CROSSING WATERS

DUE DILIGENCE & ADVISORY

Product & Go-To-Market Due Diligence

Beyond the technical due diligence: whether the product, its market fit and its Go-To-Market can carry the plan. For investors and acquirers, from due diligence to the first 100 days.

THE PROBLEM

The data room shows what was built. Not whether it sells, and keeps on selling.

Code quality, architecture, security posture, revenue history: all of that is knowable before you commit, and someone is already checking it. What usually is not checked is whether the product has found a market that can carry real growth, whether the ideal customer profile holds up against the deals actually won, and whether the leadership team is pulling in one direction or three.

Those are the things that decide whether the plan in the model happens. They are also the things a founder often answers confidently in a meeting and differently in a working session.

That is where we come in, and we go one step further: we show where revenue can grow faster after closing. Less risk going in, a stronger business coming out, and more value at exit.

> Expert calls give you a well-informed view of a market. They rarely tell you much about this company. We sit down with its team, look at the product and the pipeline, and put what we find in writing.

WHAT WE ASSESS

Risk and upside: eleven questions, answered in writing

- How close is the product to the market it claims, and what would have to be true for that to hold
- Does the ideal customer profile survive contact with the deals actually won
- What assumptions sit behind the business plan and the forecast, and do they hold when tested, above all for a new market or region
- Is the positioning sharp and true to the product, and is it actually used in sales and marketing, or does it only look sharp in a deck
- Does the roadmap follow the ideal customer profile and the Go-To-Market, and is product management flexible enough to move with the market
- How do product, launch, sales and lead processes really run, and do they fit together, as opposed to how they are described
- What tooling is in place, and can the numbers coming out of it be trusted
- Is the leadership team aligned behind the plan
- What would the stated expansion actually require in people, budget and time
- Where is AI genuinely in use, and where is it only in the pitch
- Where are the quick wins: changes to tooling, process, positioning or roadmap that would move revenue fastest

HOW WE START

How we work

01

Scoping call

What you are deciding, and by when. Covered by an NDA from the first conversation.

02

The work

Sessions with the management team and, where the process allows, the key people in product, sales and marketing. A product demo, a review of pitch and sales process, our standing questionnaire and the documents in the data room.

03

The assessment

A written read on strengths, weaknesses and risks, where growth could accelerate, and what we would mitigate or invest in first. Before you commit, not after.

Typically two to three weeks from the scoping call to the written assessment, depending on the access the process allows.

WHY US

We know what the room looks like from both sides.

Our team has held senior leadership roles in investor-backed cybersecurity and software companies: on the target side of due diligences, on the buying side of acquisitions, and at the head of a joint venture reporting to its investors. We know which questions management teams prepare for, and which ones they hope nobody asks.

For you, that means a read that goes past the management presentation: where the plan depends on things the team cannot do yet, what reporting and steering will look like after closing, and which risks are worth taking. Written for the people who carry the decision, in the market we know best.

AND AFTERWARDS

If the deal happens, the same work becomes the plan for the first 100 days, and we can stay on as an advisor to the company or to you. We have seen how much smoother this phase runs with someone from outside alongside, whether it is an acquisition, a merger or a new portfolio company. First-time founders in particular often do not yet know how reporting to an investor works, what the real goals are, or how to find their place in a new organisation. And when new budget arrives, the hard part is thinking bigger while staying focused. If expansion into the German-speaking market is part of the plan, our DACH Landing Team takes that on.

> “Not a deck-and-run consultancy. They were still with us on stage at the launch in Los Angeles.”
>
> **Trevor J. Morgan** · CEO, OpenDrives

Next step

Let’s talk about your deal: a 30-minute call where we look at the target and your timeline, explain how we work, and tell you honestly whether we can help.

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Scan for the contact form
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