OceanMerge®

CLIENT REPORT
Capital Readiness Report

STARTUP TRACK · BASED ON YOUR OCEANMERGE CAPITAL READINESS INDEX

OceanMerge Capital Readiness Report

Your investor-readiness diagnosis and plan

Lumora Health Analytics Pty Ltd (fictional sample)

PREPARED FOR
Dr Amira Haddad (fictional)

DATE
12 November 2026

REFERENCE
UL1SIH9P

TRACK
Startups · pre-seed to Series B

RED FLAGS
1

METHOD
75 answers · 10 weighted dimensions

58

READINESS SCORE /100

EMERGING

Know what investors will see before they see it.

Published by OceanMerge · www.oceanmerge.ae · contact@oceanmerge.ae · Fictional sample

Readiness assessment only; not investment, financial, legal or tax advice.

01 · EXECUTIVE SUMMARY

Lumora Health Analytics Pty Ltd (fictional sample) scores 58/100: Emerging.



EMERGING

Lumora Health Analytics Pty Ltd (fictional sample) is a healthcare & life sciences company raising a seed round, headquartered in Australia. It is seeking US$3M through a priced equity round and aims to close in 3–6 months. On the evidence given it scores 58/100: Emerging. Real foundations, but several areas would not yet survive investor diligence. A focused readiness programme comes first. 1 red flag would hold the score at 59 or below even if every other gap were closed; investors would raise it before anything else. Estimated time to investor-ready: 3–6 months.

- Strongest areas: Financial reporting & model quality (66) and Traction & unit economics (63).
- Biggest gaps by score points available: Traction & unit economics (63); Equity story & market (61); Team & governance (61).
- Best-fit capital on today's evidence: Seed venture capital (strong) and Angel investors and syndicates (strong).
- Recommended first step: Financial Model & KPI Pack.

58/100
Emerging

1
red flag

3–6 months
estimated time to investor-ready

Strong
Seed venture capital

Bands: Investor-ready 75+ · Investor-ready with gaps 60–74 · Emerging 40–59 · Not ready below 40. Red flags cap the score whatever the total.

02 · ORGANISATION PROFILE

The company investors will be looking at

COMPANY	Lumora Health Analytics Pty Ltd (fictional sample)
PREPARED FOR	Dr Amira Haddad (fictional) (Founder / CEO)
SECTOR	Healthcare & life sciences
HEADQUARTERS	Australia
HOLDING ENTITY	Australian Pty Ltd
MARKETS SERVED	Two or more countries in one region
GCC LINK	Planning GCC expansion within 24 months
HEADCOUNT	11–50
ROUND	Seed
REVENUE (ARR / LTM)	US$250k–1M
REVENUE GROWTH (12 MONTHS)	More than 100 %
RAISED TO DATE	Angel investors
RAISE SIZE	US$2M–5M
TARGET AMOUNT	US$3M
INSTRUMENT	Priced equity round
TARGET TIMING	In 3–6 months
VALUATION EXPECTATION	US$14M

Valuation sense-check (indicative)

- **Implied dilution:** 18 % (US$3M on US$14M pre-money): within the range commonly seen in venture rounds.

- **Implied revenue multiple:** 23.3× ARR/LTM revenue (using the midpoint of your revenue band): within a range investors may accept for strong growth.

Self-reported in the Capital Readiness Index on 12 November 2026; not independently verified.

03 · READINESS PROFILE

Ten dimensions against the investor-ready line





Unit: dimension score out of 100. Brass ring and line: the investor-ready level (75). Highlighted: the three dimensions with the most score points available.

DIMENSION	SCORE	WEIGHT	POINTS AVAILABLE	MATCHED SERVICE
Traction & unit economics RED FLAG	63	16%	5.9	Financial Model & KPI Pack
Equity story & market	61	14%	5.5	Investor Narrative & Deck
Team & governance	61	14%	5.5	Governance & Board Setup
Data room & due-diligence readiness	43	8%	4.6	Data Room Build

DIMENSION	SCORE	WEIGHT	POINTS AVAILABLE	MATCHED SERVICE
Cap table & legal structure	56	10%	4.4	Cap Table & Legal Clean-up
Investor targeting & process readiness	50	8%	4	Valuation & Raise Strategy
Capital ask, use of funds & valuation	60	10%	4	Valuation & Raise Strategy
Financial reporting & model quality	66	8%	2.7	Financial Model & KPI Pack
Risk & compliance	63	7%	2.6	Compliance & KYC Readiness
Exit & return path	50	5%	2.5	Valuation & Raise Strategy

04 · DIAGNOSIS BY DIMENSION

What an investor would conclude, dimension

by dimension

01 · Equity story & market — 61/100

Investor lens. The story is credible but not yet sharp. Investors will want harder evidence of customer pull and a clearer explanation of why you win.

