

Clarity

90

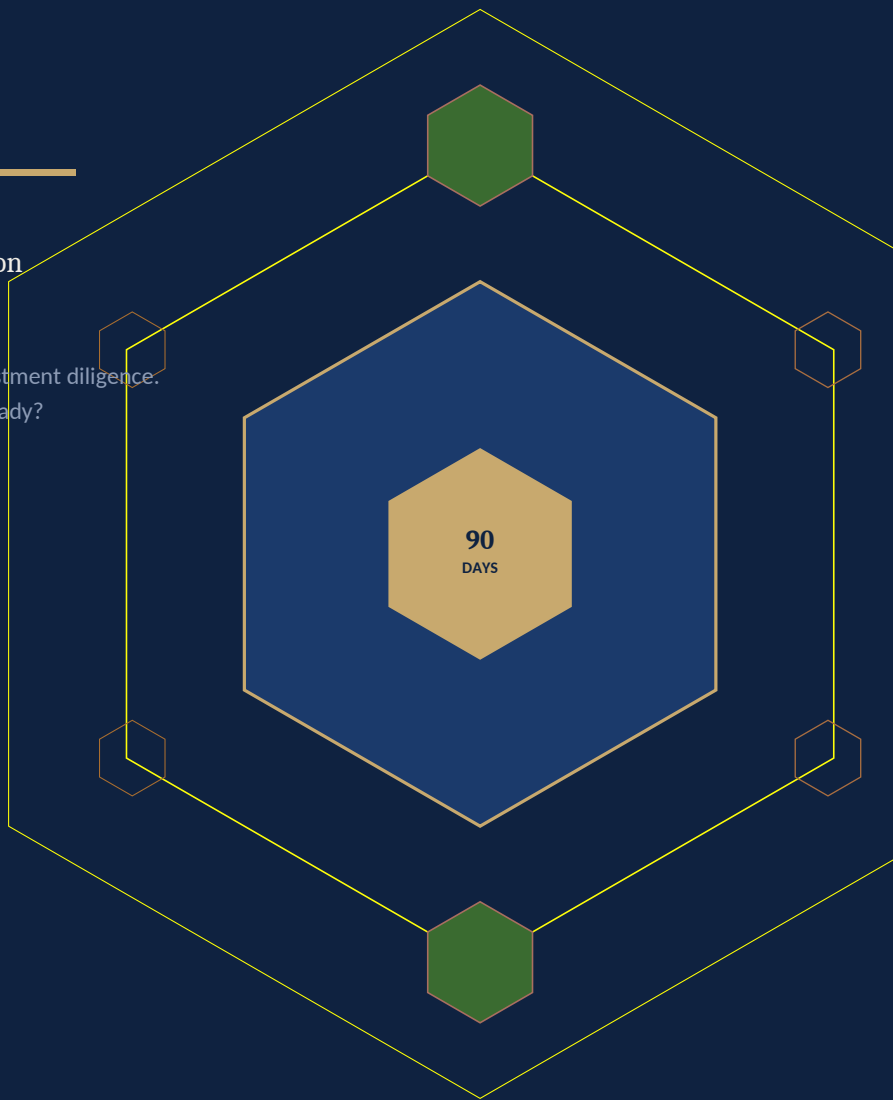
Fundable from the inside out.

The 90-day sprint that builds the organisation your investors expect to find.

For pre-raise founders. For funds conducting pre-investment diligence.
For anyone who needs to know: is this organisation ready?

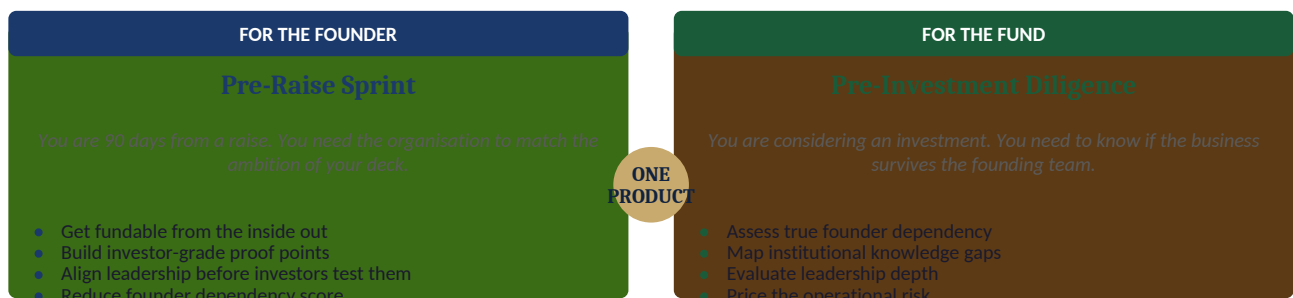
FOR FOUNDERS

FOR FUNDS



Investors do not just buy your product. They buy the organisation behind it. If the organisation behind it is the founder — a single person whose departure, distraction, or bad quarter would put the business at risk — that is not an organisation. That is a dependency.

