Key strategies around exit, tax, liquidity, and succession never surface

This playbook removes the guesswork and gives you the confidence to initiate conversations owners actually value — and often need more than they realize.



SECTION 2

Discovering business owners you already serve

Most professionals assume they only work with a handful of business owners. In reality, most have far more, but those owners remain hidden unless professionals know what to look for.

Business owners blend into the broader client base because income patterns, entity structures, and operational responsibilities aren't always obvious at first glance.

This section gives you a clear framework for identifying owners across different categories:

- Active operators
- Silent partners
- Real estate owners
- Consultants
- Side-business operators
- Family-business participants

When you know what signals to look for in tax returns, CRM notes, and day-to-day conversations, business owners quickly emerge from the noise.

Systematic discovery transforms your existing book into a pipeline of meaningful opportunities without any added prospecting. The checklist on the right will help guide your discovery process.

Business owner discovery checklist

Income Indicators

- [ ] K-1s or pass-through income
- [ ] Schedule C or Schedule E activity
- [ ] Irregular income patterns aligned with distributions
- [ ] Large cash inflows labeled bonuses, draws, or distributions
- [ ] Multiple streams of income reported across different entities or EINs

Entity Indicators

- [ ] LLCs, S-Corps, partnerships
- [ ] Real estate holding companies
- [ ] Multi-entity structures
- [ ] Family-owned or jointly operated businesses

Behavioral Cues

- [ ] Talking about employees, hiring, or firing
- [ ] Fluctuating revenue
- [ ] Fatigue or burnout
- [ ] "How much longer do I want to do this?" comments
- [ ] Frustration with tax complexity
- [ ] Frequent mentions of "my partner"

Professional Signals

- [ ] Close relationships with CPAs or attorneys
- [ ] Involvement in business groups (Vistage, EO, YPO, Chamber, trade groups)
- [ ] Attendance at industry conferences

Tax return signals

- [ ] Return includes a Schedule C
- [ ] Return includes a Schedule E (partnership/S-Corp)
- [ ] Return includes depreciation schedules
- [ ] Return includes business deductions
- [ ] Evidence of multiple entities

CRM & Client file review

- [ ] Ownership percentage mentioned
- [ ] Business name or industry
- [ ] Notes referencing employees, revenue, or strain
- [ ] Past conversations hinting at exit or succession

SECTION 3

Segmenting & Prioritizing Business Owners

Financial professionals that can tailor their marketing, engagement, and services to a specific type of family or individual tend to resonate better and grow faster with them.

The same principles apply to the segment of your clientele that own businesses.

The segmentation framework below can help you better define what the right profile of business owner looks like for you.

- **Stage.** The stage of a business is typically an indicator of the life phase of the owners and proximity to a liquidity event.
- **Size.** The size of the business can be an indicator of investable assets and complexity of financial life for the individual.
- **Industry.** As you work with more owners, identifying 1 to 2 industries to become more familiar with gives you the opportunity to differentiate and build higher impact COIs.
- **Geography.** Geography can inform the size of your target market and makes it easier to generate an event marketing and COI strategy.

Stage	Size	Industry	Geography
Startup	Micro/ Mass Market ≤ $1M valuation	Auto Mechanic	City
Growth	Small / Mass Affluent $1M - $15M valuation	Logistics	County
Maturity	Medium / HNW $15M - $100M valuation	Veteranarian	State
Transition	Large / UHNW $100M+ valuation	Manufacturing	National

Create a list of the highest impact opportunities each month

Not every business owner has the same needs, urgency, or readiness. Using the business owner segmentation framework is a great start, but keeping an eye out for signals that urgent help may be needed will surface where the highest-impact conversations are.

❌ **Search clientele by:**
Any client that owns equity in a private business

✅ **Search clientele by:**
Clients that own mature businesses, that are likely between $5-$10m in value, in the veterinarian industry, within my zip code, that are approaching retirement.

Urgency signals can be hidden within client interactions and the notes of your CRM.

Look for signs of the client who is:

- Worried about their financial future
- Considering stepping away from operations
- In the midst of a dispute with business partners
- Approaching retirement
- Stressed about tax complexity
- Concerned about succession

Then rank owners that have urgency and fit into your ideal segment. **These clients should be your focus for outreach over the next 30 days.**

SECTION 4

Activation: Starting the Conversation

Even when financial professionals identify the right owners, many hesitate to reach out. The fear of being intrusive, not knowing what to say, or overcomplicating the conversation often leads to delayed action.

This section gives you simple, natural scripts you can use immediately without expertise, complexity, or pressure. These prompts open the door to meaningful conversations and help owners articulate goals they've rarely discussed.

Activation is all about starting the right conversation.

Re-engaging Existing Clients

"We haven't spent much time connecting your business to your long-term goals. Since the business is often the biggest part of a client's net worth, even a short conversation can bring helpful clarity. Want to explore this together?"

Setting Up a Discovery Conversation

"This isn't a heavy lift — we can walk through a few questions in about 10–15 minutes. It helps us understand the business today, how it ties to your goals, and any risks or opportunities worth strategizing around."

For Transition-Minded Owners

"Many owners at your stage start thinking about timing, value, and next steps. We can get a clear picture quickly so your decisions come from clarity, not uncertainty."

