

PROFITEDGE NOTEBOOK · EXECUTIVE

The Takeover Notebook

For the first year after you take over a business. Write down what the last owner knew while you can still ask, then check the things that affect every decision you're about to make.

1 Who you're asking

Name	_____	Their role	_____
Best way to reach them	_____	Available until	_____

2 Questions to ask the previous owner

Ask about the decisions, not the procedures. Your staff can show you how things are done. Only this person can tell you why.

QUESTION	THEIR ANSWER
How were prices set, and when were the rules last changed?	
Which customers have special terms, and what were they promised?	
Which vendors matter, and which of those relationships were personal?	
Which vendor will take a return when the others won't?	
What's on the shelf that was bought for one customer?	
What happens at the same time every year, and who remembers to do it?	
What do you know about the numbers that the reports don't show?	
Who on the staff do you rely on, and for what?	
What would you have changed if you'd had the time?	

3 What to check first

In this order, because each one affects decisions you're about to make.

AREA	WHAT TO LOOK AT	OWNER	BY WHEN	DONE
The numbers	Does month-end close cleanly? When was the inventory last counted?			☐
Pricing	When were the pricing rules last changed?			☐
What you're carrying	Which items haven't sold in a year, and why were they bought?			☐
Service	Hours billed against hours paid, last month			☐
Money owed to you	Warranty claims, co-op funds and rebates outstanding			☐

4 Change now, or leave alone for now

Change now: anything costing real money every week, anything unsafe, anything that wouldn't stand up to your accountant. Leave the rest until you can explain it.

WHAT IT IS	WHY IT'S DONE THIS WAY	CAN YOU EXPLAIN IT?	DECISION

Decision: change now, or leave for now and revisit once you know why.

5 A first year in four parts

☐ **Listen.** The rhythm of the year, the people, the reasons

☐ **Check.** Which numbers you can trust

☐ **Write.** What one person knew, as routines anyone can follow

☐ **Change.** What you can explain, one area at a time

Change what you can explain. Leave alone what you can't explain yet.

WANT A SECOND SET OF EYES?

Start a conversation at profitedgesystems.com about your first year in the business.