Clarity90 is the 90-day sprint that changes that. It is built for two audiences who share the same question, approaching it from opposite sides of the table.



CLARITY90 — One engagement. Two distinct use cases. Both centred on the same question: is this org fundable?

This guide is not a product brochure. It is the complete thinking behind Clarity90 — what it diagnoses, what it builds, what it proves, and why the 90-day window is both sufficient and precise. Read it as a founder who is 90 days from a raise. Read it as a fund partner who is 90 days from an investment decision. The logic is the same. The stakes are the same. The question is the same.

The core question Clarity90 answers:

If the founding team stepped back for six months, would this business continue to operate, grow, and retain its best people? Investors ask this in every due diligence. Most founders cannot answer it honestly. Clarity90 makes the answer yes — and provable.

— Sayan Dutta, Founder, AntRidge

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01 — What Investors Actually Look For

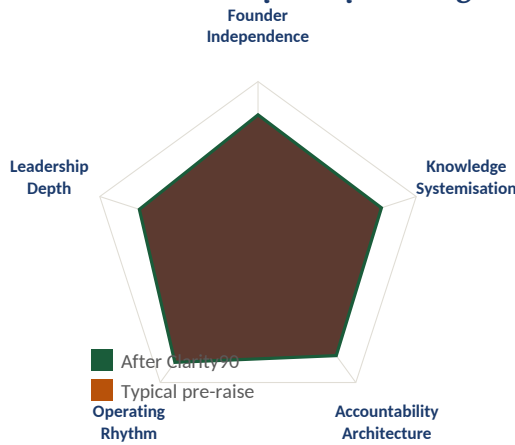
INVESTOR REALITY

The pitch deck gets you in the room. The organisation decides whether you leave with a term sheet.

Sophisticated investors — the ones writing Series A and Series B cheques in Indian SaaS — have seen enough founder-dependent companies to know the pattern. The product is strong. The market is real. The founder is exceptional. And the company, without that founder at the centre of every significant decision, would degrade within 90 days.

They fund it anyway, sometimes. But they price the risk. Longer vesting. Tighter governance. Lower valuation. More board control. The operational risk of founder dependency does not disappear — it transfers to the cap table.

"The deck can tell the story. Only the organisation can prove it."



What investors actually ask

(that your deck cannot answer)

- 01** If the founder left for 6 months, would the company continue to operate?
- 02** Who owns each number? Who is accountable if it misses?
- 03** How does the leadership team make decisions without the founder?
- 04** What is the operating rhythm? How does the company steer itself?

The Five Organisational Proof Points

Every serious due diligence process surfaces the same five questions. They are rarely asked directly — they are assessed through references, management presentations, data room reviews, and the quality of the leadership team's answers when the founder is not speaking.

Proof point	What investors are assessing	How Clarity90 addresses it
Founder Independence	Can this company make decisions, retain talent, and serve customers without the founder in the room?	Builds distributed decision architecture. Externalises founder-resident knowledge. Creates measurable independence score.
Leadership Depth	Is there a management layer that can execute strategy and manage teams without constant founder involvement?	Aligns leadership team on roles, authorities, and accountability. Stress-tests leadership depth through structured assessment.
Operating Rhythm	Does the company have a structured mechanism for decision-making, problem-surfacing, and strategic adjustment?	Designs and installs a full operating cadence — daily, weekly, monthly, quarterly — that runs without the founder initiating it.

Accountability Architecture	Does every metric have a named owner, a review cadence, and a consequence when it misses?	Builds the full accountability stack across every critical function. Creates the investor-readable metrics dashboard.
Knowledge Systemisation	Does institutional knowledge live in systems and documents — or in the heads of people who might leave?	Extracts and documents critical operational knowledge. Builds function playbooks. Measures knowledge resilience.

02 — The Pre-Raise Founder: 90 Days of the Wrong Work

Most founders spend the 90 days before a raise doing exactly the right things for getting into rooms, and exactly the wrong things for closing them.

