



BENTLEY MOORE EXECUTIVE



**C-Level Advisory
Due Diligence Services**

C-Level Advisory — Due Diligence Introduction

Every organisation, regardless of size or sector, faces moments of transition, uncertainty, or opportunity that demand clarity before action. Whether embarking on a major transformation, addressing operational inefficiencies, assessing acquisition targets, or troubleshooting underperforming functions, Due Diligence forms the essential foundation for informed decision-making.

Before strategies are refined, programmes mobilised, or investments approved, a structured due diligence exercise ensures the business has a complete, objective understanding of its current position — the people, processes, systems, and services that define how it operates.

This process allows external consultants and specialists to identify risks, validate assumptions, and determine the true scope of what must be addressed or changed. In short, due diligence is the first act of disciplined understanding — ensuring that every engagement, regardless of objective, is grounded in facts, context, and alignment.

Due Diligence Requirements for C-Suite Executives

For members of the C-Suite, due diligence is not simply a procedural checkpoint — it is a strategic risk-mitigation and decision-enablement tool. Whether the issue at hand concerns investment, transformation, restructuring, or operational turnaround, an executive's first responsibility is to ensure that decisions are grounded in validated information.

Due diligence provides that foundation by exposing the realities that sit beneath performance reports and board-level summaries: the organisational dependencies, capability shortfalls, financial exposures, and cultural factors that determine whether strategic objectives are actually achievable.

Executives rely on this process to verify assumptions, ensure alignment between strategy and operational reality, and avoid governance or reputational pitfalls that can arise when actions are taken on incomplete intelligence.

Equally, effective due diligence enables the C-Suite to prioritise and sequence strategic choices. It highlights which initiatives can proceed safely, which require remediation, and where hidden risks or unrecognised opportunities exist.

For example, a Chief Financial Officer may use due diligence to confirm the sustainability of projected savings within a transformation plan; a Chief Information Officer may rely on it to assess technology resilience and vendor risk; and a Chief Operating Officer may seek assurance that operating models can absorb upcoming change.

In each case, the process equips executives with the evidence required to make accountable, defensible, and timely decisions - ensuring that leadership actions are both credible and resilient under scrutiny.

Due Diligence

Due diligence is the systematic process of gathering, analysing, and validating information to establish an accurate and holistic view of the business environment within which an engagement will operate. It provides clarity on what exists today, how it functions, and what constraints or dependencies must be considered before any recommendations or transformation activities can proceed.

This exercise typically follows an end-to-end process that applies across all engagement types with five main elements:

1. Scope and Objectives Definition

- Establish the purpose and desired outcomes of the due diligence (e.g., pre-project discovery, readiness, organisation maturity status, operational recovery requirements).
- Define boundaries — which business units, processes, people, systems and suppliers are in scope and how success will be measured.
- Identify constraints such as timeframes, regulatory obligations, or confidentiality considerations.

2. Stakeholder Identification and Governance Mapping

- Identify and engage key stakeholders across the organisation and any third parties suppliers.
- Map the RACI model (Responsible, Accountable, Consulted, Informed) to clarify roles in the due diligence and subsequent engagement process.
- Establish the existing governance structure(s) available to manage inputs, approvals, findings validation and manage escalations.

3. Data Collection and Fact-Finding

Due diligence must examine both qualitative and quantitative data across key business dimensions

No	Category	Focus Areas
1	Organisation	Structure, reporting lines, decision authority, interdependencies
2	People	Skills, capacity, leadership capability, workforce distribution
3	Technology	Systems, infrastructure, integration points, obsolescence, resilience
4	Process	Efficiency, maturity, automation, alignment to business goals
5	Services	Catalogue, performance, service levels, client/user satisfaction
6	Operations	Day-to-day execution, throughput, dependencies, pain points
7	Third-Party Suppliers	Contracts, performance, SLAs, dependencies, risks
8	Governance	Oversight structures, compliance frameworks, decision-making, escalation
9	Risk	Identified, latent, and systemic risks affecting delivery or stability

4. Analysis and Synthesis

- Evaluate the alignment between organisational purpose and current performance.
- Identify gaps and dependencies (e.g., missing capabilities, overlapping processes).
- Assess the impact of in-flight initiatives or work-in-progress items that could affect future actions.
- Formulate evidence-based insights into strengths, weaknesses, opportunities, and threats (SWOT).

