

# PE Technology Diligence Checklist

A one-page companion for pre-close, pre-LOI, and first-100-day technology reads.

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## § 01 Stack inventory

Category	What is in place	What is unknown
<b>ERP and finance</b> Platform, version, cloud vs on-prem, last upgrade, named customization count		
<b>Commerce and channels</b> Platforms per channel, OMS, inventory truth, B2B vs DTC split		
<b>Data and BI</b> Warehouse, pipeline tooling, master-data system of record, report latency		
<b>Infrastructure and hosting</b> Cloud mix, contract end dates, run-rate spend, IaC maturity		
<b>Security and identity</b> SSO coverage, privileged-access model, last breach or incident, audit history		
<b>Vendor concentration</b> Top 5 vendors, % of total spend, length of exclusivity, renewal cliffs		

## § 02 Team capability read

### Signals (five)

- Release cadence is measured in weeks, not quarters
- Incident postmortems are written, specific, and blameless
- Architecture ownership is clear at the team level, not a committee
- Technology roadmap is tied to business metrics, not vendor releases
- Attrition in senior engineering is below 12% trailing twelve months

### Disqualifiers (three)

- No production runbook exists for the ERP or the commerce platform
  - Single person is irreplaceable on a critical system
  - Security posture is inherited entirely from vendors, not designed
- Any one disqualifier present = technology org cannot execute thesis without leadership change.

## § 03 Integration and data debt markers

- Number of systems of record for customer, product, and inventory
- Where master data lives, and who owns its governance
- Reporting latency between operational systems and the BI layer
- Shape of the last major migration: was it finished, or still running?
- Count of point-to-point integrations outside the integration platform

## § 04 First 100 days decision template

Decision	Default answer	Override condition
<b>Consolidate or defer on multiple ERPs</b>	Defer consolidation past day 365 unless the thesis requires it sooner	Override if the thesis depends on cost-out at the G&A line
<b>Retain or replace the senior technology leader</b>	Retain for the first 90 days and assess against delivery	Override if diligence already identified specific disqualifiers
<b>Pause or continue in-flight technology programs</b>	Pause all non-critical programs pending thesis alignment	Override for programs that unblock regulatory or security risk
<b>Invest in or starve the BI and data layer</b>	Invest early; most thesis metrics require reporting the stack cannot produce	Override if the thesis is purely operational cost-out
<b>Build or buy the next major capability</b>	Buy unless the capability is a genuine differentiator	Override if the market offerings cannot support the operating model

## § 05 Investment thesis alignment scorecard

Thesis	Capability the stack must support	In place	Partial	Absent
<b>Geographic expansion</b>	Multi-country ERP, tax, localization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Roll-up / platform</b>	Integration architecture that absorbs targets cleanly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thesis	Capability the stack must support	In place	Partial	Absent
<b>Margin improvement</b>	Cost and spend visibility; vendor rationalization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Digital channel growth</b>	Commerce platform and real-time inventory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Pricing power</b>	Pricing system, elasticity data, rapid change propagation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Operational turnaround</b>	Reporting cadence, exception handling, audit trail	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Built from post-close execution experience, not from the diligence side of the table.

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