

Insights from Swiss
transformational deal-makers
Unlocking the full
potential of M&A

December 2022



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Introduction

The past few years have been full of unique challenges for large corporations, which have come under increasing pressure to transform their business and reinvent themselves. They are looking for greater profitability in the short-term and long-term. Corporations have to adapt quickly to constantly changing customer demands. They need, ultimately, to future-proof their business in order to navigate their way through a profoundly disrupted world.

A reflection of all this is an extremely busy M&A market. Indeed, 92% of respondents from our *Deloitte 2022 M&A Trends Survey* expect M&A deal volume to increase over the next 12 months, though the global ramifications of the Russian invasion of Ukraine may prove an obstacle. For this reason, our Swiss cohort in the survey pointed out the importance of accelerating value realisation in their transformations in order to keep up with mounting industry convergence, digital disruption and heightened competition from private equity investors (PEIs). For this reason, M&A practitioners are searching for a new approach, the so-called “next normal” – which we call ‘transform while transacting’.

This report is part of a continuous M&A research collaboration between Deloitte AG Switzerland and the University of St. Gallen (HSG). Our previous study (“What it takes to be a Value Creation Champion”) focused on how Swiss deal-makers maximise value from integrations. Our colleagues from Deloitte Germany have released “Transformation Champions”, which is intended for organisations looking to reinvent themselves – not only in response to crises, but also to stay alert and competitive. Our latest study goes a step further and reveals how deal-makers can use M&A to accelerate their business transformation.

We have engaged with over 50 active Swiss acquirers from various sectors to identify those who have achieved revolutionary transformations via transactions. We discussed with them their most transformative deals, enterprise approach to transforming while transacting, their governance structure and cultural evolution: all the factors that contributed to their breakthrough transformation via M&A transactions.

We call them “transform-while-transact champions”

We hope this study provides clarity on key success factors and critical considerations when transacting while transforming and helps you to become a transform-while-transact champion.

At Deloitte, we work with many forward-thinking businesses to strengthen and accelerate business transformation efforts via M&A. We would be delighted to meet and discuss any aspects of this study that might be relevant to your business.

We would like to express our thanks to the University of St. Gallen and our Deloitte colleagues for their hard work. It has been a fruitful joint cooperation!

We invite you to read our findings and reflect on your own transformation journey. We hope you enjoy the report.



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I. Executive summary



Executive summary

Prepare to transform as you transact

The world is in a period of exceptionally fast change, driven by the digital revolution and the pressure on companies to operate more sustainably. Companies as well must change more than ever before, adjusting their portfolios and strategies in response to the shifting landscape.

M&A offers effective means for companies to reinvent themselves rapidly. Deloitte's recommendation is that organisations prepare themselves to transform as they transact. There are various elements to consider in transact-while-transform strategies.

Firms need to assess their risk appetite and evaluate whether the potential gains from transformational change outweigh the potential risks. In order to maximise value creation, thorough planning is essential. As we have shown, there are many different transact-while-transform strategies.

Some firms get bigger first through acquisitions, generating synergies and then reshaping their portfolio. Most high-performing deal-makers focus on a few areas, taking rapid steps forward with a significant transformational impact. A carefully-constructed playbook helps to establish clear priorities and guides implementation.

Successful transformational deal-makers envision their firm's end-state while ensuring the need to continue to serve their clients stays in the centre. Without harming their current business, they consider the need to transform themselves. It may be time to learn from them.

We hereby lay out the five most important takeaways from our transact-while-transform champions:

- Tip 1: When defining your M&A strategy, **design your transformation agenda first**, including a deliberate M&A strategy intended to support your transformational goals. **Do not rule out opportunistic M&A targets**, rather test them against your transformational agenda.
- Tip 2: When simultaneously undertaking a transformation and a transaction, from the top, **define the priorities for each activity** and **check for interdependencies on the critical path**.
- Tip 3: **Integrate both the governance of your transformation and transaction teams** to manage towards an overall positive outcome, leverage on synergies, with mitigated risks and more efficient ways of working.
- Tip 4: **Focus on transforming a few high impact areas while transacting**, in order to avoid organisation overload and fatigue.
- Tip 5: From the top, **leverage the momentum that M&A brings to create a window of opportunity for cultural change** that would otherwise be difficult to achieve through business as usual.

