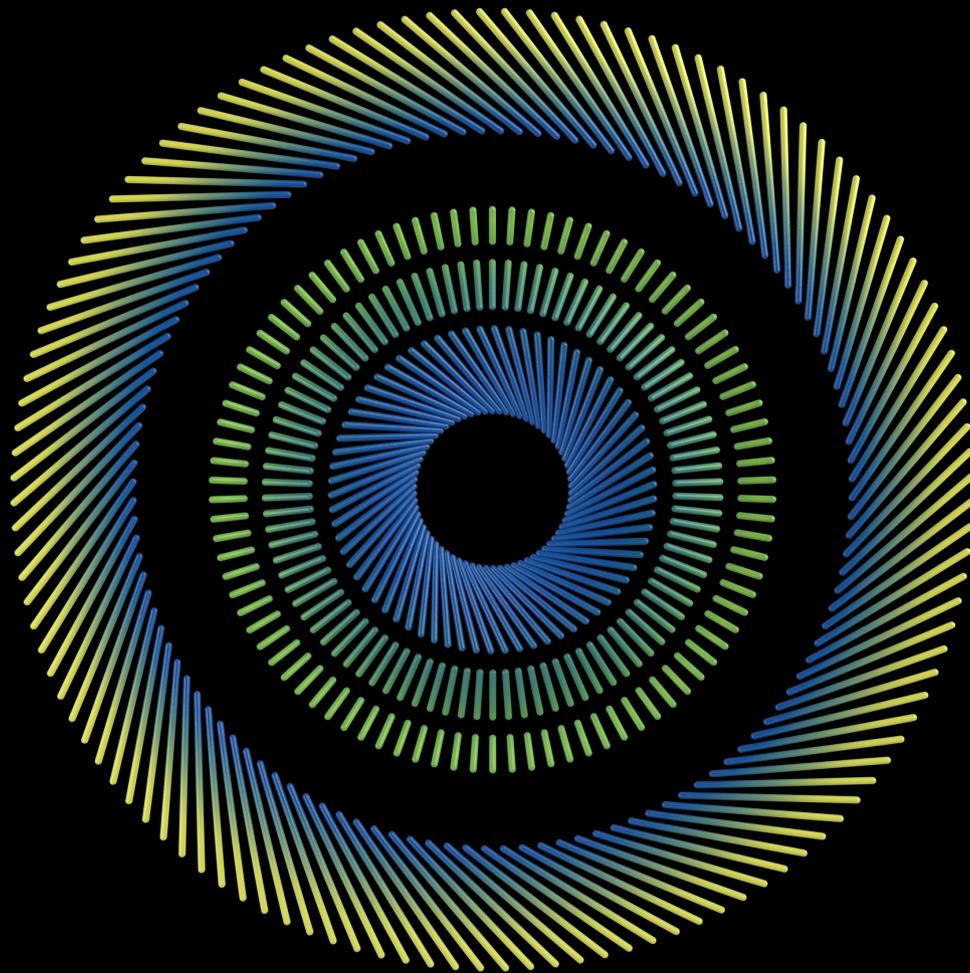


Deloitte.



Fix, Sell, or Close?

End-to-end solutions for
underperforming and
non-core businesses

“It’s important to deal with parts of a business that no longer fit, and are draining capital and management resources”.

Deloitte’s **Managed Exit** services can help to smooth the process of exiting your underperforming businesses. Our objective is to help you in structuring an exit that focusses on what’s important: Time, financial matters, reputation and elimination of legal entities.