5. Reporting and Recommendation Framework

- Consolidate findings into a structured Due Diligence Report - factual, traceable, and actionable.
- Include risk assessments, dependency maps, and recommendations prioritised by business impact.

- Ensure findings are validated with stakeholders before progressing to engagement activity e.g. ToM, new organisation design, transformation programme, supplier management etc.

The Challenge

In many organisations, the need for due diligence is recognised - but executing it effectively poses practical challenges.

Scenario 1 – Executive-Level Complexity:

At the C-Suite level, due diligence becomes both broader and more strategic. Executives often face critical decisions — entering new markets, pursuing mergers or divestments, restructuring operating models, or committing to major technology investments — that demand cross-enterprise clarity.

However, the C-Suite rarely has the capacity to conduct a full-spectrum assessment across every function, nor the independent validation needed to ensure objectivity. Internal reports may be overly optimistic, shaped by political or departmental pressures, or lack a unified enterprise view.

The consequence is decision-making based on fragmented or filtered intelligence, exposing the organisation to strategic, reputational, or financial risk. An independent due diligence exercise conducted by external specialists ensures that executive decisions are informed by unbiased, evidence-led insight, allowing leaders to act with confidence and accountability.

Scenario 2 - In-House Constraints

A business recognises issues within a strategic transformation initiative and requires rapid assessment. Internal leaders understand the operations but are already fully engaged in their day-to-day roles. Diverting them to perform deep-dive due diligence would disrupt essential services, reduce oversight, and delay progress in other critical areas.

Scenario 3 - Skills and Objectivity Gaps

Alternatively, a complex programme (e.g., system migration or merger integration) may require expertise in technology architecture, vendor risk assessment, or change impact modelling - areas where internal teams lack specialist experience.

Internal assessments risk bias, omission, or misinterpretation due to proximity or limited cross-domain capability.

In these cases, the absence of an independent, structured due diligence process introduces risk, incomplete understanding, scope creep, or flawed decision-making that can cascade into costly downstream issues.

How We Can Help

Our firm brings extensive, proven experience delivering comprehensive due diligence across sectors including:

- **Financial Services** — regulatory, operational, and technology due diligence for transformation and merger activity.
- **Telecommunications** — assessment of large-scale infrastructure, service operations, and vendor ecosystems.
- **Central Government Departments and Executive Agencies** — policy-to-delivery due diligence for programmes with complex stakeholder, multi-supplier and governance models.

- [Consulting and Advisory Partnerships](#) - collaborative due diligence to inform multi-firm engagements.
- [Defence](#) - structured risk and compliance reviews under strict confidentiality and governance controls.

We are able to deploy skilled, multidisciplinary resources across all relevant domains - organisation, people, technology, process, services, operations, third-party suppliers, governance, and risk.

Each engagement team is composed to match the client's unique environment and challenge profile.

By integrating seamlessly with client structures, we:

- Conduct fact-based, objective assessments with minimal disruption to business operations.
- Deliver actionable insights that enable leadership to proceed confidently.
- Reduce risk, accelerate readiness, and enhance value realisation from subsequent programmes or decisions.

Our approach ensures that due diligence is not just an audit, but a strategic enabler - laying the groundwork for informed, confident, and successful follow-on activities.

Bentley Moore Executive

We are Bentley Moore Executive, we are here to lead, advise, assist and provide you with specialist C-Level Advisory Due Diligence Services.

Contact Us

Should you wish to discuss any of your requirements and how we can help you, you can contact us as follows:

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Our Services



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