Proving the Management Case: From Operating Track Record to Investment Committee Evidence

An Evidence Framework for Leadership Depth, Value Creation and Downside Control

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Abstract

Management-led acquisitions often rely on a persuasive claim: the proposed leaders understand the business, can win stakeholder confidence and can create enough value to support the purchase price and capital structure. Investment committees require evidence that distinguishes a credible operating case from biography, optimism and retrospective attribution. This paper develops a controlled framework for proving the management case in a management buyout, management buy-in or sponsor-backed acquisition. It begins with role histories, decision authority, verified operating outcomes, references, conduct and the relevance of prior experience to the target. It then maps leadership depth across commercial, operational, financial, technology, people, regulatory and transaction responsibilities, including succession and key-person risk. A value-creation evidence ledger connects each initiative to a baseline, owner, investment, dependency, cash effect, timing, KPI, control and downside case. The model reconciles the management plan with diligence findings, sources and uses, leverage, liquidity, covenants, working capital, capital expenditure and exit assumptions. Attribution analysis separates market movement, inherited momentum, team contribution and one-off effects. Governance covers conflicts, disclosure, references, incentive terms, board composition, reserved matters, reporting, performance review and removal. Scenario analysis tests delayed appointments, customer loss, talent departure, weaker margins, working-capital strain, implementation cost and slower value creation. The framework draws on current Stanford search-fund evidence, FRC governance and internal-control guidance, ILPA diligence standards and official financing, accounting and company-law sources. Five figures, five tables, eight frequently asked questions and twenty-six primary or authoritative references support implementation. Numerical values are illustrative analytical scenarios. Transaction-specific conclusions require verified facts and authorised legal, tax, accounting, valuation, financing, regulatory, employment and personal financial advice.

JEL Classification: G24, G32, G34, M12, D81

Keywords: management case, management buyout, MBO, management buy-in, MBI, investment committee, operating track record, value creation, leadership depth, downside control

1. Define the management proposition

The transaction team should state the roles, target context, ownership ambition, operating thesis and claims requiring proof. The immediate output is a management-proposition memorandum with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine whether the proposed team addresses the target's actual leadership requirements. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

The framework should assign responsibility across executives, investors, lenders, sellers, boards and advisers. Definitions, calculations, evidence rules, decision thresholds, conflicts, information rights and time limits should be explicit.

At each gate, decision makers should test leadership capacity, evidence quality, value-creation logic, funding compatibility, governance and downside resilience together. Material gaps remain visible until evidence is complete, advice is current, conditions are satisfied, and the management case remains credible under delay and underperformance scenarios.

2. Set the evidence standard

The transaction team should define acceptable source documents, references, calculations, attribution rules, confidence levels and approvals. The immediate output is a management evidence protocol with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine which statements can enter an investment decision as verified evidence. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

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3. Map role histories

The transaction team should record employer, position, reporting line, authority, tenure, resources, objectives and exit circumstances. The immediate output is a role-history ledger with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine what each executive was accountable for in prior operating environments. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

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4. Verify decision authority

The transaction team should distinguish decisions led, approved, influenced, implemented and observed. The immediate output is a decision-authority map with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine whether claimed achievements follow from genuine responsibility. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

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5. Reconcile operating outcomes

The transaction team should link revenue, margin, cash, service, quality, safety and people outcomes to source records. The immediate output is a outcome evidence bridge with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine which results are factual, material and relevant to the acquisition case. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

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6. Test attribution

The transaction team should separate market growth, pricing, acquisitions, inherited momentum, team action and one-off effects. The immediate output is a attribution analysis with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine how much observed improvement can reasonably be connected to management action. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

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7. Test repeatability

The transaction team should compare prior context with target scale, sector, geography, maturity, systems, ownership and constraints. The immediate output is a transferability matrix with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine whether past performance can inform a target-specific forecast. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

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8. Validate references

The transaction team should select independent stakeholders, structure questions, preserve consent and reconcile inconsistencies. The immediate output is a reference evidence file with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine whether third-party accounts corroborate conduct, judgement and outcomes. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

