

## CBC - BonApetit Acquisition Due Diligence (Simulated Work Sample)

### Problem:

CBC aimed to acquire BonApetit, its private label food division, to consolidate brand ownership, increase operational control, and optimize profit margins. However, limited visibility into the target's operational risks, customer concentration, and financial performance created uncertainty for valuation and integration planning.

### Action:

- Conducted full commercial due diligence including Book of Business analysis: assessed top 20 customer accounts, churn metrics, seasonality, and product profitability.
- Led on-site operational assessments at 3 manufacturing plants to evaluate process efficiency, compliance with ISO 22000 (food safety), and supply chain resilience.
- Built synergy model estimating cost savings from procurement integration, logistics optimization, and administrative consolidation.
- Collaborated with Finance team to stress-test synergy assumptions against multiple market scenarios.
- Prepared governance alignment plan to integrate BonApetit into CBC's internal control and compliance systems.

### Result:

- Identified \$2.5M in annual cost synergies achievable within 18 months post-close.
- Reduced customer concentration risk by negotiating long-term supply agreements pre-close.
- Delivered an actionable integration roadmap combining operational, financial, and compliance priorities.
- Acquisition closed on schedule with immediate EBITDA improvement within first two quarters.

This simulated example demonstrates my structured approach to M&A due diligence - combining quantitative financial modeling with qualitative operational and compliance assessment to deliver actionable insights for investment decisions.