Before the stakes get higher, *a written read of the file.*

For lawyers, accountants, bankers, fractional CFOs, board members and the other people a founder calls first. What Scalewrights does, who it is for, what your client receives and when, and how a referral works, on six pages.

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01 · WHAT SCALEWRIGHTS DOES, ON ONE PAGE

The first hour of diligence, run before diligence starts.

An investor, a lender or a buyer opens a founder's file and prices what they can check. Everything they cannot check, they discount, and the discount arrives as a lower number or a pass, weeks later, with no explanation. Scalewrights finds those gaps first and puts them in writing, with the fix for each, in the order to build.

Every read is done personally by Dr. Scott Kimball, an operator and investor, not a junior analyst or a template. The client pays a flat fee, in writing, before any work. No equity, no success fee, no percentage of the raise or the sale, and no introductions for sale.

RAISING A SEED ROUND

The Seed File™ Review

Deck, model and cap table scored on the fifteen things an investor checks without calling. Written read in five business days, two working sessions, the book and workbook included.

$1,750 flat

RAISING A SERIES A

The Series A Review

Revenue against the bank, repeat customers against a raw order export, the forecast against what happened. Written read in five business days, two sessions, the playbook included.

$1,750 flat

SCALING, OR PREPARING TO

The Scale Read

Where the company is carrying the founder and where the founder is carrying it, scored with the leadership team and the board answering as well as the founder. Five business days, two sessions.

$1,750 flat

AN OFFER ON THE TABLE, OR COMING

The Buyer's Read

Every discount a buyer's team would take, named, with the page that removes it; earnings four ways on one page; the terms offered or expected, scored. Ten business days, two sessions.

$2,500 flat

WHEN THE READ IS NOT ENOUGH

The Rebuild, and the Scale Audit

The Seed File™ Rebuild: the deck and the file behind it rebuilt together over six weeks, a working session every week, $11,000, offered after a Review with the Review fee credited if booked within thirty days. The Scale Audit: the whole company measured on the five areas a buyer checks, with a roadmap, from $10,000 after an intro call.

Refer at the moment the client is most exposed.

Ideal

- A consumer brand: beverage, supplement, packaged goods, or the manufacturing behind them. Founder-led, revenue from a few hundred thousand to the low tens of millions.
- Raising a seed or Series A in the next 90 to 180 days, with a deck, a draft model, a cap table with SAFEs or notes, or early commercial evidence.
- A company that cannot run two weeks without its founder, and a founder who knows a buyer or investor will price that.
- An offer on the table or expected inside a year: a strategic conversation, an unsolicited letter, a PE approach, a recapitalization.
- A client whose deal you are about to work on, where a clean file makes your work faster: the cap table reconciled before the redline, the revenue matched to the bank before the quality-of-earnings.

Not a fit

- Pre-revenue, idea-stage, or still deciding whether to raise. The free five-minute checks on scalewrights.com are the right first step; send those.
- A raise or a sale closing inside two weeks. There is no time to fix what a read finds, and a read that cannot be acted on is not worth the fee.
- Software, services or deep-tech companies. The method is built on consumer product economics: co-packers, distributors, trade spend, retail velocity.
- A founder looking for introductions to investors or buyers. Scalewrights sells none, to CLMB Ventures or anyone else.
- A situation that is a legal or accounting question first. Send those to the right professional; Scalewrights will do the same.

> *The test in one sentence: is someone about to open this client's file and price it, and is there still time to fix what they will find?*

What your client receives, and when.

READ	YOUR CLIENT RECEIVES	DELIVERY	FEE
Seed File™ Review	Written scorecard on fifteen lines (have / half / missing, with the fix for each); the questions an investor will ask in the first two weeks, answered; cap table and SAFE conversion read; valuation put through a real range; prioritized fix list; two working sessions; the book and workbook.	Written read inside five business days of a complete intake. Sessions in week two and week four.	$1,750 flat
Series A Review	Written read of all twenty-one pages a fund's team opens; the diligence questions with the fix for each; valuation range; fix list; two sessions; the playbook and its templates.	Five business days; sessions in week two and four.	$1,750 flat
Scale Read	The company scored on the five areas a buyer checks in the first hour, by the founder, the leadership team and the board; the three weakest points with the fix for each; the order to build in; two sessions; The Build Line™ and its templates.	Five business days from the last survey response; sessions in week two and four.	$1,750 flat
Buyer's Read	Every discount a buyer's team would take, named, with the page that removes it; earnings four ways on one page; the terms offered or expected, scored; two sessions, the second to set the client's own number; The Summit™ and its templates.	Ten business days from a complete file; sessions two weeks apart.	$2,500 flat
Seed File™ Rebuild	The deck rebuilt slide by slide and the file behind it built at the same time, so every claim points at a page that proves it. Weekly working sessions.	Six weeks. Two companies at a time.	$11,000; Review fee credited within 30 days
Scale Audit	The whole company measured, with a roadmap and the order to build.	Scoped after an intro call.	From $10,000

The clock

Delivery is counted from a complete intake, not from payment; for the Reviews that is the deck and sixteen short questions, usually done in an evening. A same-day payment link follows the first email, and one tick at checkout accepts the engagement terms and mutual NDA published at scalewrights.com. Full refund any time before the written read is delivered; if the intake shows the read will not help, Scott says so and refunds in full.

Not legal. Not accounting. Not banking. Not introductions.

Scalewrights does not compete with your work; it prepares the company so that the company survives it.

