PARA RESULTS

Jordan Lee, Owner-operator · Example Services Co. (illustrative) · Closed in the last 12 months · October 12, 2026

50 / 100 · Exposed

Some foundations are in place and others are not. The risk sits in the gaps between the two operations.

Next step: Bring the weakest fracture up to the level of your strongest, starting with the three actions below.

The four fracture points (readiness 0 to 100, and exposure)

SCM Fractures — **58 / 100 · Exposed · exposure 42**

Legacy Data Chaos — **42 / 100 · Exposed · exposure 58**

Founder Dependency — **50 / 100 · Exposed · exposure 50**

Lender & Guarantee Exposure — **50 / 100 · Exposed · exposure 50**

Exposure is the distance from a business where every answer is the top statement: shared systems, written processes, known debt terms and a management bench.

Your answers

Supply chain · Vendors and purchasing: In place
Supply chain · Inventory and materials: Partly in place
Supply chain · Customers through the transition: In place
Supply chain · Scheduling and delivery: In place
Data · Systems of record: In place
Data · Monthly close: Partly in place
Data · Data quality: Partly in place
Data · Control of systems and logins: Partly in place
Founder · Written processes: Partly in place
Founder · Key relationships: In place
Founder · Seller transition: In place
Founder · Management bench: Partly in place
Lender · Knowing your debt terms: Partly in place
Lender · Debt service visibility: In place
Lender · Lender reporting and consents: In place
Lender · Guarantees and contingencies: Partly in place

The PARA is a self-scored readiness review. It reports how you describe the business today. It is not a quality-of-earnings review, an audit, or legal, tax, accounting, investment or lending advice, and it does not assess loan eligibility or covenant compliance. Its accuracy is currently being studied.

Action plan: the first three things to address

1. Lender & Guarantee Exposure · Knowing your debt terms (now: Partly in place)

Next level: A written summary lists every reporting duty, covenant and default trigger across all acquisition debt.

2. Lender & Guarantee Exposure · Guarantees and contingencies (now: Partly in place)

Next level: Every guarantee and personal exposure is listed, with a plan if results fall short.

3. Founder Dependency · Written processes (now: Partly in place)

Next level: The core processes are written down and used by staff.

Recommended FTH3 engagement

LAIS · $9,000, one-time

Several fractures need work. In the LAIS, a real FTH3 consulting associate spends 30 minutes with you on this report and breaks it down, step by step, into actions. It is the entry point to the Execution Engine.

fthree.co/engagements/#execution

Result code for FTH3

PARA1.eyJ2IjoxLCJuIjoiSm9yZGFuIExlZSIsIm8iOiJFeGFtcGxlIFNlcnZpY2VzIENvLiAoaWxsdXN0cmF0aXZlKSIsInIiOiJvcCIsImciOiJuZXciLCJkIjoiMjAyNi0xMC0xMlQxNTowMDowMFoiLCJhIjoiMjEyMjIxMTExMjIxMTIyMSIsIm0iOjh9

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