Transform-while-transact champions

“You know who you are and who you want to be and there are gaps. That’s where acquisitions are useful. But you also know who you don’t want to be. That’s where divestment comes into play.”

Head of M&A, Leading Pharmaceutical Company

II. Transacting to transform



1. The impact of a deliberate M&A strategy

Develop a deliberate M&A strategy that clearly articulates its contribution to the strategy and required transformation journey of the business.

Key insights



Historically, M&A could be driven by short-term needs, such as the demands of boards or activists, or by unexpected acquisition opportunities.

However, transformation champions increasingly use M&A as a deliberate part of a transformation programme to bring about a fundamental change in service and product offering.

In most cases, organic change alone is not enough to achieve a truly transformative end-state in a short enough period to be meaningful to stakeholders. In addition, divestments and acquisitions can often be the only way to achieve a transformational end-state, especially where innovative capabilities are required.

Figure 1 shows that transformation now takes place during the full execution of the transaction.



In general, through discussions with our cohort, we have concluded that “transform-while-transact champions” set the transformation agenda first, before developing a deliberate M&A strategy to contribute to this. This leads to (a series of) acquisitions or divestments to help arrive at the accelerated end-state (compared to transformation without M&A), which can happen sequentially or in parallel.

The benefits of a deliberate M&A strategy

Transform-while-transact champions set their overall transformation strategy by determining what they want to be in the future, before exploring how M&A contributes to and accelerates this strategy.

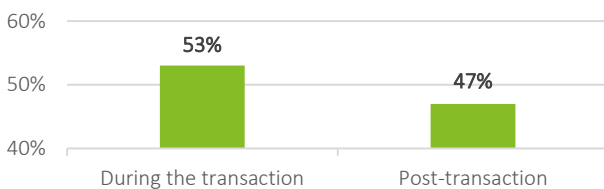
In practice, this means developing and implementing a transformation programme first, and then plugging in divestments and acquisitions, usually in that order.

Normal practice in the past was to use interim operating models following an acquisition or divestment to provide a period of stabilisation before pursuing further transformation. However, having the transformative end-state in mind there may be options available to skip some of these interim states, to arrive directly at the end-state in a faster and less costly manner.

A deliberate M&A strategy does not eliminate opportunistic deals; however, an assessment should be made during such transactions of how they contribute to or change the envisaged transformation to ensure the end-state is always in focus.

Swiss deal-makers

Fig.1 Swiss cohort – Overview of when transformation has taken place in the M&A lifecycle



1. The impact of a deliberate M&A strategy

Leverage the power of M&A to accelerate the speed of transformation.

Key challenges



Finding the right buy-side opportunities – Deciding what to divest is often within the control of a leadership, but what to buy depends on targets coming to market. Careful due diligence should test, beyond the financials of the business case, the strategic fit and the contribution the target is realistically going to make to achieve the transformation goal.

Opportunistic acquisitions – Sometimes an unexpected transaction is too good to ignore. However, an attractive valuation or business case alone does not mean you would be the right owner. An acid test is the expected contribution of a target to your strategy and transformation agenda. Avoid the fear of missing out, which creates smoke and mirrors around the true strategic value.

Transform-while-transact best practices

Leverage the deal momentum – M&A is a topic which requires a very thorough approach and does not stop once the deal is closed. Hence, it is a milestone and a starting point for new growth opportunities.

Capture innovation – Use M&A as a strategic expedient to capture opportunities for innovation growth to create ‘businesses of tomorrow’.

Evaluate your business through three lenses to inform portfolio decisions – Core, non-core, and businesses in the middle. Making decisions about what is non-core can be as transformative as agreeing what you want to be known for in the market.



Swiss cohort – Insights and thoughts

Enabler of growth and value

“M&A has much more impact on the share price than your internal CAPEX, because people like to see an active portfolio manager constantly improving it.”

M&A as acceleration

“Without the transaction, it would take a longer time to transform.”

Generate momentum via M&A

“M&A has unique characteristics which enables the creation of a real momentum.”

Own the disruption via M&A

“Our recent moves (i.e. transactions) represent the finalisation of being a biotech company, instead of a conglomerate.”