▼ Evidence you gave (6 answers)

What is your strongest evidence that customers want this?	**Paying customers who renew or expand**	4/4
How have you sized your market?	**Top-down from industry reports**	2/4
Can you show why now: the change that makes this possible or urgent?	**Stated, not evidenced**	2/4
How well have you mapped competitors and alternatives?	**A list of direct competitors**	2/4
What makes your advantage defensible?	**An emerging advantage (brand, data, switching costs)**	2/4
Investor deck status	**Drafted, not yet tested**	2/4

WHAT WOULD MOVE THIS SCORE

02 · Traction & unit economics — 63/100

Red flag: Under 6 months' runway

Investor lens. There is real traction, but the unit economics are not yet proven or not yet measured. Expect detailed diligence on retention, margin and acquisition cost.

▼ Evidence you gave (10 answers)

Revenue growth over the last 12 months	**More than 100 %**	4/4
Gross margin today	**50–70 %**	3/4
Net revenue retention (revenue kept and expanded from last year's customers)	**100–120 %**	3/4
Customer acquisition economics	**Tracked, between 1:1 and 3:1**	2/4
Cash runway at current net burn	**3–6 months**	0/4
Average month-on-month revenue growth over the last six months	**8–15 %**	3/4
Monthly customer (logo) churn	**1–2 %**	3/4
CAC payback period	**12–18 months**	3/4
Burn multiple (net burn ÷ net new ARR)	**2–3×**	1/4
Sales pipeline cover for the next two quarters' targets	**1–3×**	2/4

WHAT WOULD MOVE THIS SCORE

- Model a 'default alive' plan: cut or defer spend to extend runway, and line up a bridge from existing backers. (+1.6 pts · High effort)

- Rebuild the deck to a 12–15 slide investor structure and test it with three friendly investors. (+1.5 pts · Medium effort)
- Map direct, indirect and status-quo alternatives and state where you win and where you lose. (+1 pts · Low effort)
- Rebuild your market size bottom-up (target accounts × realistic price) and cite every source. (+1 pts · Low effort)
- Articulate and evidence one primary moat and show how the raise deepens it. (+1 pts · Medium effort)

→ OceanMerge service: **Investor Narrative & Deck**

- Report burn multiple monthly and set a target below 2× for the next four quarters. (+1.2 pts · Medium effort)
- Track CAC, payback and LTV by channel; cut channels below 1:1 and report the blended ratio monthly. (+0.8 pts · Medium effort)
- Track logo and revenue churn monthly; interview churned customers and fix the top two causes. (+0.4 pts · Medium effort)

→ OceanMerge service: **Financial Model & KPI Pack**

03 · Financial reporting & model quality — 66/100

Investor lens. Reporting is serviceable but not yet investor-grade. Monthly discipline and a driver-based model would remove a common source of delay.

▼ Evidence you gave (6 answers)

How are your accounts kept?	**Quarterly**	3/4
Which financial model do you have?	**Revenue and cost forecast (P&L only)**	2/4
Accounting system and adviser	**Cloud ledger with a qualified accountant**	4/4
KPI reporting	**Tracked ad hoc**	2/4
Does your model include scenarios and sourced assumptions?	**Base case only**	2/4
Tax and statutory filings	**All up to date (including payroll, sales tax, R&D claims)**	4/4

WHAT WOULD MOVE THIS SCORE

- Build a driver-based three-statement model linking hires, spend and revenue to milestones. (+0.7 pts · Medium effort)
- Define 8–12 KPIs with formulas and share a monthly dashboard. (+0.7 pts · Low effort)
- Add downside and upside cases with an assumptions sheet citing evidence for each driver. (+0.7 pts · Low effort)
- Move to monthly reconciled management accounts in a cloud ledger, closed within 15 days. (+0.5 pts · Medium effort)

04 · Team & governance — 61/100

Investor lens. A credible team with identifiable gaps. Investors will ask how and when those gaps are filled, and what governance looks like after they invest.

