



LIQUID SOLUTIONS

Preparation guide

Business Evaluation · Remote

This guide has one purpose: that you arrive at your session with a clear head. You don't need to prepare presentations or gather formal documents. If something isn't at hand, don't worry — that's part of what we evaluate too.



Three things before we start

This is not an audit. It's a collaborative exercise, and nobody on your side is expected to look good. · A missing document is also a finding: if something doesn't exist, saying so is worth as much as sending it. · Current information is what matters, not the history of prior years.

How it works

1**This guide**

Gather what you have, as you have it.

2**Discovery session**

Remote, ~2 hours. A conversation, not an interrogation.

3**Analysis**

On our side. If a gap shows up, we ask you about it.

4**Results**

Executive report within 72 hours. The document is yours.

The four fronts

They are the same in every company. The list below follows that order, and every item has a checkbox so you can mark off what you already have.

**01 · MONEY**

How it comes in, how it goes out, what's left.

**02 · SALES**

Where revenue comes from, and at what cost.

**03 · PEOPLE**

Who does the work, and with what process.

**04 · DATA**

What you decide with — and what you don't.

01 MONEY FIN

How it comes in, how it goes out, what's left.

- ☐ Profit & loss statement for the last 12 months, monthly or quarterly.
- ☐ Most recent balance sheet you have.
- ☐ Cash flow statement, if you keep one.
- ☐ Tax returns for the last two fiscal years (in the U.S., 1120, 1120-S or 1065; in Mexico, the annual return).
- ☐ Current-year filings or estimated payments (monthly income tax and VAT, state franchise tax, or whatever applies).
- ☐ Payroll report: monthly cost, headcount, and how many are on formal payroll versus contractors, 1099 or an outsourced scheme.
- ☐ Fixed costs: rent, insurance, vehicles, licenses, administration.
- ☐ Variable costs: materials, subcontractors, fuel, tools.
- ☐ Accounts receivable aging.
- ☐ Payment terms with your main clients (net 30, 45, 60).
- ☐ Bad debt, accounts in collection or in dispute.
- ☐ Credit lines, loans and equipment financing, with balance and rate.

02 SALES MKT

Where revenue comes from, and at what cost.

- ☐ List of active clients, separated by line of business.
- ☐ Active contracts: at least your top five.
- ☐ Current rate sheet and how a quote gets built.
- ☐ Revenue breakdown by line of business and by area.
- ☐ Average ticket and billing model per line.
- ☐ Where new clients come from: referral, bid, digital, repeat.
- ☐ Pipeline or bids in process, if you track them.
- ☐ Social media and website metrics, if they exist.
- ☐ Current sales materials: template proposals, brochure, presentations.

03 PEOPLE OPS

Who does the work, and with what process.

- ☐ Org chart, even if informal or hand-drawn.
- ☐ People by function and by area, and under what arrangement each one works.
- ☐ Manuals, guides, checklists or work formats already in use.
- ☐ Software in use: accounting, payroll, invoicing, job costing, CRM.
- ☐ How finished work gets quality-checked.
- ☐ Turnover: how many people come and go in a year.
- ☐ Record of complaints, incidents or rework.
- ☐ How long a new project takes to start once it's signed.
- ☐ Recurring suppliers or subcontractors, and how they're assigned and supervised.

04 DATA DAT

What you decide with — and what you don't.

- ☐ The three numbers you look at every week to know if the business is doing well.
- ☐ Where each one lives: a system, a spreadsheet, or someone's head.
- ☐ How delayed they reach you: same day, end of month, or only when you ask.
- ☐ What decision you make on instinct today that you'd rather make with a number.
- ☐ Systems in use, and whether they talk to each other.
- ☐ Reports you already receive: who builds them, how long it takes, what you do with them.

IF YOUR OPERATION ALREADY HAS IT

- ☐ Excel or CSV exports for the last 12 months.
- ☐ Dashboards or automated reports that already exist.
- ☐ How each indicator is defined and calculated.

📌 05 WHERE YOU'RE HEADED

The destination, so we can read the starting point.

- ☐ Short, medium and long-term goals, even if they only live in your head.
- ☐ Annual budget or projection, if one exists.
- ☐ Expansion plans: geographic, service lines, or capacity.
- ☐ Investment projects under analysis or already approved.
- ☐ Capital needs, and on what terms you'd be willing to take it.
- ☐ Alliances or partnerships being explored.
- ☐ Training and retention plan for your people.
- ☐ What you define as company culture: values, rules, way of working.

Documentary minimums

This is not a legal review and it is deliberately brief. We only need to understand how the company is formed and covered, because it changes how the numbers read.

- ☐ Company formation document and tax registration (articles of incorporation and tax ID, or Certificate of Formation and EIN letter).
- ☐ Current licenses, permits and registrations your operation requires.
- ☐ Current insurance policies or certificates: general liability, auto, and coverage for your workforce.
- ☐ The contract or terms you use with clients, and with suppliers or subcontractors.
- ☐ If you operate or invoice from more than one legal entity – or more than one country – how they relate to each other.

Liquid Solutions does not provide legal advice. If something during the evaluation calls for it, we flag it and route it to an allied firm.

How to send it

Whichever way is easiest for you: email, WhatsApp or a shared cloud folder. There's no need to organize it or convert it to any particular format. If something is confidential and you'd rather show it on screen during the session than send it, that works too.

If you can only prepare one thing

Make it the financial statements for the last twelve months and the list of active clients by line of business. With those two the session already pays off; the rest enriches the analysis but doesn't condition it.

Everything you share is confidential and used exclusively for this evaluation. It applies to all legal entities of your company.

Any question about what to send, write to me directly.

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