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PRACTICE SALE READINESS CHECKLIST

The Sale You Actually Deserve.

Whether you're two years out or just starting to ask the question, the preparation work is the same. This checklist shows you where to start.

The Five Stages of a Successful Practice Sale

1. **Understand** — Know what a good transaction looks like before approaching anyone.
2. **Assess** — Know exactly what you have before the process starts.
3. **Prepare** — Build the practice value that determines your outcome.
4. **Document** — Define your terms before negotiation begins.
5. **Execute** — Make the transition happen cleanly, in stages, with a plan.

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Work through these five steps before a transaction ever starts. The firms that get the best outcomes started earliest.

STEP 1 Understand the Process

BEFORE YOU BEGIN

- [ ] Learn the difference between a traditional sale and a revenue exchange.
- [ ] Decide which transaction type fits your goals.
- [ ] Define what a successful outcome looks like for you personally

STEP 2 Assess Your Practice

CLIENT REVENUE

- [ ] Categorize clients: compliance-only vs. advisory/planning
- [ ] Calculate average revenue per client (ARPC)
- [ ] Identify revenue under active engagement agreements
- [ ] Calculate total revenue by group
- [ ] Identify recurring vs. one-time revenue

STAFF

- [ ] Document all roles and tenure
- [ ] Confirm policies and procedures are documented
- [ ] Confirm compensation and incentives are clearly defined
- [ ] Assess whether staff have retention agreements

OPERATIONS AND LOGISTICS

- [ ] Document your current technology stack
- [ ] Pull up-to-date P&L and balance sheet
- [ ] Review real estate situation (lease terms, flexibility)
- [ ] Locate and organize all legal agreements and IP

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STEP 3 Prepare the Practice

CLIENT DATA AND SERVICE DELIVERY

- [ ] Define service tiers: what each client is actually receiving
- [ ] Compile a clean master client list with billing and service history.
- [ ] Anchor fees to service tiers, not historical rates
- [ ] Reprice underpriced clients before the transaction starts

Sellers who reprice clients before negotiating go in with a stronger asset. Underpriced clients built into the roster lose money before the deal even closes.

SYSTEMS AND DOCUMENTATION

- [ ] Standardize service delivery so the new firm can replicate the client experience
- [ ] Document technology systems and data transfer process
- [ ] Move all client data to a secure document vault
- [ ] Assess operating space: selling point or liability?

STEP 4 Define Your Terms Before Negotiating

TRADITIONAL SALE

- [ ] Up-to-date financials ready to share
- [ ] All employee and vendor contracts organized
- [ ] IP, domain ownership, and referral partnerships documented

REVENUE EXCHANGE

- [ ] Define revenue share percentage before approaching any buyer
- [ ] Define payout period and any bonus intervals
- [ ] Set minimum service standard the receiving firm must meet
- [ ] Define ongoing support responsibilities post-transfer
- [ ] Document client communication plan for the transition

Decide your must-haves before the conversation gets emotional. Negotiation goes better when you are comparing parameters, not discovering them in real time.

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STEP 5 Execute the Transition

CLIENT TRANSITION

- [ ] Transfer client groups in stages, starting with recurring service clients
- [ ] Confirm the receiving firm presents as an extension of your practice.
- [ ] Coordinate client communication jointly with the receiving firm

PERSONAL READINESS

- [ ] Write down your "why" before the process gets hard
- [ ] Confirm you control the data and the money flow before anything transfers
- [ ] Find a neutral mentor for perspective outside the deal.
- [ ] Define what a "good" deal means for you, in writing