▼ Evidence you gave (7 answers)

How many founders work full-time on the business?	**All founders full-time**	4/4
Which core capabilities do founders or senior hires cover: product/tech, commercial, finance/operations?	**Two of the three**	2/4
How is the company governed?	**Founders-only board, regular minuted meetings**	2/4
Founders' relevant track record	**Deep domain experience**	3/4
Are founder shares subject to vesting?	**Some founders only**	2/4
Employee option pool	**Equity promised informally**	1/4
Advisory board or senior advisers	**Informal advisers**	2/4

WHAT WOULD MOVE THIS SCORE

- Adopt a formal option plan, size the pool for 18 months of hires and document every grant. (+1.5 pts · Medium effort)
- Set up a quarterly board with minutes, a board pack and a plan for an independent or investor seat. (+1 pts · Low effort)

→ OceanMerge service: **Financial Model & KPI Pack**

- Name the missing capability and fill it with a hire, a fractional executive or a senior adviser before the raise. (+1 pts · Medium effort)
- Put founder shares on reverse vesting (typically four years with a one-year cliff). (+1 pts · Low effort)

→ OceanMerge service: **Governance & Board Setup**

05 · Cap table & legal structure — 56/100

Investor lens. Structure is broadly investable, but the clean-up items would surface in legal diligence and cost time.

▼ Evidence you gave (7 answers)

What is the state of your cap table?	**Spreadsheet, not reconciled**	2/4
Have founders, employees and contractors assigned their IP to the company?	**Founders yes; some contractors or employees not**	2/4
Founders' combined ownership, fully diluted	**50–70 %**	3/4
Are any SAFEs or convertible notes outstanding?	**Yes, documented with caps and discounts**	3/4
Shareholders' agreement and constitution	**Basic or template documents**	2/4
Share register and board and shareholder approvals	**Some gaps**	2/4
Is your structure investable for your target investors?	**Probably, not confirmed**	2/4

WHAT WOULD MOVE THIS SCORE

06 · Data room & due-diligence readiness — 43/100

Investor lens. Diligence would start from scratch, which slows the round and signals disorganisation.

▼ Evidence you gave (5 answers)

What state is your data room in?	**Documents exist but are scattered**	1/4
Are customer and key supplier relationships on signed written contracts?	**Most of them**	2/4
Corporate documents ready to share (incorporation, constitution, registers, minutes)	**Some**	2/4
IP schedule (trademarks, patents, domains, assignments)	**Partly**	2/4
Employment and contractor agreements	**Most**	2/4

WHAT WOULD MOVE THIS SCORE

- Build an indexed data room (corporate, financial, commercial, IP, people, legal) before the first meeting. (+1.8 pts · Medium effort)
- Put every material customer and supplier on signed terms and file them in the data room. (+0.8 pts · Medium effort)
- Gather the full set of corporate documents into the data room. (+0.8 pts · Low effort)
- Prepare an IP schedule and move any registrations held personally into the company. (+0.8 pts · Low effort)

→ OceanMerge service: **Data Room Build**

- Reconcile a fully diluted cap table (shares, options, SAFEs and notes) to the statutory share register. (+0.9 pts · Medium effort)
- Sign IP assignment deeds with every founder, employee and contractor who has created product or code. (+0.9 pts · Low effort)
- Update the constitution and shareholders' agreement to investor-standard terms. (+0.6 pts · Medium effort)
- Rectify the statutory registers and ratify any past share or option issues. (+0.6 pts · Medium effort)

→ OceanMerge service: **Cap Table & Legal Clean-up**

07 · Capital ask, use of funds & valuation 60/100

Investor lens. The ask is sensible but not yet fully tied to milestones and a defensible valuation range.

