SAMPLE DELIVERABLE · ADV-07

Transformation Roadmap and Investor Readiness

The plan on a page, the workstreams behind it, the gate that keeps it honest, and the diligence room a buyer or investor would find.

Prepared for Bellbrook Group (fictional) by Red Cell Consulting

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About this document

This is a sample of the deliverable Red Cell Consulting produces in a real engagement. Every organisation, figure and finding in it is fictional, and the structure, depth and standards are exactly what a client receives. Where a real engagement would cite source documents, the sample says so.

Executive summary

Bellbrook is executing a two-year transformation while preparing for external capital in FY28. The two workstreams share one discipline: everything owned, everything costed, everything gated.

The strategy in three bets

Consolidate the platform estate to cut run cost and delivery friction; enter New Zealand behind one anchor customer rather than speculatively; and build capital readiness as a workstream with a budget, not a scramble the quarter before a raise.

The operating rhythm

Monthly: workstream reviews against the scorecard, thirty minutes each, exceptions first. Quarterly: board review of the roadmap with one re-forecast. Once: re-baseline at the gate. Plans die from ceremony as often as neglect; the rhythm is deliberately spare.

WHAT DONE LOOKS LIKE, END OF FY28

- Operating model embedded: spans, tiers and decision rights as designed, measured quarterly.
- Platform estate consolidated to target, with run cost at or below the modelled line.
- New Zealand at or past the scale decision, on the gate's own criteria.
- A diligence room a buyer or investor can walk through without surprises, kept current, not assembled under pressure.

WHAT COULD KILL IT

Three named risks: the anchor customer's own timetable, key-person load in platforms, and change fatigue between quarters three and five. Each has a mitigation with an owner in the workstream cards; naming them here is the point, because the plans that fail are the ones whose risks were impolite to mention.

The roadmap on a page

Four workstreams over six quarters. Every bar has an owner, a budget and a gate criterion; nothing is funded at the level of a theme.

FY27–FY28

WORKSTREAM	Q1 FY27	Q2	Q3	Q4	Q1 FY28	Q2	OWNER
Operating model	Design		Transition			Embed	COO
Platforms	Consolidate			Migrate		Optimise	CTO
Market entry		Validate		Pilot NZ		Scale / hold	CEO
Capital readiness	Baseline		Room build		Engage		CFO

READING THE SHAPE

- Design precedes transition; nothing user-facing moves in the first quarter.
- Market entry waits for validation, and its scale decision sits behind the gate at end Q3 FY27.
- Capital readiness runs the whole period at low intensity: an hour a week beats a quarter of panic.

The one-page rule

If the roadmap stops fitting on a page, the plan has stopped being one. Detail lives in the workstream cards; this page is the contract between them.

BUDGET SUMMARY · A$K

WORKSTREAM	FY27	FY28 H1	BASIS
Operating model	180	60	Design support, transition backfill, training
Platforms	640	210	Consolidation licences, migration effort
Market entry	150	gate	Validation and pilot only; scale funds at gate
Capital readiness	90	70	Room build, advisers, data hygiene

Workstream cards

One card per workstream: scope, exclusions, measures and the risk it carries. The cards are the working documents; the roadmap is their summary.

OPERATING MODEL · COO

Scope	Structure to target spans and tiers, decision rights written, cadence redesign
Not in scope	Enterprise agreement changes; deferred to FY29 deliberately
Measures	Decision latency on five sampled workflows; management cost ratio; transition survey at day 90
Top risk	Double-hatting during transition; mitigated by explicit interim accountabilities

PLATFORMS · CTO

Scope	Nine systems to five; one integration spine; run cost to modelled line
Not in scope	Data science ambitions; the estate earns stability before cleverness
Measures	Run cost monthly vs model; incident rate; migration wave exit criteria
Top risk	Key-person load on two engineers; mitigated by pairing and documented cutover runbooks

MARKET ENTRY · CEO

Scope	NZ validation, anchor-customer pilot, scale case for the gate
Not in scope	Any second market; one geography at a time
Measures	Pilot unit economics vs threshold; anchor NPS; regulatory checklist completion
Top risk	Anchor timetable slip; mitigated by a walk-away date agreed in writing

CAPITAL READINESS · CFO

Scope	Diligence room build and upkeep, data hygiene, adviser selection, narrative pack
Not in scope	Running a process; readiness is the product, timing is a separate decision
Measures	Checklist coverage (pages six and seven); staleness of room documents; unresolved red items
Top risk	Readiness treated as a project not a habit; mitigated by the hour-a-week rule

The gate and funding tranches

End of Q3 FY27: scale or hold. Criteria agreed now, measured then, so the decision is a reading rather than a debate.

