



M&A Procurement Readiness Assessment™

Overview

The **M&A Procurement Readiness Assessment™** is a targeted diagnostic designed to provide a structured, insight-led evaluation of how ready an organization's procurement function is to support and deliver value from a **buy-side merger or acquisition**.

Built for senior procurement, finance, M&A, corporate development and business leaders, the assessment goes beyond simply identifying procurement opportunities. It evaluates whether the organization has the **data, commercial insight, supplier visibility, capabilities, operating model and governance** required to identify procurement-related risks, quantify value creation opportunities, and successfully realize that value following an acquisition.

The assessment provides a consulting-grade view of procurement readiness across the transaction lifecycle, from **due diligence and risk identification through synergy development, integration and value realization**.

How It Works

- **40 targeted questions across 5 critical areas**
- Takes approximately **10–15 minutes** to complete
- Multiple-choice format designed to assess levels of M&A procurement readiness
- Each response is scored from **0–3**, reflecting increasing levels of readiness
- A **custom weighted scoring model** gives greater importance to questions and areas with greater potential impact on transaction value, risk and execution
- Provides an overall **M&A Procurement Readiness Score**, section scores and additional executive-level insights
- Identifies current strengths, readiness gaps, critical risks and priority actions

What You Get

A clear view of your organization's **M&A Procurement Readiness**

- Identification of procurement-related **data, commercial, contractual, supplier, operating model and governance gaps**
- Visibility of potential **procurement risks and transaction exposures**
- Insight into the organization's ability to identify and quantify **procurement synergies and value creation opportunities**
- Assessment of the organization's readiness to **integrate procurement following an acquisition**
- Identification of potential barriers to **value realization**
- A prioritized view of the actions required to strengthen procurement readiness and support the transaction value case

- A foundation for developing a focused **M&A Procurement Value Creation and Integration Roadmap**

Assessment Framework

The **M&A Procurement Readiness Assessment™** includes 40 targeted questions across five critical areas:

1. Procurement Due Diligence & Spend Visibility — 8 Questions

Spend visibility, supplier and contract data, addressable spend, procurement evidence, supplier dependencies, data quality and the ability to establish a reliable procurement baseline for transaction due diligence.

2. Supplier, Contract & Commercial Risk — 8 Questions

Contractual exposure, change-of-control and assignment provisions, pricing mechanisms, supplier performance, disputes and liabilities, third-party risk, dependencies and commercial opportunities.

3. Synergy Identification & Value Creation — 8 Questions

Supplier overlap, purchasing leverage, category opportunities, demand and specification differences, supplier consolidation, synergy methodology, opportunity quantification and integration with the wider transaction value-creation plan.

4. Operating Model & Integration Readiness — 8 Questions

Procurement organization, processes, governance, people and capabilities, Day 1 requirements, technology and data integration, business continuity and prioritization of integration initiatives.

5. Governance, Execution & Value Realization — 8 Questions

Transaction governance, procurement accountability, conversion of diligence findings into actions, Finance alignment, benefits tracking, supplier and stakeholder communications, value leakage and the ability to deliver identified value within the required timeframe

Why It's Different

M&A procurement readiness isn't simply about having a procurement function or identifying potential savings. The assessment examines whether procurement has the evidence, commercial insight, capabilities, governance and execution discipline required to create value from an acquisition.

It distinguishes between:

Identifying an opportunity and having the capability to realize it.

It also recognizes that procurement value in an acquisition can be lost through incomplete data, contractual constraints, supplier dependency, unrealistic synergy assumptions, integration complexity, inadequate governance or insufficient execution capability.

The assessment therefore looks at three interconnected dimensions:



Deal Protection

Can procurement identify and protect against material commercial, contractual and supplier-related downside?

Value Creation

Can procurement identify, quantify and prioritize credible procurement synergies and value creation opportunities?

Value Realization

Does the organization have the operating model, people, technology and governance required to convert identified opportunities into realized value?

This provides a more meaningful assessment than a conventional procurement maturity score because it evaluates procurement through the lens of transaction value, risk and execution

Who It's For

- Chief Procurement Officers and Procurement Directors
- CFOs and Finance leaders
- Corporate Development and M&A teams
- Private Equity investment and operating teams
- Procurement Transformation and Excellence leaders
- CIOs and Technology leaders involved in acquisition integration
- Integration Management Office / PMI leaders
- Business leaders responsible for delivering transaction value

Your Opportunity Level

Your results will place your organization into one of five readiness categories:

Score	Readiness Level	Interpretation
0–20	Nascent	Limited foundations for effective procurement involvement in M&A; significant gaps exist
21–40	Emerging	Some procurement capability exists, but readiness is fragmented and material gaps remain
41–60	Developing	Core foundations are being established, with identifiable opportunities and areas requiring improvement

Score	Readiness Level	Interpretation
61–80	Established	Strong foundations exist and procurement is increasingly capable of supporting transaction value creation and integration
81–100	Advanced	Procurement is well positioned to support due diligence, identify value, manage risk and systematically realize acquisition benefits

Important

The overall score should not be considered in isolation.

A relatively strong overall score can conceal a **material weakness in a critical M&A area**. The diagnostic therefore also evaluates the three executive dimensions of:

Deal Protection | Value Creation | Value Realization

Critical questions are separately identified so that an important contractual, supplier, diligence or value-realization weakness cannot simply disappear within an overall average score.

Maximise Your Results

To get the most value from the assessment, answer each question honestly and avoid “sugar-coated” responses. The more accurate your input, the more meaningful and actionable your results will be.

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