MOST FOUNDERS DO THIS	THE FOUNDERS WHO WIN
<p style="text-align: center; color: #8B4513;">Polish the Deck</p> <ul style="list-style-type: none"> - Refine the narrative - Update the financial model - Rehearse the pitch - Prepare for investor questions - Brief the PR agency <p style="text-align: center; color: #8B4513;">Result: Wins the room once.</p> <p style="text-align: center; font-size: small;"><i>Struggles when investors look under the hood.</i></p>	<p style="text-align: center; color: #006400;">Fix the Organisation</p> <ul style="list-style-type: none"> - Clarify ownership and accountability - Build the operating rhythm - Align leadership team on direction - Externalise founder dependencies - Create investor-ready proof points <p style="text-align: center; color: #006400;">Result: Wins the room. Survives due diligence.</p> <p style="text-align: center; font-size: small;"><i>The deck confirms what the org already proves.</i></p>

VS

THE 90-DAY CHOICE — What separates founders who close from founders who almost close.

The deck is not the problem. The narrative is not the problem. The financial model is not the problem. The problem is that everything the founder polishes in those 90 days is visible in a 45-minute pitch — and everything that decides the outcome is discovered in the three weeks of due diligence that follow.

Due diligence does not review the deck. It reviews the organisation. It talks to the leadership team without the founder present. It asks operational questions the founder has never prepared answers for. It looks for the gap between the story in the deck and the reality in the data room.

The most common reason a well-pitched Series B stalls:

Not the market. Not the unit economics. Not the founding team's credibility. It is the discovery that the company cannot explain how it would function if the founder stepped back — and neither can the founder.

What the 90 Days Should Actually Build

The 90 days before a raise are the highest-leverage window a founder has to change the organisational narrative that investors will discover. Not because the organisation needs to be transformed — but because the gaps that exist can be addressed, documented, and demonstrated in that window if the work starts immediately and is sequenced correctly.

- **Weeks 1-4: Diagnose honestly.** Run the full org audit — People, Process, Culture. Score the Founder Independence dimensions. Identify the three gaps that matter most to an investor narrative.
- **Weeks 5-9: Build deliberately.** Address the identified gaps in priority sequence. Build the ownership architecture, the operating rhythm, the accountability stack. Align the leadership team.
- **Weeks 10-13: Prove it.** Document the proof points. Build the operational narrative. Prepare the leadership team to speak to it without the founder. Create the artefacts that live in the data room and answer the five investor

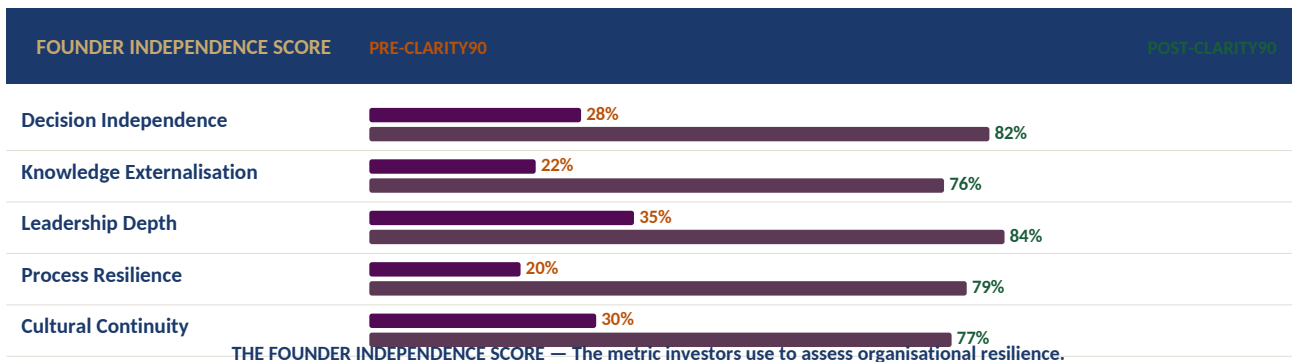
questions before they are asked.

The 90-day window is not arbitrary.

It is the minimum time required to install real operating infrastructure and have it running long enough to be demonstrable — not just described. Investors can tell the difference between a system that has been running for 6 weeks and a slide that was built last Tuesday.

The Founder Independence Score

The output of the diagnostic phase is a Founder Independence Score — a structured assessment across five dimensions that gives both the founder and the investor a clear, quantified picture of organisational resilience. It is the metric that answers the question investors are really asking.



03 — Pre-Investment Diligence: Pricing Operational Risk

Every investment thesis accounts for market risk, technology risk, and competitive risk. The risk that is most consistently underpriced is operational risk — the risk that the business is more fragile than the deck suggests because it is more founder-dependent than the founder realises.