For Owners Showing Fatigue

"You've mentioned things feel more demanding lately. It might help to check how the business is positioned relative to your future plans. A quick conversation can give us clarity on your options."

Tailor your approach based on the stage of the business

Depending on the stage of the business, you can tailor your approach to consider what's typically important to owners in that stage.

Startup

Characteristics

- Early revenue or pre-revenue
- Owner is focused on survival, product-market fit, or early growth
- Limited historical financial data
- Strategic and personal needs center around cash flow, burn rate, and stabilizing the business

How to approach

- Keep the conversation simple and foundational.
- Startups often aren't ready for a valuation, so focus instead on cash flow stability, basic risk protection, and protecting the owner personally while setting expectations for when business insights will matter.
- Position RISR as a future tool rather than a today tool: "Once the business stabilizes and revenue becomes more predictable, we can use RISR to understand value, concentration, and risk in a meaningful way."

Growth

Characteristics

- Revenue
- High owner involvement
- Not thinking about exit
- Needs clarity on value trajectory and risk

How to approach

- Growth-stage owners respond well to clarity
- Help them connect their rapid decision-making to long-term impact by showing how risk, concentration, and early value drivers impact the business
- Use RISR to establish a baseline value, surface risk exposures, and demonstrate how operational choices today influence protection strategies and future decisions

Maturity

Characteristics

- Operational stability
- More strategic decision-making
- Ready for risk, value, and strategy conversations

How to approach

- These owners are ready for strategic conversations.
- Use RISR to support deeper discussions around risk reduction, value acceleration, key-employee stability, and longer-term strategy.
- Show how business decisions integrate with personal goals: retirement timelines, liquidity strategies, or estate strategy.
- The focus shifts from "what's happening" to "how do we shape what's next?"

Transition

Characteristics

- Start here, they are your highest likelihood for engagement
- Thinking about timing, lifestyle, or next chapter
- Highly receptive to valuation
- Urgent time window

How to approach

- This is where your highest-impact work happens. These owners are the most receptive and often most urgent
- Lead with clarity and timing. They want to understand value today, risk exposure during transition, readiness gaps, and what must happen before a sale or succession event
- Use RISR to frame the conversation around protecting value through the transition, exit preparedness, financial independence, tax strategies, and aligning personal goals with business outcomes

SECTION 5

The Quarterly Business Owner Sweep

Consistency beats intensity. The Quarterly Sweep ensures identifying and activating business owners becomes a habit, not a sporadic project. Every quarter, you'll review your entire book, segment owners, choose your top three, and move them into meaningful conversations. This rhythm is simple, scalable, and proven across professional teams.

1. Review Your Entire Book of Clients

A quick scan reveals owners you've overlooked and uncovers new strategic opportunities hiding in plain sight.

2. Segment and Prioritize

Sorting by stage and urgency helps you focus your energy where real momentum already exists.

3. Choose Your Top Three Owners

Limiting outreach to three creates consistency, removes overwhelm, and ensures you follow through every quarter.

4. Send Warm Outreach

A simple, low-pressure message starts the conversation and makes re-engagement feel natural and welcomed.

5. Conduct a 10-15 Minute Intake

Doing this together removes friction, builds confidence, and gives you accurate inputs for meaningful insights.

6. Deliver Insights Using RISR

Clear visuals and simple explanations help owners see value, risk, and alignment without getting lost in details. Watch RISR video on how to use business insights to engage

7. Transition Into Strategies

Transition naturally into wealth, risk, exit, and tax strategy conversations to show owners how business clarity drives personal financial strategy.

SECTION 6

Turning insights into strategy

Once a business owner engages, you need a smooth way to move from conversation to insight to deeper strategy. This section shows an activation flow you can repeat using RISR. The goal is to make next steps feel natural for the owner and easy for you to execute.

Once a client engages, RISR turns a simple conversation into a clear strategic pathway.

The key: your willingness to start the conversation.

Many professionals hesitate with business owners not because they lack insight, but because they're unsure of timing or worry about sounding intrusive or unprepared. The truth is that business owners want clarity, they just rarely ask for it. They're not expecting you to be an expert in their field; they simply want someone who can help connect their business to their long-term goals. When you follow a clear workflow and keep the conversation simple, confidence builds quickly, and owners respond with openness and trust.

You don't need to reinvent your practice to work more deeply with business owners. Start the conversation, RISR insights and deliverables will help you take it from there.

Business owners want clarity, confidence, and direction — and financial professionals are uniquely positioned to give it to them. When you combine your strategic expertise with RISR's business insights, you create conversations that owners rarely experience: conversations anchored in their goals, supported by data, and focused on what truly matters most to them.

The scripts, workflows, and positioning tools in this playbook are designed to help you start those conversations with ease. Whether you're meeting with an owner for the first time, re-engaging a past client, or building relationships with COIs, leading with insight creates momentum and opens the door to deeper strategic opportunities.

RISR gives you the visibility to guide owners across wealth, risk, exit, and tax strategies — and it empowers you to show how their business fits into their life plan with clarity and simplicity. When used consistently, it becomes the foundation for a stronger relationship and a more confident path forward for your clients.