



Confidential Seller Readiness Checklist

For Business Owners Preparing to Sell

This confidential checklist is designed to help business owners assess their readiness to sell and prepare for a smooth, efficient, and value-maximizing transaction. Completing these items in advance will reduce risk, improve buyer confidence, and help avoid delays once a sale process begins.

HOW GEORGE & COMPANY HELPS SELLERS PREPARE

George & Company is a boutique business brokerage firm that works closely with owners well before going to market to ensure true seller readiness. Our process begins with a comprehensive review of financial performance, operations, management depth, and risk factors through the lens of sophisticated buyers. We help sellers normalize earnings, identify value drivers, address gaps that can weaken negotiations, and position the business for maximum credibility and transferability. By preparing clear documentation, anticipating due diligence questions, and aligning expectations around value, timing, and post-sale roles, George & Company enables sellers to enter the market confidently, maintain confidentiality, and achieve stronger outcomes with fewer surprises.

1. Personal & Strategic Readiness

- Clear motivation for selling (retirement, liquidity, growth partner, estate planning, etc.)
- Target timeline for sale established (immediate, 6–12 months, 1–3 years)
- Desired post-sale role defined (exit at close, transition period, stay-on employment)
- Alignment among owners/partners on timing, price expectations, and terms
- Family and key stakeholders informed at an appropriate level
- Personal financial plan reviewed with advisors (wealth, tax, estate)

2. Ownership, Legal & Corporate Structure

- Corporate entity documents up to date (Articles, Operating Agreement, Bylaws)
- Ownership percentages clearly documented
- Buy-sell agreements reviewed
- Shareholder/partner disputes resolved
- Good standing with state and local authorities
- Intellectual property ownership confirmed (trademarks, patents, software, domain names)
- No undisclosed liens, pledges, or encumbrances

3. Financial Preparedness

- Last 3–5 years of financial statements available (P&L, Balance Sheet)
- Year-to-date financials current and accurate
- Tax returns available and consistent with financial statements
- Normalized earnings identified (owner compensation, discretionary expenses)
- One-time or non-recurring expenses documented
- Clean separation of personal and business expenses
- Accounting method identified (cash vs. accrual)
- Working capital needs understood

4. Revenue, Customers & Sales Concentration

- Revenue trends documented and explained
- Customer list prepared (by revenue, tenure, and concentration)
- Customer contracts identified and transferable
- Customer concentration risks disclosed
- Sales pipeline and backlog documented
- Pricing strategy and margin stability understood

5. Operations & Infrastructure

- Core products/services clearly defined
- Key processes documented (sales, production, fulfillment, billing)
- Equipment and fixed assets list prepared
- Maintenance records available where applicable
- Inventory accurately tracked and valued
- Technology systems documented (ERP, CRM, accounting, proprietary software)
- Supplier and vendor relationships documented

6. Management & Employees

- Organizational chart prepared
- Key employees identified
- Employment agreements, non-competes, and confidentiality agreements in place
- Compensation and incentive plans documented
- Employee turnover history understood
- Dependence on owner evaluated and reduced where possible
- Succession or transition plan for critical roles

7. Contracts & Agreements

- Customer contracts reviewed for assignability
- Vendor and supplier agreements compiled
- Leases (real estate and equipment) reviewed for transfer or consent requirements
- Loan and financing agreements documented
- Insurance policies current and adequate

8. Legal, Compliance & Risk

- Pending or threatened litigation disclosed
- Regulatory compliance confirmed (industry-specific licenses, permits)
- Environmental or safety issues identified
- Insurance claims history reviewed
- Data privacy and cybersecurity practices documented

9. Real Estate (If Applicable)

- Ownership vs. lease clarified
- Lease terms summarized (rent, term, options)
- Market rent evaluated
- Willingness to sell or lease real estate to buyer determined

10. Value Enhancement Opportunities

- Revenue growth opportunities identified
- Margin improvement initiatives documented
- Cost controls or efficiencies implemented
- Contractual recurring revenue highlighted
- Risk factors mitigated where possible

11. Confidentiality & Process Readiness

- Commitment to confidentiality confirmed
- Internal communication plan prepared
- Data room materials identified
- Willingness to support due diligence
- Professional advisory team identified (broker, CPA, attorney)

Final Assessment

- Business is operationally transferable
- Financial performance is credible and defensible
- Risks are identified, documented, and manageable
- Owner is personally and emotionally prepared for a sale process

This checklist is confidential and intended solely for internal planning and advisory discussions. Completion does not constitute a valuation or guarantee of sale, but it significantly improves readiness and outcomes in a business sale process.



George & Company

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We specialize in representing privately held businesses, ensuring confidentiality, alignment with seller goals, and successful outcomes.