

M&A Technology Diligence Field Notes

Patterns and trends from technology diligence across sponsor-backed transactions.

WHAT WE LOOK FOR

Diligence is not a code review. It is an assessment of whether the technology can carry the investment thesis, and what it costs to get there.

RECURRING FINDINGS

Key-person concentration remains the most common material risk, ahead of architecture debt.

Reported engineering capacity is frequently overstated once support and maintenance load is separated out.

AI claims warrant specific scrutiny: ask what is a model, what is a rule, and what is a person.

Integration cost is usually underestimated when the target and the platform share customers.

THE HUNDRED DAY PLAN

The most valuable diligence output is not the risk list; it is the sequenced plan that turns findings into a post-close roadmap with owners, cost, and timing.

TRENDS WE EXPECT

Buyers are increasingly pricing data quality and system documentation into valuation, and sellers who prepare both are closing faster.