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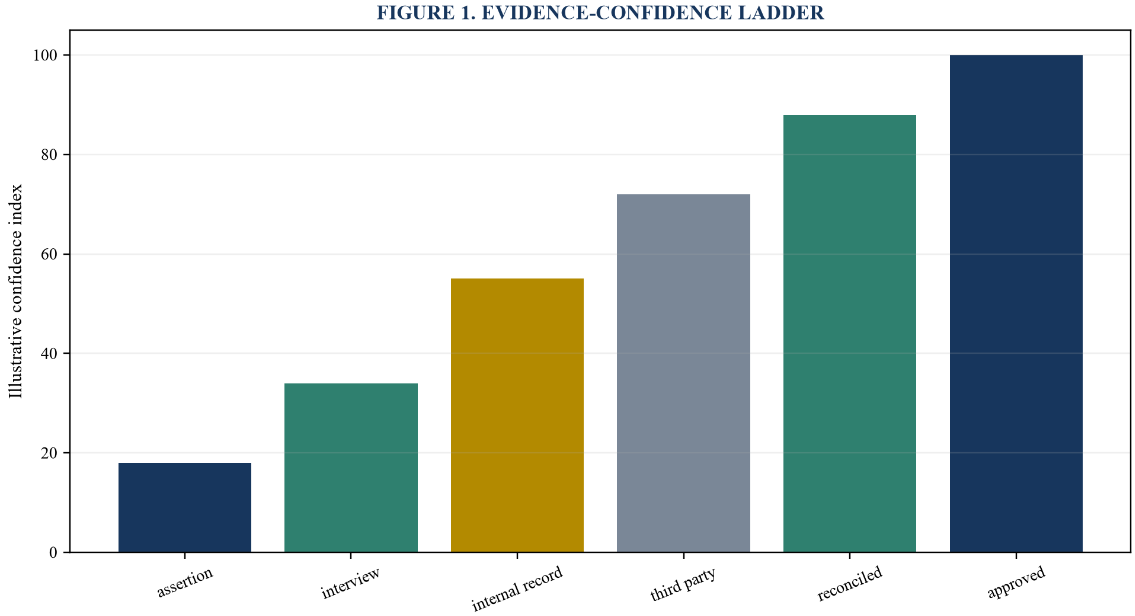
Table 1. Management-evidence architecture

Claim layer	Required evidence	Decision use
role	authority and tenure	accountability
action	decision record	attribution
outcome	reconciled KPI	performance
relevance	target comparison	repeatability

Illustrative evidence fields; source records and authorised review govern.

Figure 1. Evidence-confidence ladder



Values are illustrative readiness indices and require company-specific evidence.

9. Assess conduct and judgement

The transaction team should review compliance, disputes, failures, escalation, stakeholder treatment and lessons learned. The immediate output is a conduct and judgement record with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine how leaders behaved when incentives, evidence and outcomes conflicted. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

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10. Map the target leadership requirement

The transaction team should derive required capabilities from strategy, diligence, regulation, financing and operating risk. The immediate output is a target leadership blueprint with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine what the acquired business needs from Day One through stabilisation. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

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11. Build the capability matrix

The transaction team should score commercial, operations, finance, technology, cyber, people, legal, regulatory and M&A competence. The immediate output is a capability coverage matrix with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine where leadership is strong, duplicated, missing or dependent on recruitment. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

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12. Define roles and decision rights

The transaction team should allocate chief executive, finance, operations, commercial, technology and functional accountabilities. The immediate output is a leadership RACI with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine whether authority is complete and avoids overlap or decision gaps. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

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13. Assess team dynamics

The transaction team should test prior collaboration, conflict resolution, communication, trust, challenge and collective decisions. The immediate output is a team-dynamics assessment with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine whether the group can operate coherently under transaction pressure. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

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14. Quantify key-person risk

The transaction team should map unique knowledge, customer relationships, licences, approvals, systems and succession coverage. The immediate output is a key-person dependency map with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine which departures could impair completion, financing or value creation. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

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15. Build the succession plan

The transaction team should identify deputies, interim coverage, recruitment, development and emergency authority. The immediate output is a succession readiness plan with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine whether leadership continuity survives foreseeable loss or delay. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

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16. Secure commitment and retention

The transaction team should verify availability, notice, restrictive covenants, compensation, rollover, incentives and personal constraints. The immediate output is a commitment evidence schedule with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine whether required leaders can join, invest and remain through execution. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