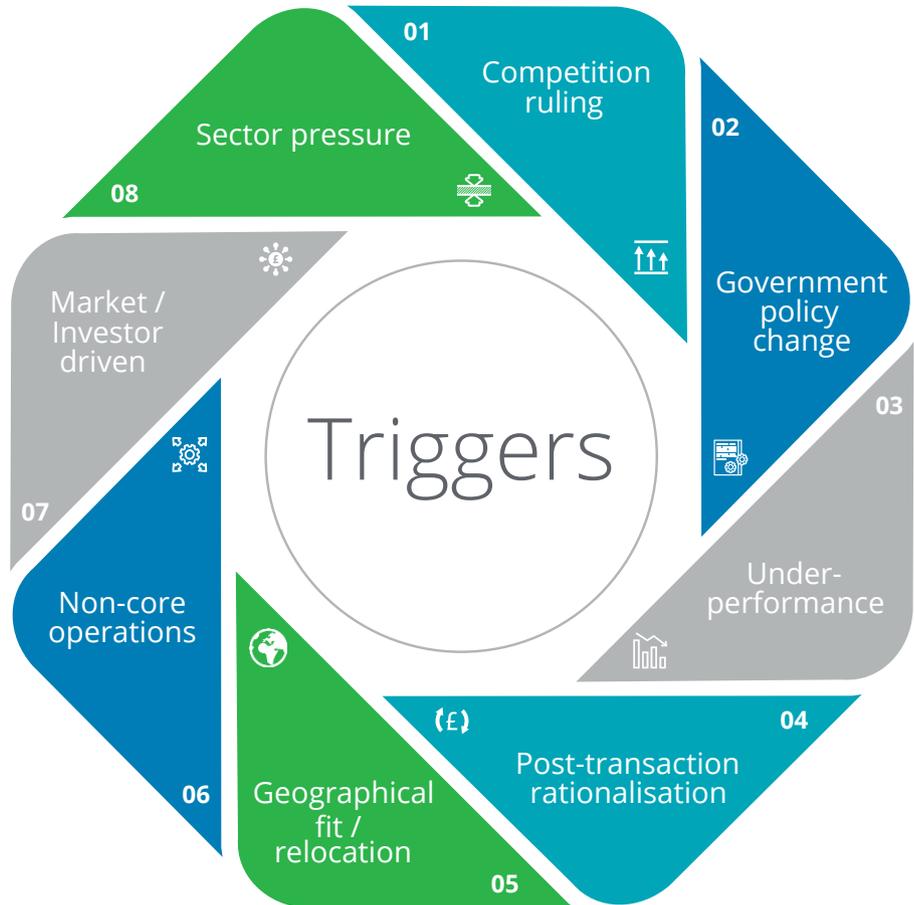
Fix, Sell, or Close?

Decision to Exit

There are many external factors that can trigger a decision to a managed exit opportunity.

Even the most successful companies around the globe may need to address and reconsider the future of underperforming and non-core assets. At Deloitte, we've developed comprehensive solutions to help your business evaluate its options when contemplating an exit strategy.

Our multi-disciplinary Managed Exit service, led by our Financial Advisory teams, advises multinational corporations and organisations on fixing, selling, or closing underperforming and/or non-core areas of their business.



Importance of acting proactively

Implementing an exit without a well-thought-out and carefully structured plan can negatively impact many aspects of your business success, including:



Reputational

Managing brand, public relations, and employee, political, and customer relations



Employee

Mitigating impacts on employees, including retention, recruitment, and other human resources concerns



Financial

Addressing employee severances, contractual and contingent liabilities, tax, and potential impacts on financial stakeholders and markets



Commercial

Protecting commercial and sales relationships with customers and through the supply chain



Governance

Addressing the needs and interests of boards and regulators



Scale/Reach

Administering the complexity that can arise as a result of exiting in different jurisdictions

Why Deloitte?

The complexity of a potential exit from a non-core operation, particularly across multiple locations, is hard to underestimate. That's why our team includes experienced and knowledgeable subject-matter advisers from across the breadth of the Deloitte organisation to help you evaluate, construct, and deliver a comprehensive and custom-made exit programme.