▼ Evidence you gave (5 answers)

How have you planned the use of funds?	**High-level split (e.g. % to product, sales)**	2/4
How did you arrive at your valuation expectation?	**Our own view of comparables**	2/4
How many months of runway does the raise buy on your plan?	**18–24 months**	4/4
Have you modelled dilution for this round and the next two?	**Roughly**	2/4
Next-round milestones	**Broad goals**	2/4

WHAT WOULD MOVE THIS SCORE

- Tie the raise to 18–24 months of runway and the specific metrics that unlock your next round. (+1.5 pts · Low effort)
- Define the three metrics a next-round lead will need and tie the plan to them. (+1 pts · Low effort)
- Benchmark valuation against recent comparable rounds and prepare a range you can defend. (+1 pts · Low effort)
- Prepare pro-forma cap tables for this round and the next two. (+0.5 pts · Low effort)

→ OceanMerge service: **Valuation & Raise Strategy**

08 · Investor targeting & process readiness 50/100

Investor lens. There is a pipeline, but it needs qualification and warm routes in to create competitive tension.

▼ Evidence you gave (5 answers)

Do you have a target investor list?	**A list, not yet qualified**	2/4
Investor pipeline management	**Spreadsheet**	2/4
How will you reach investors?	**Some warm introductions**	2/4
Pitch and Q&A preparation	**Some practice**	2/4
Customer references ready for investor calls	**One or two**	2/4

WHAT WOULD MOVE THIS SCORE

- Build a pipeline of 40–60 investors qualified by thesis, stage, cheque size and portfolio conflicts. (+1.3 pts · Low effort)
- Run two mock pitches with tough Q&A and prepare an FAQ document. (+0.9 pts · Low effort)
- Map warm paths to each target through existing investors, advisers and customers. (+0.9 pts · Medium effort)
- Run the raise from a CRM with weekly pipeline reviews. (+0.4 pts · Low effort)

→ OceanMerge service: **Valuation & Raise Strategy**

09 · Risk & compliance

63/100

Investor lens. Risk is broadly managed, with specific items investors will ask you to evidence or fix.

▼ Evidence you gave (7 answers)

Is the company involved in, or threatened with, any legal claims?	**None**	4/4
Do you hold the licences and data-protection documentation your activity needs?	**Partly; some gaps**	2/4
Code and open-source licences	**Owned; licences not reviewed**	2/4
Information security and data protection	**Policies in place, not certified**	2/4
Insurance (professional indemnity, cyber, directors' and officers')	**Some cover**	2/4
ESG and impact position	**Informal commitments**	2/4
Could each founder pass investor KYC today (ID, proof of address, source of funds, beneficial-owner details)?	**Mostly**	2/4

WHAT WOULD MOVE THIS SCORE

- Run an open-source licence scan and confirm in writing that all code belongs to the company. (+0.6 pts · Medium effort)
- Prepare a KYC pack for each founder and a beneficial-owner chart. (+0.6 pts · Low effort)
- Map licence and data-protection obligations with counsel and close the

10 · Exit & return path

50/100

Investor lens. There is a general view of the exit; investors will want named acquirers and comparable outcomes.

▼ Evidence you gave (3 answers)

How clear is the route by which investors could make a return?	**General idea of buyers or IPO**	2/4
Relationships with potential strategic acquirers	**Contacts, no partnerships**	2/4
Are the founders aligned on the exit horizon and openness to a sale?	**Partly**	2/4

WHAT WOULD MOVE THIS SCORE

- Map 10–15 potential acquirers and comparable exits, and add an exit slide to your deck. (+1.2 pts · Low effort)
- Build one commercial partnership with a likely acquirer within the next two quarters. (+0.8 pts · Medium effort)
- Agree among the founders the exit horizon and the outcome you would accept. (+0.4 pts · Low effort)

→ OceanMerge service: **Valuation & Raise Strategy**

gaps. (+0.6 pts · Medium effort)
- Adopt a short ESG policy with three or four tracked metrics. (+0.3 pts · Low effort)

→ OceanMerge service: **Compliance & KYC Readiness**

05 · RED FLAGS

1 red flag – fix this before you approach investors

CAPS AT 59 **Under 6 months' runway**

Investors know a company with little cash must accept their terms; many will wait, and some will walk away.

