New book closes the gap between technology promise and operational reality

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Between 70 and 90 % of acquisitions fail, according to multiple industry studies. Due diligence traditionally focuses on financial and legal checks, yet the most critical risks often lie elsewhere entirely: within the system structure, the service model and the operational reality behind the product.

Every year, companies invest millions in software that impresses in the demo and falters in operation: systems that cannot scale, services that rely on undocumented workarounds and integrations that no one fully understands.

Pernille Korzon's new book takes a process that is too often overlooked during mergers and acquisitions and makes it accessible and easy to act on. If the business and technology architecture isn't examined before a takeover, the buyer inherits risks no spreadsheet will show.

Based on two decades of hands-on experience in software development, delivery and evaluation, and written in an engaging, often humorous style that makes complexity understandable, Pernille Korzon provides a practical approach to evaluating technology before critical decisions are made. She introduces a clear, repeatable method built on ten investigation layers, covering systems, services, usability, scalability and the full product lifecycle.

The book helps investors, M&A lawyers, buyers and product leaders uncover gaps earlier, and shows founders preparing to scale or sell where a buyer will look first.

Pernille Korzon: “A due diligence process that cannot keep pace with the complexity of the business is no longer just inefficient; it becomes a risk. Due diligence needs to go deeper.”

Advance praise:

"A timely book that dismantles the myth that software is simply 'plug and play,' offering a candid, practical account of the due diligence technology really needs."

- Colin S. Levy, Lawyer, Legal Technologist & Author of *Code Switched*

"Forget vibe coding. This is the smart, funny, no-nonsense guide to understanding what technology is really worth. In the age of AI, a must-read."

- Dr. Alexandra Andhov, Professor & Director of ALTeR

"No-nonsense and practical, dumb-proof and step-by-step, with a template-like framework any COO could sell internally, and drawings that feel like a breath of fresh air."

- Gladys M. Núñez, Director, Sales, Hopp Tech

"A must-read for any leader tackling software implementations, operational scaling, or acquisitions: an accessible, actionable blueprint with practical wisdom and engaging humour." - Pernille Hertel, Director, Solution Engineering, Salesforce

Anyone about to sign a software deal should read this book.

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- **About the author:** Pernille Korzon has spent two decades in the software industry, from startups to corporates. Today, she advises companies on uncovering hidden risks and unlocking value in systems and services.

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