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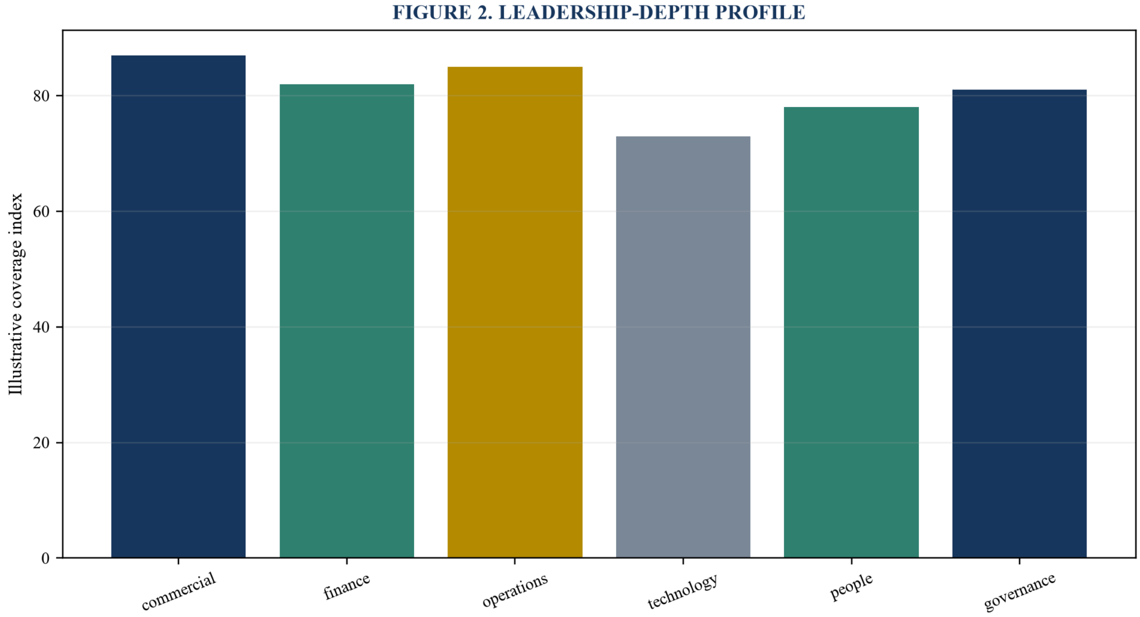
Table 2. Leadership-depth matrix

Capability	Primary owner	Resilience test
commercial	chief executive	customer loss
finance	finance lead	liquidity stress
operations	operations lead	service disruption
technology	technology lead	cyber incident

Illustrative coverage; target-specific requirements control.

Figure 2. Leadership-depth profile



Values are illustrative readiness indices and require company-specific evidence.

17. Govern conflicts

The transaction team should disclose buyer roles, company duties, personal economics, relationships, information access and recusals. The immediate output is a conflict-control protocol with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine whether the management case is developed and assessed through a fair process. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

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18. Translate strategy into initiatives

The transaction team should convert the acquisition thesis into owned commercial, operating, capital and capability actions. The immediate output is a value-creation initiative register with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine whether management has an executable route from thesis to performance. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

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19. Set verified baselines

The transaction team should reconcile historical performance, run-rate, seasonality, accounting policy, backlog and one-off items. The immediate output is a baseline evidence pack with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine where each value claim starts and how progress will be measured. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

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20. Quantify revenue initiatives

The transaction team should model price, volume, retention, cross-sell, channels, products and geographic expansion. The immediate output is a revenue value bridge with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine whether growth assumptions follow from customer and capacity evidence. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

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21. Quantify margin initiatives

The transaction team should model procurement, labour, yield, footprint, overhead, technology and service trade-offs. The immediate output is a margin value bridge with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine whether savings are achievable after implementation cost and dis-synergies. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

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22. Quantify cash and working capital

The transaction team should model receivables, inventory, payables, capex, tax, restructuring and liquidity reserves. The immediate output is a cash-conversion bridge with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine whether value creation supports debt service and operating resilience. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

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23. Identify investment requirements

The transaction team should cost people, systems, product, capacity, compliance, integration and transformation. The immediate output is a initiative funding schedule with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine how much cash and management bandwidth must precede benefits. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

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24. Sequence dependencies

The transaction team should map prerequisites, critical path, regulatory approvals, technology releases and stakeholder decisions. The immediate output is a dependency and milestone map with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine whether initiative timing is internally consistent. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