FIX	TYPICAL TIME	SERVICE
Model a 'default alive' plan: cut or defer spend to extend runway, and line up a bridge from existing backers.	4–8 weeks	Financial Model & KPI Pack

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06 · REMEDIATION PLAN

15 prioritised actions over 90 days

Red-flag fixes first, then by score points available. Owners are suggested role types; effort is indicative.

30 days

Model a 'default alive' plan: cut or defer spend to extend runway, and line up a bridge from existing backers. RED FLAG

FIXES Traction (+1.6 pts)
OWNER CEO and commercial lead
EFFORT High
SERVICE Financial Model & KPI Pack

Build an indexed data room (corporate, financial, commercial, IP, people, legal) before the first meeting.

FIXES Data room (+1.8 pts)
OWNER COO or finance lead
EFFORT Medium
SERVICE Data Room Build

Rebuild the deck to a 12–15 slide investor structure and test it with three friendly investors.

FIXES Story (+1.5 pts)
OWNER CEO / founders
EFFORT Medium
SERVICE Investor Narrative & Deck

Adopt a formal option plan, size the pool for 18 months of hires and document every grant.

FIXES Team (+1.5 pts)
OWNER CEO and board
EFFORT Medium
SERVICE Governance & Board Setup

60 days

Build a pipeline of 40–60 investors qualified by thesis, stage, cheque size and portfolio conflicts.

FIXES Process (+1.3 pts)
OWNER CEO
EFFORT Low
SERVICE Valuation & Raise Strategy

Report burn multiple monthly and set a target below 2× for the next four quarters.

FIXES Traction (+1.2 pts)
OWNER CEO and commercial lead
EFFORT Medium
SERVICE Financial Model & KPI Pack

Map 10–15 potential acquirers and comparable exits, and add an exit slide to your deck.

FIXES Exit (+1.2 pts)
OWNER Founders and board
EFFORT Low
SERVICE Valuation & Raise Strategy

Set up a quarterly board with minutes, a board pack and a plan for an independent or investor seat.

FIXES Team (+1 pts)
OWNER CEO and board
EFFORT Low
SERVICE Governance & Board Setup

90 days

Rebuild your market size bottom-up (target accounts × realistic price) and cite every source.

FIXES Story (+1 pts)
OWNER CEO / founders
EFFORT Low
SERVICE Investor Narrative & Deck

Articulate and evidence one primary moat and show how the raise deepens it.

FIXES Story (+1 pts)
OWNER CEO / founders
EFFORT Medium
SERVICE Investor Narrative & Deck

Define the three metrics a next-round lead will need and tie the plan to them.

FIXES Capital ask (+1 pts)
OWNER CEO and finance lead
EFFORT Low
SERVICE Valuation & Raise Strategy

Name the missing capability and fill it with a hire, a fractional executive or a senior adviser before the raise.

FIXES Team (+1 pts)
OWNER CEO and board
EFFORT Medium
SERVICE Governance & Board Setup

Tie the raise to 18–24 months of runway and the specific metrics that unlock your next round.

FIXES Capital ask (+1.5 pts)
OWNER CEO and finance lead
EFFORT **Low**
SERVICE Valuation & Raise Strategy

Map direct, indirect and status-quo alternatives and state where you win and where you lose.

FIXES Story (+1 pts)
OWNER CEO / founders
EFFORT **Low**
SERVICE Investor Narrative & Deck

Benchmark valuation against recent comparable rounds and prepare a range you can defend.

FIXES Capital ask (+1 pts)
OWNER CEO and finance lead
EFFORT **Low**
SERVICE Valuation & Raise Strategy

07 · DATA-ROOM CHECKLIST

2 of 24 documents investor-ready

In place 2 · Partial 22 · Missing 0. Status comes from your answers.