Transformation roadmap

“M&A has to be embedded into a transformation concept and the transformation roadmap. After the core work of integration is done, it is time to continue working on M&A to unlock the value of transformation.”



2. Transformations and transactions need tailored synchronisation

Doing deals whilst transforming the business is not for the faint-hearted. How to best synchronise these major events depends on many factors and can overwhelm the organisation. When done well, events are mutually enforcing and happen faster.

Key insights



Stakeholders expect a high degree of change during a transformation, and even more so when transforming whilst transacting. For this reason, companies must give careful consideration to the sequencing of transformations, divestments and acquisitions to avoid overloading the organisation with too much change at once.

Conversely, the expectation of increased organisational change can provide an opportunity to navigate the organisation through a wave of changes - including reorganising management structures, business expansion, product development, strategic alliances, and top management change - if carefully planned and executed.

The majority of high performers focus on transforming only a few high impact areas - quick gains which will have a meaningful impact.

Execute M&A in parallel with transformation, or execute in sequence?

Execute simultaneously

Accelerated value realisation – Having numerous activities running across the organisation keeps up the momentum. Successful completion of the first few activities will set a positive tone and generate tailwinds for the remaining teams.

Expanded view – Shaking the whole tree by transforming while transacting assists in identifying more extensive opportunities for transformation.

Reach straight for the end-state – Executing in parallel can enable a business to reach the end-state sooner, missing out interim operating models in key areas to capture additional value.

Execute in sequence

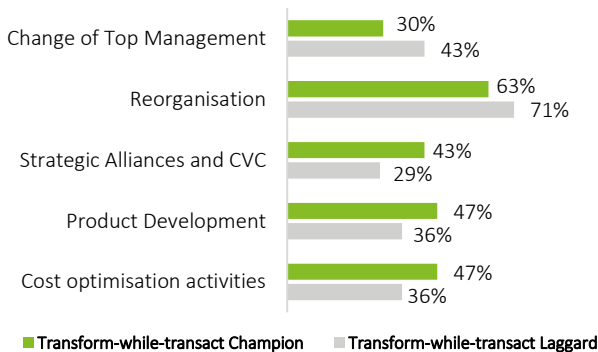
Retain talent – Executing transformation and M&A sequentially allows for a slower pace, leaving time for teams that are unfamiliar with integration and separation procedures to understand the underlying rationale and expected end-state.

Business as usual – Executing processes sequentially allows moderated disruption and gives regional and global teams enough space and time to manage the ongoing business whilst avoiding substantial disruption.

Optimised workload – Focusing first on landing the transaction and subsequently on the transformation allows the operation to be carried out with smaller teams and limited budgets. Dividing the process into two steps means that the leadership can deliver one piece at a time.

Swiss deal-makers

Fig.2 Types of activities conducted simultaneously to transactions



2. Transformations and transactions need tailored synchronisation

Being an active buyer and seller at the same time can further increase the magnitude of the challenge. Sequential M&A activities are what many transformative deal-makers prefer.

Key challenges



Buy-then-sell or sell-then-buy? - Acquiring first allows you to set a protective shell around your core business and avoid becoming a target for potential takeover, but disposing an entity first unlocks access to funds, which could be used to fund an acquisition. Consider your firm’s market position before deciding which to embark on first.

High risk, high costs – A substantial number of firms try to utilise the window of opportunity by conducting as many changes as possible during the transaction. This leads to greater risks and a heavier workload.

Setting deadlines – Throughout the course of execution, regional and global teams need to cope with unfamiliar processes. This makes it harder for the leadership to set realistic deadlines or allocate tasks.

Transform-while-transact best practices

One thing at a time - Tackle one type of transaction at a time and allow the team to have a reset afterwards. Conduct acquisitions and divestments in a balanced, sequential manner. Conduct an integration, then finish a wave of divestments, then shift back to acquisitions.

Set clear principles - Simplicity is the driving force behind transactions. Engage and align with stakeholders via systematic check-ins.

Get an upper hand – It is impossible to hire an entire new team which has expertise in conducting integration and separation processes at the same time as transactions. But strong project managers from consulting companies who know M&A inside-out provide an edge.