Scalewrights is an advisory firm. It is not a law firm, an accounting firm, a broker-dealer, an investment adviser or a placement agent, and it does not act as any of them. The agreements stay with counsel. The numbers stay with the accountant. The process, the buyers list and the negotiation stay with the banker. Scalewrights sells no introductions to investors or buyers, to CLMB Ventures or to anyone else, and takes no success fee, no equity and no percentage of any raise, revenue or sale price.

What it does is read the file the way the other side of the table will read it, in writing, before the other side does, and put the fixes in order. When a client arrives at your desk with that read in hand, the cap table is reconciled, the revenue matches the bank, the operating proof exists, and the ownership story holds. Your work starts from a file that can be checked.

Independence. Scott Kimball invests at seed through CLMB Ventures, which he co-owns. The two are kept separate under one rule: one company, one relationship. A read is not a pitch to CLMB, does not move a client up any list, and buys Scott's work, not his check. A company CLMB is considering is not offered a Scalewrights engagement, and a Scalewrights client is not pitched to CLMB.

Referral fees. None are paid and none are taken, in either direction. Your advice to your client stays yours, and Scott's read of their file stays his. The only thing that moves between us is the client's interest.

Scalewrights' reads are educational and directional guidance, not an offer, valuation, fairness opinion or investment advice, and create no obligation for CLMB Ventures or any investor to consider or fund any company. Raising capital involves securities laws; clients should engage qualified counsel before offering or selling any instrument. Engagement terms and the mutual NDA are published at scalewrights.com/engagement and scalewrights.com/nda.

What two pages of a written read look like.

An excerpt in the shape of a Seed File™ Review. **It is a worked example, a composite, and not a client.** Client work is published only with the founder's written consent, anonymized, with no claim about what was raised.

ILLUSTRATIVE · COMPOSITE · NOT A CLIENT

The Seed File™ Review · a beverage brand preparing a $1.5M seed raise · scorecard, lines 3 to 6 of 15

LINE	SCORE	WHAT IS THERE	THE FIX, AND ITS ORDER
03 Who owns the company	Missing	Three SAFEs signed at three different caps, never modelled together. Founder ownership after the round shown as a single number with no conversion behind it.	**Fix 1.** Convert every SAFE at each cap and at the proposed round price; show founder and investor ownership after the round in one table. One evening with the template.
04 What one unit earns	Half	Margin shown at wholesale. The distributor's cut, trade spend and freight are not in it. The number an investor will recompute is about eleven points lower.	**Fix 2.** Unit economics through each channel at loaded cost, distributor and DTC on separate lines. Disclose the lower number before they find it.
05 Where the product is sold	Half	Retailer logos on the distribution slide that are targets, not accounts. Two are live; five are in conversation.	**Fix 4.** Rebuild the slide as a status table: live, committed, in conversation, with door counts and sell-through where it exists.
06 What the ask buys	Half	A use of funds that adds up to the round but connects to no milestone. The ask is a round number.	**Fix 3.** Five named lines with dates and owners, and the milestone each one reaches. Let the total be whatever the lines add to.

The questions they will ask first, in the order they will find them

1. What does the founder own after this round, with every SAFE converted? 2. What is the net margin under a distributor? 3. Which of these retailers are actually shipping? 4. Why $1.5 million and not $1.2 or $1.9? 5. What is the valuation, and how was it derived? 6. What did the advisor grant agreed on a phone call actually promise? 7. How many months of cash does this buy, month by month?

The fix list, first three of nine

1. The cap table, every SAFE converted at three caps (founder, one evening). 2. Unit economics per channel at loaded cost (founder with the bookkeeper, two evenings). 3. Use of funds in five named lines with dates and owners, and the twelve-month cash plan it produces (founder, session one to decide the lines).

One email is the whole process.

Template A · you to your client, before the introduction

Subject: Before you open the round, one thing worth doing

[First name],

Before you start meeting investors, I want to introduce you to someone who reads files the way investors read them. Scott Kimball runs Scalewrights; he was EVP of a nutrition manufacturer through its growth and sale to private equity and now invests at seed himself. For a flat fee he scores your deck, model and cap table in writing inside five business days, tells you every reason an investor would pass, and puts the fixes in order. He does not do introductions, does not take equity, and I get nothing for sending you; I am sending you because it will make the round, and our work on it, go faster.

If you want it, reply and I will connect you.

[Your name]

Template B · the three-way introduction

Subject: Intro: [Client first name] ([Company]) and Scott Kimball (Scalewrights)

Scott, meet [First name], founder of [Company], a [beverage / supplement / packaged-goods] brand doing about [$X] in revenue. [He/She] is [raising a seed round in the next quarter / preparing for a strategic conversation / building the company to run without (him/her)]. I have suggested a written read of the file before that starts.

[First name], Scott reads the file the way the other side of the table will, in writing, with the fixes in order. Flat fee, no equity, no introductions, and no referral fee to me. He will reply today with the right read for your moment and the terms.

I will step back and let you two take it from here.
[Your name]

How it runs from there

— **Same day:** Scott replies to you both with the right read for the moment, the fee, and the engagement terms and mutual NDA to read first.

— **The client decides** and pays a flat fee directly. You are never in the money and never asked to be. Full refund before delivery.

— **You get the read too,** if the client wants you to. Most do; it gives you the gap list before your own work starts.

Once a month you get a short note from Scott on what was referred, what was read, and what he is seeing across files, so this stays a working relationship. **To refer a client:** scott@scalewrights.com, or scalewrights.com/partners.