

01 / DECISION & CONTEXT

Transaction readiness

We assess transaction readiness and help owners prepare the financial information, evidence and priorities that buyers and investors will examine.

A business wants to understand how it would stand up to scrutiny.

We identify the questions a buyer or investor is likely to raise and turn them into a prioritised preparation plan. We review the evidence behind performance, the reliability of reporting and dependencies that may affect a transaction.

Overview

Transaction readiness is a practical review of how a company would respond to buyer or investor scrutiny. It is useful before launching a process and can also support an owner who is several years away from a decision. The aim is to find information gaps and business dependencies early, when management has time to address them in an orderly way.

What we examine

We review financial reporting, revenue and margins, cash conversion, management capability and the evidence supporting the business plan. Typical questions include whether customer contracts are current, intellectual property ownership is documented, and key operational data can be reproduced. In owner-led companies, personal expenses, informal arrangements, related-party transactions, and undocumented knowledge may need to be distinguished from the ongoing commercial model.

A useful starting point: agree the decision to be made before choosing a process or approaching counterparties.

02 / WORK PROGRAMME

Turn the decision into a plan.

We prepare a prioritised action plan with clear responsibilities and realistic deadlines for each issue. A financial information pack can reconcile statutory accounts with monthly management reporting and provide support for proposed earnings adjustments. A data-room index organises material records without assuming every document should immediately be shared. A preliminary equity story, forecast review, and management presentation outline test whether the company's claims are supported by accessible evidence.

WHAT WE PREPARE

- 01** A prioritised readiness register with an owner, evidence requirement and next action for each issue.
- 02** A financial pack reconciling statutory accounts, management reporting and proposed earnings adjustments.
- 03** A structured data-room index with document owners and proposed access stages.
- 04** A business narrative and forecast review that identify claims requiring additional support.

Your preparation checklist

Gather what is available. Mark any gaps and give each next action an owner.

- ☐ Assign an owner, evidence requirement and next action to each known preparation issue.
- ☐ Reconcile statutory accounts, management reporting and proposed earnings adjustments.
- ☐ Create a document index with responsible owners and suggested access stages.
- ☐ Mark unsupported claims in the business narrative and forecast for further evidence.

03 / QUESTIONS & NEXT STEPS

Questions worth resolving.

Does readiness work mean a sale process has to follow?

No. Better reporting, documented contracts and clearer management responsibilities can be useful while the company remains independently owned. The scope should reflect how likely a transaction is and which improvements have a wider business benefit. Owners can use the findings to decide whether to proceed, wait or address specific weaknesses before considering a process, without committing to buyer outreach at the outset.

What should be done with a problem that cannot be resolved quickly?

Document the issue, its possible effect and the evidence available. Distinguish matters management can improve from those requiring specialist advice or an agreed allocation of risk in a transaction. A credible explanation of an unresolved issue is more useful than a forecast that assumes it disappears. The readiness register should keep the responsible person and next decision visible as the position develops.

Keep the trade-offs visible

Readiness work should be proportionate to the likely transaction and timetable. Some improvements strengthen the business regardless of a sale; others are only worth undertaking once a process is probable. Management should distinguish matters it can resolve internally from those needing accounting, legal, tax, or technical specialists. Preparation cannot remove every risk, but it can expose questions early and make later decisions better informed.

YOUR PRIORITIES / NEXT ACTION

Bring the decision into focus.

Outline your objective, timing and the questions you want to resolve. Use this guide to structure an initial conversation with Bergweiss.

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General preparation guidance. The scope and specialist inputs depend on the particular mandate.