Some play it safe – Some companies minimise additional disruption beyond the transaction, by engaging only in product development cost optimisation, strategic alliances and corporate venture capital.



Swiss cohort – Insights and thoughts

Can you afford a sequential timeline?

“Sometimes doing a deal is a matter of time. If you don’t close the transaction now you might lose it to the competition. This impacts your overall strategic roadmap and may mean you do your transaction and ongoing transformation at the same time.”

Doing it in order

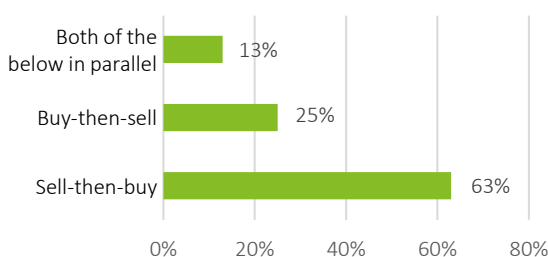
“For us, the acquisitions needed to be managed sequentially. Otherwise, we had too many balls in the air, and people got confused about priorities.”

Understanding the organisational capacity

“During the acquisition we were transforming the back office, developing new products and launching new products. It was like a pressure cooker. So, we separated the workload across different areas of the business to make it manageable.”

Swiss deal-makers

Fig.3 Configuration of transactions used to transform



3. Industrialising the basics and tailoring the high impact areas

Standardised processes are a baseline for smart tailoring. This ensures that a balance is achieved between obtaining efficiencies in ways of working and innovating for value.

Key insights



Conducting a complex integration or separation without disrupting the business operations of the acquiring and divesting entity and delivering the "value promise" is a long-standing challenge. Experienced deal-makers have therefore established standardised processes such as playbooks for preparing a scalable, stage-by-stage plan.

This provides clear priorities and direction for tasks throughout the course of the transaction. Although many firms keep functional playbooks within silos, creating a connected end-to-end game plan for each deal phase improves the probability of successful execution. But a one-size-fits-all approach does not consistently deliver successful transformations. Transformational deal-makers point out that deal strategies and the execution approach need to be adapted to the transformation agenda, incorporating culture, change management and governance.

Key benefits of standardising the basics and tailoring deal procedures to transform

Standardising the game plan

Ability to anticipate and scale – Established stage-by-stage processes and clear role allocation keep the team confident and allow for a quicker process when undertaking a series of transactions to support the transformation.

Avoid "reinventing the wheel" – A standardised approach and established game plan will greatly accelerate value creation and the probability of success for the transformation. Not having to start from scratch saves time.

Lock in best practices – Standardised processes allow for easy comparisons with past deals in order to retrieve best practices or identify pitfalls that have happened in the past.

Tailoring for high value priorities

Be disciplined but flexible - Have a disciplined look at the full picture and make deliberate decisions when pulling an integration together.

Stimulate problem solving – By providing freedom to tailor and update the playbook, the team is forced to apply critical strategic thinking about what is most important for the transform-while-transact challenge.

Start with critical aspects – Not all activities are equally important. Understanding where tailoring is justified and how it can unlock incremental value is important for the success of the transaction to transform.

Swiss deal-makers

Fig.4 Type of approaches during acquisitions and divestments



56% of respondents prefer

Standardised approach



44% of respondents prefer

Tailored approach



Swiss Cohort – Insights and thoughts

Standardise to inspire confidence

"We established processes for M&A and disposals and established standardised stages, which creates confidence for the top management and the team."

Mindful integration planning

"There's no specific playbook for our M&A approach to M&A. We adapt our approach and strategy depending on the situation and type of M&A deal."

Accelerate through standardisation

"The standardised process allows quicker decisions and faster negotiation."

Agile governance

"Agile governance can be adapted to different types of acquisition."



3. Industrialising the basics and tailoring the high impact areas

On most transact-to-transformation journeys, the champions focus on those key initiatives that made the highest contribution to the desired outcome.

Key challenges



Seeing the forest for the trees – Transactions and transformation journeys involve thousands of activities. Continuing to see the bigger picture and those initiatives that matter the most is essential for execution success and ultimately achieving the desired outcome. Not everything needs the same amount of attention.

