

# Client-ready checklist



## IDENTIFY GROWTH, RISK AND TRANSITION NEEDS

Use this checklist to guide client conversations as they grow, transact or navigate change. A “yes” response often signals a need for deeper discussion or outside support.

### Transactions, capital events and ownership changes

- Is the client considering a sale, recapitalization, minority investment or capital raise?
- Are financials under review by buyers, lenders or investors for the first time?
- Is management unsure how normalized EBITDA or working capital will be viewed?
- Is the client acquiring another business and uncertain about financial risks or integration readiness?
- Is there a planned ownership change, such as a buyout, ESOP transition, partner change or estate planning?
- Does the client need valuation support for planning, financing or disputes?

### Finance function and reporting maturity

- Does the client struggle to close their books on time or with accuracy?
- Are financial reports inconsistent, late or heavily adjusted outside the close process?
- Is financial planning and analysis informal, manual or mostly backward-looking?
- Has the business outgrown its accounting team or systems?
- Is leadership relying on spreadsheets to run the business?

### Private equity and portfolio company indicators

- Is this a portfolio company without scalable financial infrastructure?
- Is the company preparing for add-on acquisitions?
- Are systems fragmented across entities or recently acquired businesses?
- Is there pressure to improve reporting quality ahead of a refinancing or exit?
- Are compliance expectations increasing with institutional ownership?

### Tax, regulatory and compliance complexity

- Has the client experienced rapid growth, multistate expansion or added entity complexity?
- Is management unsure whether they are optimizing available tax incentives or credits?
- Is the client facing new regulatory, audit or compliance requirements?
- Are internal controls informal or undocumented?
- Is the client a government contractor, life sciences company or another regulated entity facing heightened scrutiny?

### Risk advisory, cybersecurity and governance

- Has the client experienced a security incident, near miss or ransomware concern?
- Is leadership unsure how cyber risk affects financial, operational or reputational exposure?
- Are internal controls informal, undocumented or inconsistently applied?
- Has increased scrutiny from owners, lenders or regulators escalated governance expectations?
- Are risk and compliance roles and responsibilities unclear?
- Is cybersecurity managed reactively instead of through a defined risk framework?
- Are third-party vendors creating potential security or compliance risk?
- Has a buyer or lender requested SOC information, internal control details or governance documentation?

## Technology and systems maturity

- Is the client operating on a legacy enterprise resource planning (ERP) or accounting platform?
- Are finance and operational processes heavily manual?
- Has system complexity increased as the company has grown or acquired businesses?
- Are IT or security issues handled reactively?
- Is system integration a recurring challenge?

## Data, AI and decision enablement

- Is data fragmented across enterprise resource planning, customer relationship management, operations and reporting systems?
- Does leadership ask for dashboards or analytics that are difficult to produce?
- Is reporting more backward-looking than predictive?
- Has the client expressed interest in AI but lacks clarity on readiness or governance?
- Are teams experimenting with AI tools without defined controls or strategy?

## Post-transaction and integration challenges

- Has the client recently closed an acquisition?
- Are finance, payroll, billing or reporting systems inconsistent after close?
- Is leadership struggling to integrate processes, controls or data?
- Are expected synergies or efficiencies not materializing?

## Owner transition, succession and personal planning

- Is the owner beginning to think about succession or an exit in the next few years?
- Does the client lack a structured transition or estate plan?
- Has the owner planned for life after liquidity or ownership transition?
- Are personal financial decisions closely tied to business outcomes?

## Lender, distress and special situations

- Has the client been asked for audited or reviewed financial statements?
- Is a lender requesting independent verification or agreed upon procedures?
- Is the client experiencing financial stress, covenant pressure or liquidity constraints?
- Are there concerns about fraud, disputes or financial irregularities?

### Let's get started.

If any of these indicators sound familiar, consider starting a conversation about next steps. Our teams can help clarify risks, strengthen operations and support the client's long-term goals. Reach out if you'd like help preparing that discussion or identifying the right specialists to include.