Multinational food and beverage producer streamlines separation

Deal Control yields single source of truth, geographical inclusiveness and better overview of subprojects in global separation processes

Client Issue

A multinational food and beverage (F&B) producer was seeking to divest a part of its business to better align with its focus strategy. Since the business unit in question was intertwined within the company on a global scale, its separation could not happen overnight. In-depth and thorough preparation was required to ensure the F&B producer’s operations were not impacted and to properly sell the separated business unit.

It was determined that certain concerns needed to be mapped out in advance. For example, what the business unit should look like, how it would operate autonomously, and what gaps it would leave for the F&B producer post sale. The main objective was to establish a newly improved way of working. Therefore, to supervise preparation, the F&B producer sought a partner to best facilitate this process.
Solution

As the F&B producer was already partnered with Deloitte, it was a small step to bring them in as supportive partner for the separation. For each work stream – e.g., IT, HR, FM – key projects needed to be identified to split the business unit off properly. But with a separation on a global scale, the number of necessary subprojects quickly increases to an extent whereby keeping track of progress in separate Excel files is no longer manageable. It became increasingly difficult to maintain an overview. Especially since projects required collaboration between departments across different geographical locations.

For these reasons, Deal Control – as part of Deloitte’s Total M&A Solution - was implemented to best track the progress of all the producer’s subprojects for the separation and sale. Within the Deal Control program, the F&B producer can plan and track the progress of its projects and activities on both a functional axis (per work stream) and a geographical axis (per country). In combination with its user-friendly interface and the ability to customize dashboards, Deal Control was a perfect fit with the company’s needs.

Impact

Deloitte’s Deal Control program ensures projects remain clear and well-organized. So too for the large-scale separation project of the F&B producer. With Deal Control, every subproject was kept manageable and transparent, from planning to all other underlying activities. Accordingly, the biggest impact of Deal Control was establishing one single source of truth throughout the project. Every employee knew exactly what to expect, for example, with regards to key dependencies between departments. This facilitated better overall communication as well as better ownership across global projects.

What contributed significantly to this was the geographical project alignment Deloitte’s Total M&A Solution was able to realize. Large central business locations as well as smaller local ones were involved and able to contribute equally to projects. This made it easy for all stakeholders to flag issues and decision-making topics with possible local importance to higher committees. Geographical inclusiveness was guaranteed, making the run up to the separation a truly collaborative and streamlined process.

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