Clarity90 can be deployed by a fund or investor as a structured pre-investment diagnostic — run on a portfolio candidate or an existing portfolio company to produce a clear, objective assessment of organisational resilience before the cheque is written or the next tranche is released.

"The question is not whether the founder is good. The question is whether the organisation is built to outlast the founder's best quarter."

What the Fund Use Case Produces

When deployed as a pre-investment diligence tool, Clarity90 produces a structured organisational assessment that gives the investment team an objective data layer to complement the financial due diligence. It is not a replacement for operational due diligence — it is a structured framework for conducting it.

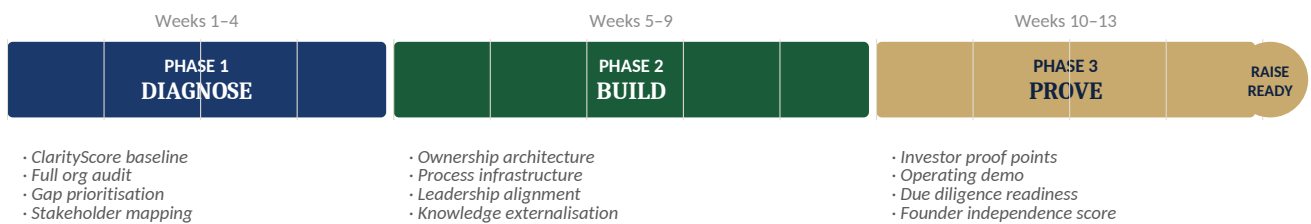
Deliverable	What it tells the fund	Investment decision value
Founder Independence Score	Quantified assessment of the five organisational resilience dimensions, scored against post-Series A benchmarks.	Informs valuation, governance terms, and vesting structure based on actual rather than assumed dependency.
Dependency Stack Map	Identifies which layers of the organisation are founder-resident — decisions, knowledge, standards, culture, direction.	Surfaces specific risks before they are discovered post-investment when they are more expensive to address.
Leadership Team Assessment	Structured evaluation of leadership depth, decision authority, and capability to operate without the founder.	Answers the question: if the founder underperforms, is there a management team that can carry the business?
Operating Infrastructure Audit	Assessment of the company's operating rhythm, accountability architecture, and process maturity.	Predicts whether the company can absorb investment capital efficiently or will generate operational chaos at scale.
90-Day Remediation Plan	If gaps are identified, a structured plan for closing them — with milestones, owners, and measurable outcomes.	Gives the fund a structured way to condition the investment on operational improvements with clear accountability.

Clarity90 as a fund tool is most valuable in three situations: pre-Series B, where operational maturity is a genuine differentiator; portfolio companies approaching a growth inflection where founder dependency is about to become a constraint; and turnaround situations where the investment thesis requires leadership team strengthening.

THE SPRINT

04 — The Clarity90 Sprint: 13 Weeks

Clarity90 is not a consulting engagement where recommendations are delivered and implementation is left to the client. It is a hands-on sprint — AntRidge works inside the organisation for 13 weeks, building alongside the founding team.



THE CLARITY90 SPRINT — 13 weeks. Three phases. One outcome: fundable from the inside out.

PHASE 1 • WEEKS 1-4 **Diagnose: See the Organisation Clearly**

- ClarityScore baseline — structured diagnostic across People, Process, Culture
- Full organisational audit — roles, decision rights, knowledge map, cultural assessment
- Founder Dependency Stack scoring — five layers, quantified
- Gap prioritisation — which three gaps matter most for investor readiness
- Stakeholder mapping — who are the key people, what are the key dependencies

The diagnostic phase is not preparation for the real work — it is the foundation on which everything else is built. A Clarity90 engagement that skips or shortens the diagnosis produces interventions that address the visible symptoms rather than the structural causes. The four weeks are non-negotiable.

PHASE 2 • WEEKS 5-9 **Build: Install the Operating Infrastructure**

- Ownership architecture — charters for every senior function, decision rights documented
- Operating rhythm — full cadence design and installation (daily → quarterly)
- Accountability stack — metrics, owners, review forums, consequence architecture

- Knowledge externalisation — function playbooks for highest-risk dependencies
- Leadership team alignment — structured sessions on direction, priorities, authorities
- Culture infrastructure — non-negotiables documented, reinforcement systems built

The build phase is where the structural interventions happen. This is the most intensive period of the engagement — AntRidge is inside the organisation two to three days per week, running workshops, facilitating leadership sessions, and building the artefacts that will become part of the due diligence data room.