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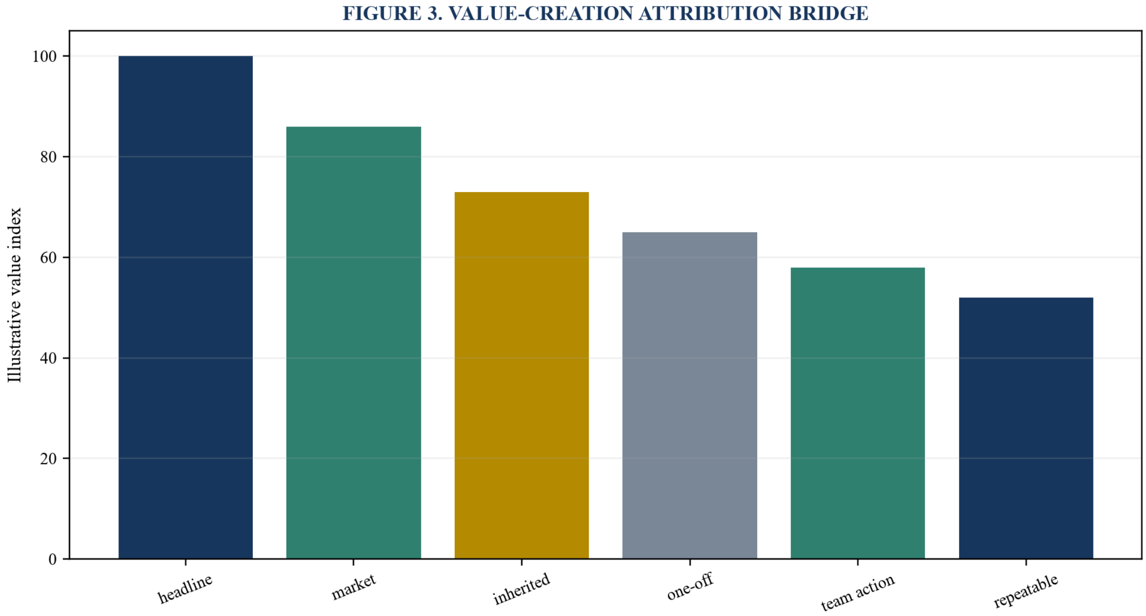
Table 3. Value-creation evidence ledger

Initiative	Evidence	Measurement gate
pricing	customer and elasticity data	realised margin
procurement	supplier baseline	net savings
working capital	ageing and inventory	cash release
digital operations	process and investment case	service and cost

Illustrative structure; verified baselines and models govern.

Figure 3. Value-creation attribution bridge



Values are illustrative readiness indices and require company-specific evidence.

25. Assign initiative ownership

The transaction team should name accountable executives, delivery teams, budgets, KPIs, evidence and escalation rights. The immediate output is a owner accountability ledger with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine whether every forecast benefit has a capable and committed owner. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

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26. Reconcile diligence findings

The transaction team should connect commercial, financial, operational, technology, people, legal and tax findings to the plan. The immediate output is a diligence-to-plan bridge with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine whether the management thesis absorbs verified target risks. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

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27. Reconcile the financing case

The transaction team should link EBITDA, cash, leverage, covenants, amortisation, interest, liquidity and downside headroom. The immediate output is a financing reconciliation with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine whether the plan supports the proposed capital structure. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

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28. Stress the first hundred days

The transaction team should test leadership transition, cash control, customer retention, talent, reporting and urgent decisions. The immediate output is a hundred-day readiness plan with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine whether management can stabilise control before transformation begins. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

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29. Stress customer and revenue loss

The transaction team should vary concentration, churn, pricing, pipeline conversion, backlog and sales capacity. The immediate output is a commercial downside case with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine how quickly the investment case weakens under customer stress. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

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30. Stress margin and inflation

The transaction team should vary input prices, wages, productivity, utilisation, implementation cost and savings delay. The immediate output is a margin downside case with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine whether earnings and covenant headroom remain adequate. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

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31. Stress working capital and liquidity

The transaction team should vary collections, inventory, supplier terms, seasonality and contingency cash. The immediate output is a liquidity downside case with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine whether the business can fund operations and debt service during disruption. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

The framework should assign responsibility across executives, investors, lenders, sellers, boards and advisers. Definitions, calculations, evidence rules, decision thresholds, conflicts, information rights and time limits should be explicit.