Overlooking soft aspects – It is easy to underplay the less tangible aspects of change journeys. Getting it wrong can have an irreversible negative impact.

Equilibrium – Tailoring is inherently more time-consuming. The champions bring a level of discipline around challenging the ROI; high impact areas may justify the effort - lower returns should not.

Critical considerations for executives from Deloitte’s point of view

Critical path – Ensure that you always have line of sight on the critical dependencies between the programmes and which items are on the critical path.

Stay on your toes – It is almost certain that the game plan will change throughout the process. With an agile approach you can adjust quickly, based on feedback and experience of past deals.

High impact initiatives – Ensure that a good understanding exists around which are the most valuable changes the programme will achieve. Focus on these if a tailoring approach will increase the probability of success.

The delicate balance - Standardise sufficiently for efficiency without creating an overly bureaucratic process and inhibitor for value-added tailoring.



Swiss cohort – Insights and thoughts

There’s no exact recipe

“It’s a real struggle to find the balance between staying pragmatic and not over-engineering during each transaction.”

Serial deal-makers standardise

“Tools are a good choice when there’s a need for standardisation throughout the course of the transaction. But time and circumstances don’t always allow a new tool to be brought on board.”



4. Connected communication and governance for transformation and M&A

Successful transform-while-transact programmes require integrated efforts from both transformation and transaction offices.

Key insights



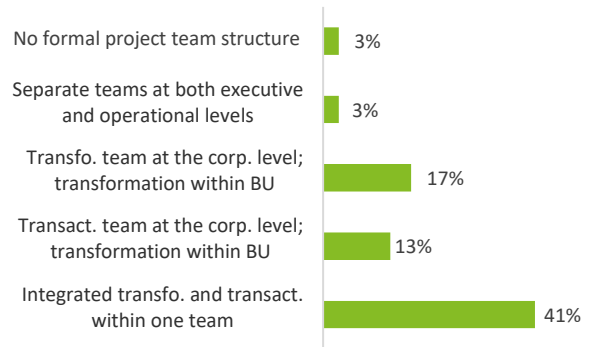
Successful transform-transact programmes require integrated efforts from both change and transaction offices. Most firms have not yet established a clear transform-transact workflow, but three possible governance structures exist:

1. Embed transaction office under transformation office
2. The transformation team as a client of the transaction team
3. Integrate the transformation and transaction into one team

Communication is an essential part of this. Our Swiss cohort’s suggestion: explain your transformation first to create clarity around the path ahead and help the organisation understand how the upcoming transactions fit into the overall picture.

Swiss deal-makers

Fig.5 Team structures used when in transaction and transformation



As figure 5 suggests above, our Swiss cohort follows varying approaches when structuring teams in a transaction whilst transforming, with a combined team being the preferred approach at 41% of the responses.

The role of communication

A balanced tone with smart communication practices is needed for a smooth transform-transact programme. Some useful tips include:

- focus on the growth potential of the combination
- leverage the power of joint leadership
- be transparent in the communication and call out if there are sensitive topics (the organisation will already know about them either way!)
- make clear what the non-negotiables are to enable the organisation to focus on what is essential, and what is optional (e.g., is allowed to take longer)
- harmonise the language systems so there is one common way to describe the journey ahead in language the organisation will recognise as coordinated
- cultivate opinion leaders



Swiss cohort – Insights and thoughts

Hard and soft communication

"You need to be hard and directive on a few things and then soft, even I would say very soft in between. It's like building a house with the fundamentals that are not negotiable, and then inside, the interior design, the furniture and so on that you can discuss forever."



4. Connected communication and governance for transformation and M&A

End-to-end governance ensures the required connections but this synchronisation will need to be operationalised across all areas of the programme.

Key challenges



Decision-making pace – Speed is crucial to maximise value creation during a transaction. A large and unstructured integrated transformation and transaction team could slow the decision-making process and delay the transformation.

Limited capacity – As transformation programmes usually involve a wave of meaningful strategic changes across the organisation, integrated teams may not have the capacity to deliver more than one large programme at the same time.

Limited expertise – Transformational change touches on numerous areas of the organisation. Integrated transaction and transformation teams require a breadth of experience that may not be achievable, thereby resulting in problems with execution.

