IT decides whether your deal works.

What delays integration, drives up costs, and puts the investment case at risk.

For investors and
M&A decision-makers.

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Hidden investment needs in IT

- Essential modernizations have been deferred for years
- Critical systems are not up to date
- High share of manual workarounds in core processes

IMPACT

Additional investment requirements after closing burden the business case.

EBITDA improvement is delayed by necessary IT measures.

RISK#2 | **ERP / Core Systems**

Core systems limit integration & scaling

- Heavily customized, historically grown system landscape
- Missing interfaces and limited integration capability
- Critical dependency on key individuals

IMPACT

Delayed integration and delayed realization of synergies.

Additional effort for harmonization and system adjustments.

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RISK#3 | **Carve-out / Separation**

Unclear operating model delays separation and increases carve-out risk

- Systems and data not cleanly separated
- Complex interdependencies with existing group structures
- Lack of a clear TSA and transition strategy

IMPACT

Deal delays due to complex or unclear separation.

Separation costs exceed original planning.

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RISK#4 | **Scalability & Tech Debt**

System landscapes limit growth and value creation

- High level of manual effort in core business processes
- Technical legacy issues prevent rapid further development
- Systems not designed for future growth

IMPACT

Growth only possible with disproportionately rising costs.

Value creation is held back by technical legacy issues.

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RISK#5 | **IT Operating Model**

Operational inefficiencies limit scalability

- Unclear responsibilities and lack of governance
- Central dependency on key individuals
- Knowledge insufficiently documented and not sustainably retained

IMPACT

Increased risk of operational disruptions after the transaction.

Delayed implementation of integration and transformation measures.

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RISK#6 | **Cyber Security**

Unclear cyber risks with operational and financial impact

- No reliable assessment of current vulnerabilities
- Missing monitoring and unclear incident history
- Security measures not systematically implemented

IMPACT

Transaction risk due to unclear security posture.

Additional effort for stabilization and protection after closing.

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RISK#7 | **Data & Controllability**

Limited customer and sales insights hinder commercial excellence

- Inconsistent data models across central systems
- Manual reporting without central validation
- Lack of transparency regarding key performance indicators

IMPACT

Limited management visibility and transparency after closing.

Performance and development can only be assessed with limited reliability.

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RISK#8 | **Integration Capability (PMI Readiness)**

IT not prepared for integration and change

- No clearly defined target architecture or integration strategy
- Heterogeneous systems and processes without standardization
- Limited experience with transformation or integration

IMPACT

Delayed post-merger integration and synergy realization.

Higher effort for coordination, migration, and harmonization.

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These deal risks

we typically make

transparent and quantifiable

in 5–10 days.

A 30-minute call

about a current target –

before IT becomes a deal risk?

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