At each gate, decision makers should test leadership capacity, evidence quality, value-creation logic, funding compatibility, governance and downside resilience together. Material gaps remain visible until evidence is complete, advice is current, conditions are satisfied, and the management case remains credible under delay and underperformance scenarios.

32. Stress leadership disruption

The transaction team should model delayed starts, unexpected departures, underperformance and failed recruitment. The immediate output is a leadership disruption case with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine whether the acquisition remains operable with reduced management capacity. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

The framework should assign responsibility across executives, investors, lenders, sellers, boards and advisers. Definitions, calculations, evidence rules, decision thresholds, conflicts, information rights and time limits should be explicit.

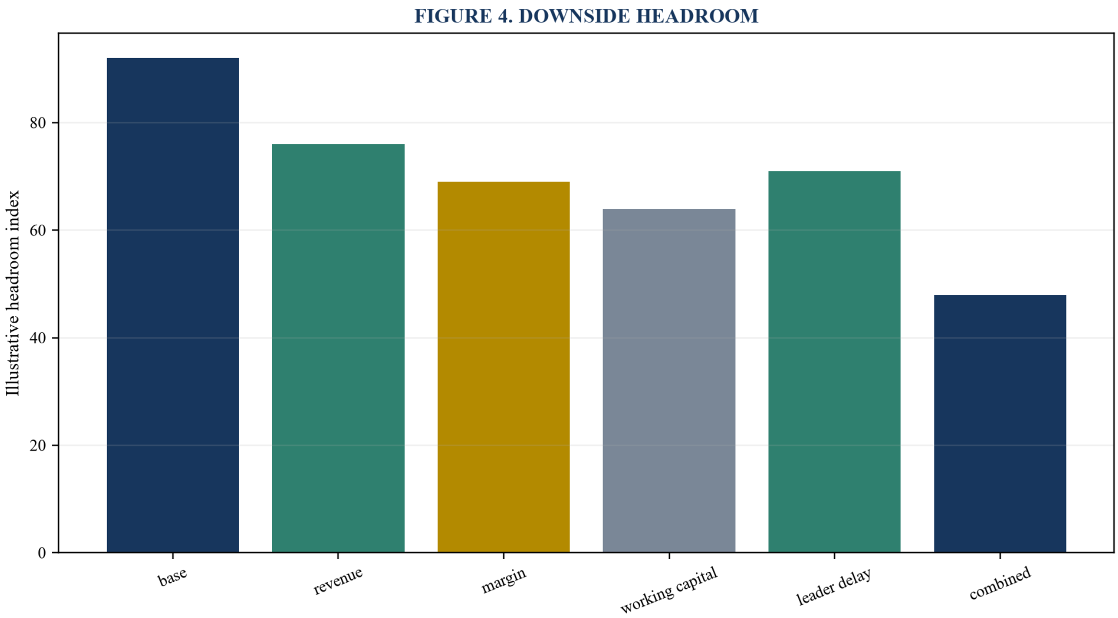
At each gate, decision makers should test leadership capacity, evidence quality, value-creation logic, funding compatibility, governance and downside resilience together. Material gaps remain visible until evidence is complete, advice is current, conditions are satisfied, and the management case remains credible under delay and underperformance scenarios.

Table 4. Downside-control matrix

Stress	Early evidence	Management response
revenue shortfall	pipeline and churn	cost and sales actions
margin pressure	input and labour bridge	price and productivity
cash strain	weekly cash forecast	liquidity controls
leader departure	succession coverage	interim authority

Illustrative controls; financing and legal documents govern.

Figure 4. Downside headroom



Values are illustrative readiness indices and require company-specific evidence.

33. Assess control readiness

The transaction team should evaluate financial, operational, compliance, technology, cyber and reporting controls. The immediate output is a control-readiness assessment with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine whether leaders can make reliable decisions and protect value after close. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

The framework should assign responsibility across executives, investors, lenders, sellers, boards and advisers. Definitions, calculations, evidence rules, decision thresholds, conflicts, information rights and time limits should be explicit.

