

The Rebuild Standard

What I look for before I put my name on any company. Hard-earned. No fluff.

In October 2019, after 20 years and eight figures in this industry, I lost everything. Not because I didn't work hard. Because of ownership I could not trust.

That lesson cost me more than I can put on paper. So I made myself a promise: I would never again build with a company unless it passed a hard set of tests first. This is that checklist. Run any company you're considering through these four tests and the red flags. If it can't pass, walk away. I wish someone had handed me this years ago.

Most people pick a company off excitement. I pick off the foundation. Excitement fades. A foundation either holds or it doesn't.

TEST 1

Ownership

Start here, always. Who built this company, and what are they building toward?

- Can you actually identify the owners, and have they been in the field themselves?
- Could you look them in the eye? Are they accessible, or hidden behind layers?
- Are there outside investors or venture capital with an exit agenda?
- Is the mission real, or is the company built to sell?

TEST 2

Infrastructure

This is the one almost nobody asks. Does the company own its foundation, or rent it?

- Do they own their manufacturing, or outsource to contract manufacturers?
- Do they control their own labs, formulation, and quality?
- Do they own warehousing, logistics, and fulfillment?
- How many vendors or middlemen could disrupt everything if they walked away?

Momentum is rented. Infrastructure is owned. One feels good for a while. The other lasts.

TEST 3

Financial Health

Debt and outside money create pressure, and that pressure always ends up hitting the field.

- Is the company debt-free, or leveraged?
- Is the growth real and verifiable, or just launch hype?
- Is it built on its own revenue, or someone else's capital?
- If you cut through the noise, do the numbers actually hold up?

Culture & Leadership

Culture is not a perk. It's the foundation everything else gets built on, and you can feel whether it's real.

- Did leadership come from the field, or only from the boardroom?
 - Is the culture lived, or is it a slide in a presentation?
 - When something goes wrong, does leadership have the field's back?
 - Is communication honest and consistent, or only when it's convenient?
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WALK AWAY IF YOU SEE THESE

The Red Flags

- Income hype and promises of specific or easy money.
- Owners who are inaccessible or unaccountable.
- Products that only exist to create purchase requirements, not real demand.
- A rented foundation dressed up to look owned.
- Pressure, urgency, and noise standing in for substance.

You don't need another opportunity. You need a higher standard.

That's the whole thing. Four tests and a short list of red flags. It's simple on purpose, because the simple version is the one you'll actually use when it counts. Run it honestly, and it will save you years.

Want to talk it through?

If you're vetting a company right now, or you want to see one that passes all four tests, let's have a real conversation. No pitch. No pressure.

Build with me → keepingitbeal.com/start