Corporate

Incorporation documents, registers and minutes	PARTIAL
Constitution and shareholders' agreement	PARTIAL
Fully diluted cap table reconciled to the share register	PARTIAL
SAFE and convertible note documents	PARTIAL

Financial

Monthly management accounts	PARTIAL
Driver-based financial model	PARTIAL
KPI dashboard and definitions	PARTIAL
Tax and statutory filings	IN PLACE

Commercial

Investor deck	PARTIAL
Bottom-up market sizing	PARTIAL
Signed customer and supplier contracts	PARTIAL
Cohort and retention analysis	PARTIAL
Pipeline report	PARTIAL

IP & technology

IP assignment deeds	PARTIAL
IP schedule (trademarks, patents, domains)	PARTIAL
Open-source licence review	PARTIAL
Security policies or certification	PARTIAL

People

Employment and contractor agreements	PARTIAL
Option plan and grant records	PARTIAL
Founder vesting	PARTIAL

Legal & compliance

Litigation disclosure	IN PLACE
Licences and data-protection documents	PARTIAL
Insurance schedule	PARTIAL
Founder KYC packs	PARTIAL

08 · CAPITAL-TYPE FIT

Best fit on today's evidence: Seed venture capital

CAPITAL TYPE	FIT
Seed venture capital You are raising a seed round; early traction evidenced; raise size typical for seed funds; matches the instrument you prefer	STRONG
Angel investors and syndicates Your stage suits angel cheques	STRONG
Strategic and corporate venture investors Sector where corporates invest strategically; commercial validation	POSSIBLE
Family offices (including GCC family offices) Gcc link; ticket size suits family offices	POSSIBLE
Series A/B venture capital Growth of 50 % or more; unit economics are measured; matches the instrument you prefer	POSSIBLE
Non-dilutive funding (grants, R&D incentives) Sector with active grant programmes	POSSIBLE
GCC government-backed and sovereign-linked venture capital Gcc expansion plan; sector often aligned with gcc diversification priorities	WEAK

CAPITAL TYPE	FIT
Venture debt and revenue-based finance Healthy gross margin	WEAK

Rule-based fit from your profile and scores; it is not a recommendation to approach, or to accept funding from, any investor.

09 · INVESTOR QUESTIONS

The questions you will be asked – weakest areas first

Model answers are built from your profile. Where your evidence is weak, the answer shows what you need to be able to say.

DATA ROOM · 43/100

When can we start diligence?

> **Model answer.** 'Today: the data room is indexed by section, and we can give access within 24 hours of a term-sheet discussion.'

PROCESS · 50/100

Who else are you talking to, and what is your timeline?

> **Model answer.** Give the shape of the process (number and type of investors, stage reached) and a target close: in 3–6 months. Never bluff.

EXIT · 50/100

Who could buy this company, and why?

> **Model answer.** Name three to five likely acquirers, their strategic reason, and one comparable exit in healthcare & life sciences.

CAP TABLE · 56/100

Can you walk us through the cap table and any convertibles?

> **Model answer.** Fully diluted ownership today, the pro-forma after a US$3M raise, and how each SAFE or note converts. Confirm that all IP is assigned to the company.

CAPITAL ASK · 60/100

How much are you raising, on what terms, and what will it achieve?

> **Model answer.** 'We are raising US$3M via priced equity round to fund 18–24 months to the next milestones, reaching [three next-round metrics]. Use of funds: ….'

CAPITAL ASK · 60/100

How did you arrive at your valuation?

> **Model answer.** Give a range, not a number: comparable recent rounds, your metrics against them, and the dilution you are prepared to accept.

STORY · 61/100

Why will customers choose you over the alternative they use today?

> **Model answer.** Name the alternative, then the measurable gain: 'Customers in healthcare & life sciences currently … ; with us they … (evidence: paying customers who renew or expand).' Close with one customer quote.

STORY · 61/100

Why is now the right time for this company?

> **Model answer.** One sentence on the shift (technology, regulation or behaviour), one data point that proves it, one line on why you are positioned to capture it.

TEAM · 61/100

Who does what, and what are the gaps in the team?

> **Model answer.** Name each founder's role and relevant record, admit the gap, and show the hire plan funded by this round.

TRACTION · 63/100

What are your growth, retention and margin, and how do you measure them?

> **Model answer.** Lead with the numbers: 'US$250k–1M, growing more than 100 %; gross margin 50–70 %.' Give the definitions, then the trend over the last six months.

TRACTION · 63/100

What does it cost to acquire a customer, and how quickly do you earn it back?

> **Model answer.** CAC and payback by channel, the best channel, and what this raise does to scale it without worsening payback.

RISK · 63/100

Are there any legal, regulatory or IP issues we should know about?