GATE CRITERIA · ALL MUST HOLD

#	CRITERION	THRESHOLD	EVIDENCE SOURCE
G1	Pilot unit economics	Contribution margin above 22 percent at pilot volume	Pilot P&L, rebuilt from source
G2	Anchor commitment	Signed year-two volume schedule	Contract
G3	Platform stability	Migration wave two exited on criteria; incident rate at target	Platform scorecard
G4	Delivery capacity	NZ roster model staffed to 80 percent without heroics	Rostering plan vs actual hires

FUNDING TRANCHES

TRANCHE	A$K	RELEASES WHEN	FUNDS
T1	150	Now	Validation and pilot
T2	520	Gate passes	NZ scale build: people, stock, marketing
T3	hold	Gate fails or defers	Nothing; pilot winds down on the prepared plan, lessons documented

Why the gate is written down

Because in nine months, someone will be in love with the pilot and someone else will be tired of it, and neither feeling is evidence. The criteria above were agreed when nobody had anything to defend. That is when judgement is cheapest.

IF THE GATE HOLDS THE ANSWER IS SCALE

T2 releases within a fortnight, the roster model activates, and the board sees a re-baselined roadmap at the next quarterly. If it holds at three of four, the prepared option is a one-quarter extension with the failing criterion's remediation named. Two or fewer: the wind-down plan runs, and the capital-readiness workstream absorbs the lesson into the narrative honestly.

Investor readiness · corporate and financial

The room a diligence team would find, kept current. Score each line ready, partial or gap; fix the fixable before anyone else reads it.

CORPORATE AND OWNERSHIP

- Cap table current and reconciled to registers, all instruments scheduled (options, convertibles, side letters)
- Constitution and shareholder agreements in signed copies, one location
- Board minutes complete for 24 months; circulars filed; conflicts register maintained
- Related-party arrangements documented at arm's-length terms with board approval noted
- Corporate structure diagram matches ASIC records; any dormant entities explained

FINANCIAL

- Statutory and management accounts reconcile, with the bridge explained in one page
- Revenue recognition policy written, consistently applied; deferred revenue scheduled
- Thirteen-week cash view live; 24-month model with an owned assumption register
- Debt facilities, covenants and security scheduled; PPSR searches clean or explained
- Tax lodgements current across entities; positions defensible and documented
- Aged receivables and payables honest; any related-party balances called out

The staleness rule

Every document in the room carries a review date, and nothing exceeds one quarter without a refresh. A stale room reads as an unwatched business; diligence teams price what they infer as confidently as what they find.

Investor readiness · commercial, people, systems

The second half of the walk-through: where value is claimed and where it leaks.

COMMERCIAL

- Top-ten customer contracts signed and current; assignment and change-of-control clauses mapped
- Concentration disclosed: customers, suppliers, channels; churn defined and calculated consistently
- Pipeline stated on the same definitions as historical conversion, with win rates shown
- Pricing policy and discount authority written; exceptions logged

PEOPLE AND IP

- Employment agreements current; restraints reviewed for enforceability rather than assumed
- IP assignment signed by every past and present contributor, including contractors
- Key-person dependencies named with mitigation that is real (documentation, pairing, succession)
- Registered IP scheduled; open-source usage inventoried against licence obligations
- Incentive plans documented with vesting and leaver treatment unambiguous

SYSTEMS AND DATA

- Privacy policy matches actual data handling; breach register maintained even if empty
- Security posture summarised; recent penetration test or equivalent with findings tracked
- AI use inventoried with data flows and named owners, consistent with the incoming Australian requirements
- Software licence position clean; shadow IT surfaced and decided upon
- Business continuity tested once within the year, results filed

How to use these two pages

A finding you surface is context; the same finding a buyer surfaces is a discount. Run the scoring quarterly, fix the fixable, pre-answer the explainable inside the room, and let structural findings shape timing rather than surprise it.

About Red Cell Consulting

Consulting and advisory, backed by platforms we design, build and operate ourselves.

Red Cell Consulting is a multi-disciplinary consultancy working across enterprise and technology, financial analysis, clinical psychology and behavioural science, advisory and investment readiness, restructuring, management consulting and AI governance. The distinctive part is that we also build: our platforms, including Recursys for deal intelligence, Myra for deterministic financial analysis and ADMRL for structured clinical reporting, run in production under the same disciplines we recommend to clients. When we advise on evidence, testing and governance, we are describing how our own systems work.

HOW AN ENGAGEMENT RUNS

STEP	WHAT HAPPENS
1 · Conversation	A free first discussion of the situation. We will tell you plainly whether we can help and what it would involve.
2 · Scope	A short written scope: the question, the deliverables, the timeline, the fee. Fixed where the work allows it.
3 · The work	Delivered in the structure this sample shows, with working sessions rather than big reveals. You see findings as they form.
4 · Handover	Deliverables that stand on their own, and the option of standing support where it makes sense.

FOR THIS SERVICE

Advisory at Red Cell means plans that survive contact: owned, costed, gated, and backed by a diligence room that is ready before anyone asks. If a raise or an exit is somewhere on your horizon, readiness work starts earlier than feels necessary. Start with the conversation.

Contact

+61 3 9448 4933 · Mon-Fri 9am-5pm Melbourne

info@redcc.au

www.redcc.au