Critical considerations for executives from Deloitte’s point of view

Create a strong nerve centre – A central independent team with an experienced transformation leader acts as an extension of the CEO. It keeps the transformation on course and creates urgency among teams. It carries responsibility for monitoring, engaging and aligning with stakeholders should challenges emerge.

Foster accountability – Make every team member feel part of the transformation journey by delegating responsibility for activities. This drives commitment throughout the organisation.

Use the transformation office as the gatekeeper – As the transformation office has a 360-degree view, use it as your source of information. Put in place a formalised procedure for approvals from the transformation office in order to avoid conflicting initiatives.

Also use the transaction office as the gatekeeper – Before kicking off any transformations internally within the firm, consult with the M&A team about the option of accelerating your transformation programme through acquisitions or divestments.



Swiss cohort – Insights and thoughts

Coping with transact while transforming

“We have no dedicated transformation processes or dedicated transformation personnel. There is not even an integration office, which usually is a key factor in the success of an acquisition. While our executive board has thought about it, we haven’t established a clear joint workflow for transforming and transacting simultaneously.”

Formal coordination between the transformation office and M&A team

“The transformation team always comes back to us and ask is there a way for us rather than just build it to actually buy it.”

Integrated governance

“We integrated the transition and the separation team from a PMO perspective. We had much smoother transitions from transaction team to transformation team. We also had a steering committee of key functional leaders that were involved in this - and they were also involved in the transaction part when relevant.”



5. Using M&A momentum to achieve transformational culture change

The desired culture is a consequence of the business vision and the integration or separation strategy and is therefore a closely connected topic. An M&A deal creates organisational momentum that could be leveraged to activate a transition in culture.

Key insights



In our recent article *Why culture and M&A should go together on every CEO's agenda*, we argued that culture is at the epicentre of transformational change. One of the prominent outcomes of a transformational deal is the adoption of agile and flexible modes of working in operations. This helps teams navigate unstable markets and even allows them to thrive during crisis.

Transformations cause uncertainty and tend to meet resistance from employees. Transform-while-transact champions believe that it is important to include the senior management throughout the transformational journey. When the tone and message come from the top management, this will help to define the narrative for a cultural shift across the organisation.

Key benefits of light-touch cultural evolution

Cultural status quo

Limit disruption – Taking the acquired firm through a light-touch cultural change process improves the chances of preserving the original DNA of the target. A minimum level of disruption helps to retain the target's key talent and ensures business continuity.

From rigid to agile culture – For many experienced deal-makers, a key to adopting innovative practices at a much faster pace is to use an agile steering methodology, revised firm principles, flat management culture and flexible working style.

Cultural evolution

Window of opportunity for transformational change – During transformations, the firm expects extensive changes. This expectation should be leveraged to enact any cultural shift the company is seeking.

Cultivate an innovative and entrepreneurial spirit – Spread the best aspects of the target's DNA across your firm in order to have a new approach towards innovation and adopt outside-the-box thinking.

Take a step further and learn from each other – Both the acquiring and the acquired entity can benefit from each other by learning what they are the best at.

Swiss deal-makers

Fig.6 Used type of transactions to transform



Swiss cohort – Insights and thoughts

Culture as epicentre of transformation

“The relationship and transparency with the acquired team is fundamental for transformation success.”

Walk the talk

“Focus serious effort on soft integration. It is not only about integrating legal entities, but also integrating culture and people. Symbolic actions signal the acquirer's determination that the target be part of the family.”



5. Using M&A momentum to achieve transformational culture change

Few transformational deal-makers believe they have successfully unlocked the full potential for cultural change.

Key challenges



The afterthought - Despite an increasing awareness of the cultural aspects in transformations, transactions and overall performance of a business, this issue is often the last workstream to be activated.

Destination culture is deemed unattractive - Employees who chose to join a family business took that decision consciously. Corporates therefore face a big challenge when trying to retain valuable staff who are used to a very different culture.

The culture myth - To define culture, we think about it as an ecosystem, with behaviours, leadership actions and an operating model as the practical elements that shape it. If not done this way, it is oftentimes seen as a black box.