At each gate, decision makers should test leadership capacity, evidence quality, value-creation logic, funding compatibility, governance and downside resilience together. Material gaps remain visible until evidence is complete, advice is current, conditions are satisfied, and the management case remains credible under delay and underperformance scenarios.

34. Design board governance

The transaction team should set board composition, committees, reserved matters, delegated authority and information rights. The immediate output is a governance term map with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine whether oversight supports accountable operating leadership. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

The framework should assign responsibility across executives, investors, lenders, sellers, boards and advisers. Definitions, calculations, evidence rules, decision thresholds, conflicts, information rights and time limits should be explicit.

At each gate, decision makers should test leadership capacity, evidence quality, value-creation logic, funding compatibility, governance and downside resilience together. Material gaps remain visible until evidence is complete, advice is current, conditions are satisfied, and the management case remains credible under delay and underperformance scenarios.

35. Align incentives

The transaction team should map investment, vesting, performance conditions, leaver terms, dilution, preferences and exit economics. The immediate output is a management incentive model with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine whether reward follows durable value creation and acceptable conduct. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

The framework should assign responsibility across executives, investors, lenders, sellers, boards and advisers. Definitions, calculations, evidence rules, decision thresholds, conflicts, information rights and time limits should be explicit.

At each gate, decision makers should test leadership capacity, evidence quality, value-creation logic, funding compatibility, governance and downside resilience together. Material gaps remain visible until evidence is complete, advice is current, conditions are satisfied, and the management case remains credible under delay and underperformance scenarios.

36. Build the investment-committee pack

The transaction team should integrate evidence, gaps, value plan, financing, risk, governance and recommendations. The immediate output is a management case memorandum with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine whether decision makers can trace every material claim and condition. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

The framework should assign responsibility across executives, investors, lenders, sellers, boards and advisers. Definitions, calculations, evidence rules, decision thresholds, conflicts, information rights and time limits should be explicit.

At each gate, decision makers should test leadership capacity, evidence quality, value-creation logic, funding compatibility, governance and downside resilience together. Material gaps remain visible until evidence is complete, advice is current, conditions are satisfied, and the management case remains credible under delay and underperformance scenarios.

37. Set conditions and reservations

The transaction team should record appointments, references, funding, diligence, contracts, approvals and remediation required before close. The immediate output is a condition precedent schedule with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine which unresolved matters prevent unconditional reliance on the team. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

The framework should assign responsibility across executives, investors, lenders, sellers, boards and advisers. Definitions, calculations, evidence rules, decision thresholds, conflicts, information rights and time limits should be explicit.

At each gate, decision makers should test leadership capacity, evidence quality, value-creation logic, funding compatibility, governance and downside resilience together. Material gaps remain visible until evidence is complete, advice is current, conditions are satisfied, and the management case remains credible under delay and underperformance scenarios.

38. Build the closing evidence pack

The transaction team should assemble signed commitments, employment terms, incentive documents, authorities, plans and funding evidence. The immediate output is a management completion certificate with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine whether the approved leadership model exists at completion. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

The framework should assign responsibility across executives, investors, lenders, sellers, boards and advisers. Definitions, calculations, evidence rules, decision thresholds, conflicts, information rights and time limits should be explicit.

At each gate, decision makers should test leadership capacity, evidence quality, value-creation logic, funding compatibility, governance and downside resilience together. Material gaps remain visible until evidence is complete, advice is current, conditions are satisfied, and the management case remains credible under delay and underperformance scenarios.

39. Monitor post-close delivery

The transaction team should track appointments, initiatives, cash, controls, covenants, culture, customers and exceptions. The immediate output is a management performance dashboard with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine whether evidence after close supports confidence or intervention. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

The framework should assign responsibility across executives, investors, lenders, sellers, boards and advisers. Definitions, calculations, evidence rules, decision thresholds, conflicts, information rights and time limits should be explicit.

At each gate, decision makers should test leadership capacity, evidence quality, value-creation logic, funding compatibility, governance and downside resilience together. Material gaps remain visible until evidence is complete, advice is current, conditions are satisfied, and the management case remains credible under delay and underperformance scenarios.

40. Issue the management-case conclusion

The transaction team should integrate track record, attribution, leadership depth, value creation, financing and downside controls. The immediate output is a investment-committee management certificate with named owners, dates, source evidence, confidence, approval status and open exceptions.