The build phase consistently surfaces a dynamic that founders do not anticipate:

Building operating infrastructure is change management. Some members of the leadership team have benefited, consciously or not, from the ambiguity of the previous state. Formalising ownership and authority redistributes informal power. This creates resistance — usually not overt, but real. Managing this dynamic is part of what Clarity90 delivers. It is not a side effect of the work. It is the work.

PHASE 3 ·
WEEKS
10-13

Prove: Build the Investor-Ready Evidence

- Founder Independence Score — final assessment across all five dimensions
- Operational narrative — the organisational story investors will find in due diligence
- Leadership team briefing — prepared to speak to operational proof points without the founder
- Data room artefacts — ownership charters, process documents, metrics dashboards
- Due diligence simulation — stress-test the organisational narrative before investors do
- Transition document — what AntRidge built, what needs to be maintained, who owns what

The prove phase is what separates Clarity90 from an operational consulting engagement. The work does not end with the infrastructure being built — it ends with the infrastructure being demonstrable. The leadership team leaves Phase 3 prepared to answer the five investor questions without prompting, with evidence, and without the founder in the room.

05 — What You Have at the End

At the end of 13 weeks, the Clarity90 engagement produces two categories of output: tangible artefacts that live in your data room and operating system, and organisational capabilities that your team can demonstrate — not just describe.

Artefact / Capability	What it is	Who it serves
Founder Independence Score	Quantified assessment across 5 dimensions, with before/after comparison and benchmark context.	Founder, Board, Investors
Ownership Charter Library	Documented charters for every senior function — outcomes, decision authority, escalation triggers, success measures.	Leadership team, Investors in diligence
Operating Rhythm Design	Full cadence architecture — meeting design, agendas, decision-making protocols — installed and running.	Leadership team, Founder
Metrics Dashboard	Investor-readable metrics dashboard with named owners, review cadences, and historical performance.	Investors, Board, Leadership
Function Playbooks	Living documentation for highest-risk functions — how work gets done, by whom, to what standard.	Operations, New hires, Investors
Due Diligence Package	Complete organisational narrative — structured to answer the five investor proof point questions with evidence.	Investors, Fund partners
Leadership Team Readiness	Team prepared and rehearsed to speak to operational proof points independently, with specific examples.	Investors (management presentations)

The test of a Clarity90 engagement is not what was built. It is what the investor finds.

We design each engagement around a simple question: when the investor's operational due diligence team arrives, will they find an organisation that confirms the narrative in the deck — or one that complicates it? The answer to that question is the only metric that matters at the end of 13 weeks.

06 — How to Engage

Clarity90 is a premium, hands-on engagement. It is priced to reflect that — and scoped to deliver a return that is a multiple of that investment at the close of a round.

Engagement parameter	Detail
Duration	13 weeks / 90 days. Non-negotiable — the phases are sequenced for a reason.
Format	Hands-on. AntRidge works inside the organisation 2-3 days per week during the build phase. Remote during diagnostic and prove phases.
Engagement fee	₹5-10L depending on organisation size and scope. Scoped in the first conversation. No surprises.
Who is involved	The founder and the full leadership team. Clarity90 is not a solo engagement — it requires the team to be present and engaged.
Right time to start	90-120 days before the planned raise. Starting later reduces the prove phase and weakens the evidence base.
For funds	Deployed as a pre-investment diagnostic — typically 4-6 weeks. Scoped separately. Contact sayan@antridge.in .

The first step is a direct conversation — not a sales call, not a presentation, not a proposal. A 30-minute conversation about where you are in the fundraising timeline, what the organisational gaps feel like from inside the company, and whether Clarity90 is the right intervention at this stage. Sometimes it is not. If it is not, we will tell you that in the first conversation.

START THE CONVERSATION	GET THE CLARITYSCORE FIRST	FOR FUNDS & INVESTORS
Email sayan@antridge.in with one line: where you are in the fundraising timeline and the approximate size of the round. That is enough to start.	If you are not yet certain your raise is 90 days away, take the ClarityScore first. 8 minutes. Tells you exactly where your organisational gaps sit today.	For pre-investment diligence or portfolio assessment, contact founder@antridge.in with the company name and stage. We will scope a fund engagement.
sayan@antridge.in	form.typeform.com/to/z64WgojT	founder@antridge.in

AntRidge works with post-Series A B2B SaaS founders in India building the organisation to match their growth — and preparing it for the capital that comes next. Clarity90 is the highest-intensity engagement we offer. It is built for the 90-day window when the stakes are highest and the leverage is greatest.

Fundable from the inside out.

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