

PRE-DEAL · 01

Commercial Due Diligence

A four-week, nine-foundation diligence shows whether the commercial engine can carry the growth case.

THE QUESTION IT
ANSWERS

Is the commercial engine as strong as the topline suggests, and can it carry the plan we are about to underwrite?

THE METHOD

Four weeks, one rubric

Week 1

Scope & baseline

Data room, CRM, pricing, win/loss and board decks. A hypothesis per foundation before any interview.

Week 2

Structured interviews

CEO, CRO, CMO, Customer Success and 2–3 customers, against one consistent rubric.

Week 3

Scoring & triangulation

Nine foundations scored 1–5 on evidence only, pressure-tested against CAC, pipeline and competitor signal.

Week 4

Readout

Stress-tested as a sceptical board member would. Readout to partner or board.

WHAT WE DO

Read what CRM and pipeline data actually show, not what the deck says

Interview leadership and customers for real buyer language

Score positioning, ICPs, GTM, enablement, demand, retention and exit story

Rank every gap by impact, effort and urgency against the hold plan

WHAT YOU RECEIVE

Nine-foundation scorecard, 1–5, every score traced to evidence

Prioritised gap list: impact × effort × urgency

One-page executive summary for the investment committee

A recommended starting point for the first 100 days

METRICS MOVED → ENTERPRISE
VALUE

Growth case: tested against win rates, pipeline and CAC payback

Entry price: commercial risk surfaced before signing, not after

Plan: value creation starts on day one with a ranked list

TYPICAL TIMELINE

4 weeks

PROOF

Scanmarket: the market read showed 54% of buyers sat at digital-maturity Level 3, not the 19% at Levels 4–5 the company targeted. The repositioning that followed preceded Verdane's exit to Unit4.

Let's talk about your commercial foundation.

Asbjørn Severin · Commercial Operating Partner

asbjorn@andseverin.com

+45 3112 6763 · andseverin.com