The analytical objective is to determine whether the team merits capital, control and the proposed economics. Reviewers should reconcile management interviews, source documents, references, target diligence, transaction models, financing correspondence, legal terms and independent advice. Claims should state the period, baseline, decision authority, management action, observed outcome, attribution and relevance to the target.

The framework should assign responsibility across executives, investors, lenders, sellers, boards and advisers. Definitions, calculations, evidence rules, decision thresholds, conflicts, information rights and time limits should be explicit.

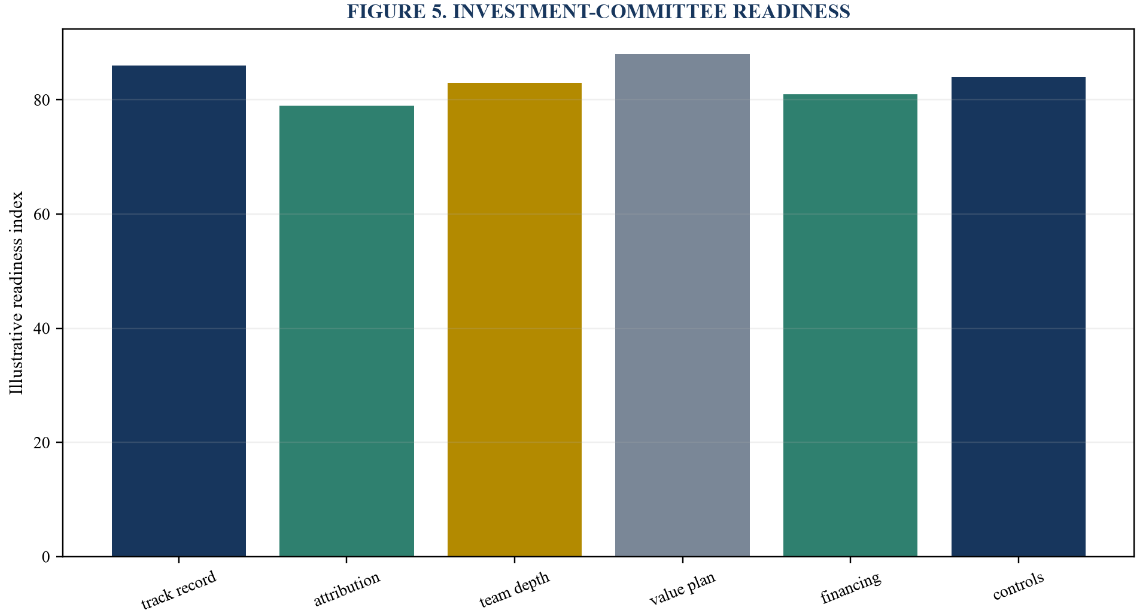
At each gate, decision makers should test leadership capacity, evidence quality, value-creation logic, funding compatibility, governance and downside resilience together. Material gaps remain visible until evidence is complete, advice is current, conditions are satisfied, and the management case remains credible under delay and underperformance scenarios.

Table 5. Management-case certificate

Certification	Evidence owner	Status
track record and attribution	diligence lead	tested
leadership depth	board sponsor	tested
value and financing plan	finance lead	tested
downside and governance	investment committee	tested

Illustrative investment gate; authorised decision makers determine sufficiency.

Figure 5. Investment-committee readiness



Values are illustrative readiness indices and require company-specific evidence.

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Chennakeshav (CK) is a corporate finance and investment banking executive with 25+ years of global experience in deal origination, structuring and execution across M&A, growth capital and corporate strategy. He has led value-creation mandates for founders, corporates and funds — bridging the boardroom view to hands-on execution and close.

His career spans Morgan Stanley, HSBC, Lloyds Banking Group, EWEC, ADQ portfolio companies and Emirates Growth Fund, across TMT, real estate, fintech, deeptech, cleantech, infrastructure and energy. He has partnered with C-suite leaders, private equity and venture funds, sovereign wealth funds and family offices to finance complex fund raises and scale-up ventures, and has led M&A due diligence, post-merger integration and business-transformation initiatives to create value.

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An active start-up mentor, CK mentors at Techstars, DIFC FinTech Hive, Startup Grind, Founder Institute and IN5, serves as Entrepreneur Mentor in Residence (EMiR) at London Business School, and judges the Entrepreneurship World Cup.