Transform-while-transact best practices

Treat your narrative as the true north - In the view of transformational deal-makers, change starts from the top and leaders need to be fully committed throughout the change journey. Transformational deal-makers require their transformation teams continuously to sponsor and communicate the key messages from top to bottom. This acts as a change agent to empower adoption and improves the understanding of stakeholders about the transformation initiatives.

Strengthen the urgency of the transformation - High performers create new labels and languages to communicate the importance and priority of the transformation (Vision 4.0, Project 2025 etc.). These labelled programmes help stakeholders visualise the end-state transformation.

Walk the talk - Planning a common future with the incorporated entity, there is a need to go beyond the established principles. At an early stage, when the business has been reinvented, commitment to the acquired target should be signalled.

Do your cultural homework - Some firms kick off the transformation before undertaking any transactions and then look for targets to fill gaps. High performers apply the following:

1. Pre-assessment at an early stage of the target's working culture through their private network.
2. Late stage: Conduct interviews with key employees. Based on these snapshots outline any cultural integration risks and assess whether the target's culture can support the desired end-state transformed culture.



Swiss cohort – Insights and thoughts

Big eats small

"The target is young and run by entrepreneurs. A giant corporate can crush the entrepreneurial spirit, and the value drivers of the transaction."

Lose key talents

"The nuances make a difference. The target may be reluctant to abandon its flexibility and habits. Consequently, key employees may be lost."



III. What makes transformation champions stand out?



Five practical recommendations

What should you prioritise to give you the best chance of meeting your goals as you transform while you transact?

- Tip 1: When defining your M&A strategy, **design your transformation agenda first**, including a deliberate M&A strategy intended to support your transformational goals. **Do not rule out opportunistic M&A targets**, rather test them against your transformational agenda.
- Tip 2: When simultaneously undertaking a transformation and a transaction, from the top, **define the priorities for each activity** and **check for interdependencies on the critical path**.
- Tip 3: **Integrate both the governance of your transformation and transaction teams** to manage towards an overall positive outcome, leverage on synergies, with mitigated risks and more efficient ways of working.
- Tip 4: **Focus on transforming a few high impact areas while transacting**, in order to avoid organisation overload and fatigue.
- Tip 5: From the top, **leverage the momentum that M&A brings to create a window of opportunity for cultural change** that would otherwise be difficult to achieve through business as usual.



Impact test for recession proof transformation champions

The following five questions are a helpful reminder how to ensure the transformational impact of M&A is delivered.



Value:

Check the value delivered – is the combination of the transaction and transformation delivering its financial impact?



Outcome:

Is the contribution of a specific transaction to the transformation agenda clearly understood and delivered?



Execution:

Are the key value initiatives of the transaction and transformation known and their implementation properly planned, synchronised and on track?



Check:

Is there benefit in revisiting the deal assumptions of transactions in the past to test if in the current climate extra action is required?



Unlock:

Is the organisational momentum created by M&A fully leveraged as a catalyst for change?

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Methodology

This study was led by Deloitte Switzerland in conjunction with the University of St. Gallen (HSG). To ensure accurate and legitimate analysis, the report used a mixed research method, which consisted of in-depth interviews with experienced integration and separation leaders and quality survey responses from over 50 Swiss active deal-makers. Insights and data from Deloitte M&A Trends 2022 and Deloitte Germany Study (“Transformation Champions”) were also used to contextualise the findings of the interviews and survey.



Expert interviews

A series of interviews were conducted with a number of Swiss deal-makers. Interview questions were tailored to the profile of each interviewee based on their company’s transformations and transactions within the last five years.



Quantitative data

The survey targeted M&A practitioners of the largest private and publicly-listed companies, which were considered as the most active Swiss deal-makers. From December 2021 to April 2022, the survey reached 150 executives. Only top-quality responses were considered in our analysis, resulting in a sample size of 50. Three criteria were set to define the quality of the responses: respondent’s experience in the field of M&A, completion time of the survey, and overall logical reliability of the response.



Desktop research

We drew on around 60 academic publications to create the survey and the interview framework. In addition, *Deloitte’s 2022 Future of M&A Trends Survey* of over 1,300 responses from executives and *Deloitte Germany’s Transformation Champions* have been taken into account to contextualise and triangulate the survey and interview findings.



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