

5 minute reading series Deloitte M&A LatAm

Due diligence in M&A

Introduction to commercial due diligence

In recent years, commercial due diligence has grown in popularity due to the growing complexity of the products and services available in the market, as well as the emerging number of new and narrow specializations which require a proper assessment of the target's growth potential. Besides accelerating the buyer's investment decision, commercial due diligence also provides clear paths to capture additional revenue during the post-acquisition phase.

Key Pillars of our commercial due diligence approach

In the context of ongoing globalization, business expansion to new markets and growing competition, it is crucial to have a commercial strategy. The lack of a robust strategy leaves room to competitors to capture revenue and gain market share. Deloitte's approach in this space helps our clients truly understand the Target's commercial position, make an informed decision about the investment and quickly act on the identified gaps.

Industry / Market



Analyzes the Target's addressable market and maps the incremental value to customers derive from the Target's products, services and technologies

Pillars

of analysis

Growth projections

Customers

Identifies the customer's purchasing criteria and how the Target's brand,

products, technology and services are

perceived



Analyzes the Target's opportunities to improve revenue (e.g., pricing optimization, customer retention and incentives)

Competitors



Assesses the Target's position relative to its competitors and maps the competitive challenges that impact its growth

Benefits of the commercial due diligence (non-exhaustive)

- · Comprehensive industry analysis covering market size and trends, disruptions drivers, new technologies, regulatory risks, and macroeconomic factors resulting in certain headwinds & tailwinds;
- Customer assessment covering surveys, interviews and market discussions;
- Competitive landscape including positioning of new entrants, digitalization in the industry, international players and expansion of dominant enterprises;



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