> **Model answer.** Disclose first and quantify: list any matter, its status and the worst case. Confirm licences, data protection and code ownership.

REPORTING · 66/100

Can we see your monthly accounts and the model behind your forecast?

> **Model answer.** 'Yes: monthly management accounts since … and a driver-based model. The three assumptions that matter most are …, each based on ….'

Every gap mapped to the service that closes it

RECOMMENDED FIRST

Financial Model & KPI Pack

Driver-based three-statement model with scenarios, KPI definitions and a monthly board-ready KPI pack.

Addresses: 13 gaps, 1 red flag · up to 8.6 score points

- Model a 'default alive' plan: cut or defer spend to extend runway, and line up a bridge from existing backers.
- Report burn multiple monthly and set a target below 2× for the next four quarters.
- Track CAC, payback and LTV by channel; cut channels below 1:1 and report the blended ratio monthly.

PRIORITY 2

Valuation & Raise Strategy

Defensible valuation range, raise size and structure, use of funds, investor targeting and process plan.

Addresses: 10 gaps · up to 8.5 score points

- Tie the raise to 18–24 months of runway and the specific metrics that unlock your next round.
- Build a pipeline of 40–60 investors qualified by thesis, stage, cheque size and portfolio conflicts.
- Map 10–15 potential acquirers and comparable exits, and add an exit slide to your deck.

PRIORITY 3

Investor Narrative & Deck

Equity story, investor deck (and teaser/IM for mid-market), 'why now', competition and exit slides, tested in mock pitches.

Addresses: 6 gaps · up to 6.4 score points

- Rebuild the deck to a 12–15 slide investor structure and test it with three friendly investors.
- Map direct, indirect and status-quo alternatives and state where you win and where you lose.
- Rebuild your market size bottom-up (target accounts × realistic price) and cite every source.

PRIORITY 4

Cap Table & Legal Clean-up

Reconciled cap table, IP assignments, convertibles, shareholder documents and corporate records, with partner law firms.

Addresses: 9 gaps · up to 5.8 score points

- Put founder shares on reverse vesting (typically four years with a one-year cliff).
- Reconcile a fully diluted cap table (shares, options, SAFEs and notes) to the statutory share register.
- Sign IP assignment deeds with every founder, employee and contractor who has created product or code.

PRIORITY 5

Data Room Build

Investor-standard data-room index, document collection and gap closure, permissions and Q&A process.

Addresses: 5 gaps · up to 4.6 score points

- Build an indexed data room (corporate, financial, commercial, IP, people, legal) before the first meeting.
- Put every material customer and supplier on signed terms and file them in the data room.
- Gather the full set of corporate documents into the data room.

PRIORITY 6

Governance & Board Setup

Board and committee design, independent directors, board packs, incentive plans and succession.

Addresses: 5 gaps · up to 4.5 score points

- Adopt a formal option plan, size the pool for 18 months of hires and document every grant.
- Set up a quarterly board with minutes, a board pack and a plan for an independent or investor seat.
- Name the missing capability and fill it with a hire, a fractional executive or a senior adviser before the raise.

OceanMerge services are bespoke, scoped and priced in writing before any work begins.

11 · CAPITAL NETWORK

The gate to introductions: 75+ and no red flags

Not yet: 17 more points to reach 75 and clear 1 red flag

OceanMerge reviews companies for introductions to its capital network once they score 75 or more with no red flags. Follow the plan in section 06; the readiness programme in section 10 is designed to get you there. Re-take the Index when the work is done.

Introductions are made at OceanMerge's sole discretion, are not guaranteed, are never automatic and are never made without your consent. OceanMerge does not arrange, deal in or offer securities and does not provide investment advice.

THE NATURAL NEXT STEP

Book a Capital Readiness Diagnostic call

Walk through this report with OceanMerge: we pressure-test the findings, agree which gaps to close first and scope the readiness programme in writing before any work begins.

Book a Capital Readiness Diagnostic call

www.oceanmerge.ae

Method and disclaimer

The score is calculated with fixed, published rules from your own answers: each answer scores 0–4 points, dimension scores are scaled to 100, the readiness score is the weighted total for your track, and red flags cap it. No external data about your company is used.

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