Situational subject-matter advisers



Pace of delivery



Outstanding track record



One-stop-shop



Hands-on approach and bandwidth for support



Understanding of your business



Integrated team



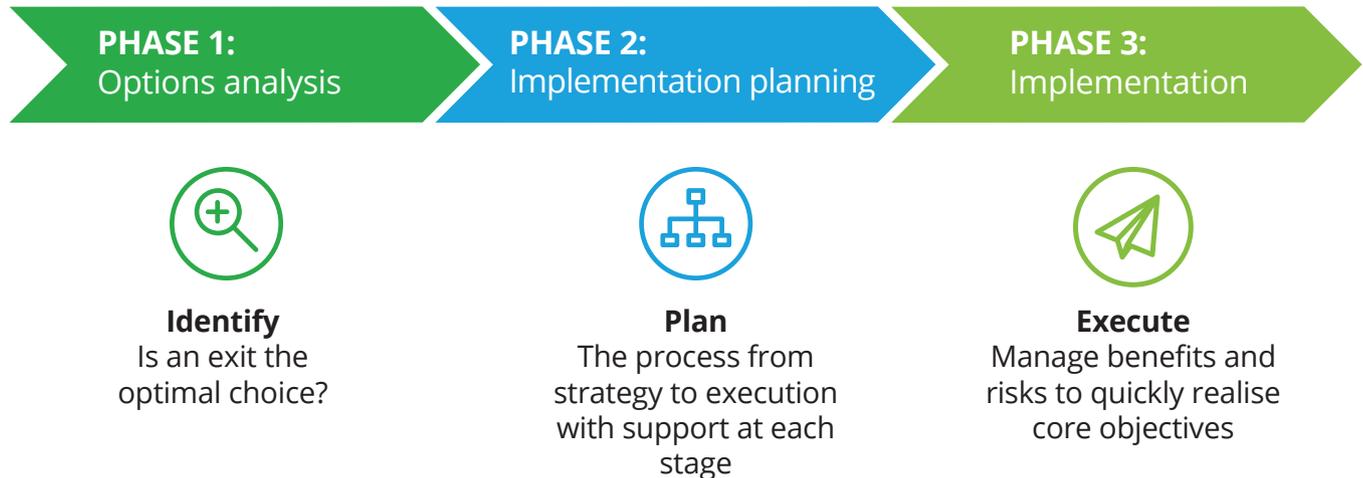
Cross-border entity rationalisations

Our approach and how we support you

Our ultimate goal is to free up valuable capital and management time. We work alongside you throughout the process, from developing an initial strategy through to detailed planning and hands-on implementation of the

exit. Our hands-on approach sets us apart from competitors, as we provide practical and pragmatic support to both your group and local management teams to assist them in achieving strategic outcomes.

Steps in the exit process



How we work with clients

Evaluate, Construct, Deliver

CASE STUDY 1:

Automotive

Business problem

An automotive manufacturer needed detailed and tailored guidance through the operational wind-down of domestic and overseas manufacturing activities.

Deloitte solution

Deloitte's Managed Exit service advised the overseas group on its exit strategy, project managing from initial feasibility assessment through to formal announcement of the exit. The team drew on Deloitte's breadth of capabilities, including advisers for restructuring, employee relations, M&A/valuations, domestic and international tax, public relations, and crisis planning.

Key takeaways

The Managed Exit team used its global reach to provide services locally, bringing the scale of Deloitte's capacity and local language knowledge to assist the client.

CASE STUDY 2:

Technology

Business problem

Over a five-year period, a B2B technology company experienced performance challenges in several of its global operations, ultimately resulting in a need to consider exiting operations across 20 countries.

Deloitte solution

Over a four-week period, one of our Managed Exit teams analysed the outline costings and timetables, tax implications, and legal considerations for multiple global operations. The team helped the client develop a high-level wind-down plan that identified key risks in each country, as well as a detailed commentary with respect to further planning requirements, exit communications, and key next steps.

Key takeaways

In this case, the creation of a detailed Project Management Office to prepare plans for local implementation was critical, as the team worked alongside the client during the implementation phase and closely monitored progress to improve accountability.

CASE STUDY 3:

Industrial products

Business problem

A listed company had a loss-making operation that was deemed to be non-core and problematic to manage. The client was under pressure from the market to announce its plans with respect to the business and wanted support in reviewing options ahead of any announcement.

Deloitte solution

Working with management, Deloitte's Managed Exit team from the UK led a multi-jurisdiction team from Thailand, China, and India to provide a high-level view on exit options and key issues to be addressed. After the initial review, Deloitte was engaged to project manage and implement the wind-down and closure of manufacturing sites in the UK, Thailand, and China.

Key takeaways

The strategic options and detailed planning work enabled the company to announce clear exit plans to the market, contributing to an increase in its market capitalisation. Subsequently, project management of the implementation resulted in tight control of progress and costing, which again supported positive market announcements.



At Deloitte, we make an impact that matters for our clients, our people, our profession, and in the wider society by delivering the solutions and insights they need to address their most complex business challenges. As the largest global professional services and consulting network, with approximately 286,000 professionals in more than 150 countries, we bring world-class capabilities and high-quality services to our clients. In Ireland, Deloitte has nearly 3,000 people providing audit, tax, consulting, and corporate finance services to public and private clients spanning multiple industries. Our people have the leadership capabilities, experience and insight to collaborate with clients so they can move forward with confidence.

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Contact

Speak to our team today to find out how we can help you on your exit journey



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Schedule a one-to-one meeting:
Not sure where to start? Get in touch with our team early to consider what initial options are available to you.