

What a buyer checks in a CDMO's commercial engine

A one-page self-check for owners and operating partners preparing a CDMO for sale. Every "no" is a question a buyer will ask in diligence.

Revenue quality

- ☐ Revenue by customer, service and modality is reported monthly, and the top 10 customers' share is known
- ☐ The split between development, clinical and commercial supply revenue is clear, and how much repeats
- ☐ Key customers are under signed master services or supply agreements, with terms on file
- ☐ Customer retention and lost accounts are tracked, with reasons

Pipeline credibility

- ☐ The CRM is the single source of truth for every opportunity
- ☐ Pipeline stages have written definitions and probabilities
- ☐ The weighted pipeline reconciles to the revenue forecast
- ☐ Forecast accuracy for the last 4-8 quarters can be shown

Molecules and growth

- ☐ Active programs are listed by molecule, phase and expected progression
- ☐ Programs moving toward later-phase or commercial supply are identified, with timing
- ☐ New-customer and new-molecule wins are counted each year

Win rate and proposals

- ☐ Win rate is tracked by service and modality
- ☐ Loss reasons are recorded and reviewed
- ☐ RFP-to-proposal turnaround and requote rates are measured

Pricing and margin

- ☐ Pricing is benchmarked against the market
- ☐ Margin is known by service line and by major customer
- ☐ Change orders and out-of-scope work are captured and billed

Commercial team

- ☐ The org chart, quotas and attainment for each seller are documented
- ☐ Key relationships aren't held by a single person
- ☐ Compensation plans reward the revenue the business wants

Go-to-market

- ☐ The ideal customer profile and named target list match site capabilities
- ☐ Territories and account ownership are clear
- ☐ Trade shows and marketing spend are tied to tracked pipeline

Capacity and the growth story

- ☐ Capacity use is known by site, and the pipeline fills the open capacity
- ☐ The growth plan connects pipeline, capacity and any planned investment

Sunstone Advisory helps PE-backed CDMOs turn this checklist into a pipeline a buyer can believe. Book a 30-minute call.

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