

# Transactions

## Increase value in the deal

A transaction—merger, acquisition, divestiture, IPO, asset sale, going private—can be a game-changing event. And Finance leaders are under the gun to meet functional synergy goals while continuing to satisfy the company’s information, tax, risk, and reporting objectives. No small feat. Deloitte’s<sup>1</sup> Transactions Solution Set helps CFOs address stakeholders’ expectations by bringing together a diverse team of specialists with deep experience in helping Finance organizations provide value from the deal.

### What Finance capabilities does this solution set help to enhance?

Core capabilities	
<b>Day One readiness</b>	Determine that finance, accounting, and reporting activities are aligned and operational when the transaction closes.
<b>Corporate development</b>	Evaluate corporate development strategies and options, including M&A and IPOs. Prioritize shareholder objectives and build corporate finance capabilities. Assess current market valuation and potential paths to liquidity.
<b>Finance blueprint</b>	Define the vision, strategy, and requirements for the future Finance function to effectively capture value and reduce risk.
<b>Workforce transition and learning</b>	Develop and implement Finance workforce transition and change management plans to maintain business continuity and retain key talent. Prepare employees to effectively work in the new environment by delivering information, tools, and training.
<b>System and process design/implementation</b>	Assess legacy Finance systems. Define systems requirements for the new organization. Take a strategic approach to selecting and implementing appropriate enterprise resource planning packages. Review current-state processes, and define and implement process improvements.
<b>Program management/ synergy tracking</b>	Manage the integration or carve-out of Finance functions affected by the transaction. Streamline post-transaction Finance processes. Develop Finance policies and procedures, and define roles and responsibilities. Track progress in meeting synergy targets.
Value-added capabilities	
<b>Leadership and stakeholder alignment</b>	Align leadership around a common future vision and transformation strategy. Assess alignment and commitment across the organization.
<b>Compliance readiness</b>	Design, document, test, and certify controls to meet Sarbanes-Oxley certification and other regulatory requirements.
<b>IPO readiness</b>	Determine Finance capabilities that will be required for functioning as a public company, including compliance, audit, reporting, governance, and risk management.
<b>LE/PPA valuation</b>	Complete purchase accounting valuation and legal entity structuring valuation.
<b>Strategic tax review</b>	Analyze potential tax planning, including opportunities for cash tax savings and reduction of global tax burdens.
<b>Tax legal entity</b>	Analyze potential for legal entity rationalization and combination. Incorporate legal entity analysis into the Finance blueprint and implementation planning.
<b>Treasury/bank accounts</b>	Develop and implement cash management strategies. Gain visibility into international cash and concentrate cash globally. Rationalize bank accounts and bank account structure.
<b>Communications strategy</b>	Develop and implement effective communications to engage employees, managers, leaders, and external stakeholders in the transformation journey.

### Bottom-line benefits

- Reduce transaction risk through broad planning and execution from transaction strategy through post-merger integration
- Gain bottom-line benefits and potential funding for Finance transaction initiatives through potential tax savings
- Manage operational and global tax-compliance risk

The Deloitte team met their objectives by helping to improve the Treasury technology platform and processes and lowering costs through an improved legal entity structure and Finance supply chain. Systemic processes—including close, consolidation, and external reporting—were streamlined, consolidated, and automated. Business continuity was maintained throughout the transition.

### Case study

A leading institutional solution and service company entered into a transformative acquisition with a company of similar size and different, but related, products and services. The CEO asked Deloitte to help the organization in their efforts to develop a strategy for hitting synergy targets and a game plan for capturing \$200 million in quick wins during the first year—without overloading or disrupting the company.

### Indicators that action may be needed

- A transaction—IPO, merger, acquisition, or divestiture—creates a need for changes to Finance strategy, structure, systems, and processes
- Companies considering a transaction want to plan a merger or divestiture of the Finance function
- Following a transaction, a company may need stabilizing support to adapt to a new structure or approach

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### Find out more

If you have questions or need additional information about Finance Transformation Solution Sets, contact:

#### Rich Rorem

Principal  
Deloitte Consulting LLP  
[rrorem@deloitte.com](mailto:rrorem@deloitte.com)

#### Justin Silber

Principal  
Financial Advisory Services LLP  
[jsilber@deloitte.com](mailto:jsilber@deloitte.com)

#### Bob Comeau

Principal  
Deloitte Consulting LLP  
[rcomeau@deloitte.com](mailto:rcomeau@deloitte.com)

#### Mark Lazzaro

Partner  
Deloitte Tax LLP  
[mlazzaro@deloitte.com](mailto:mlazzaro@deloitte.com)

#### John Gimpert

Partner  
Deloitte & Touche LLP  
[jgimpert@deloitte.com](mailto:jgimpert@deloitte.com)

Learn more by visiting our Finance Transformation website at [www.deloitte.com/us/ft](http://www.deloitte.com/us/ft).

<sup>1</sup> As used in this document, “Deloitte” means Deloitte & Touche LLP, which provides audit and enterprise risk services; Deloitte Consulting LLP, which provides strategy, operations, technology, systems, outsourcing and human capital consulting services; Deloitte Tax LLP, which provides tax services; and Deloitte Financial Advisory Services LLP, which provides financial advisory services. These entities are separate subsidiaries of Deloitte LLP. Please see [www.deloitte.com/us/about](http://www.deloitte.com/us/about) for a detailed description of the legal structure of Deloitte LLP and its subsidiaries. Certain services may not be available to attest clients under the rules and regulations of public accounting.

### About Deloitte’s Finance Transformation practice

Deloitte’s market-leading Finance Transformation (FT) practice helps CFOs and other finance executives drive business performance and shareholder value while improving operational effectiveness and efficiency within the Finance organization. Our cross-functional, integrated FT Solution Sets help address the most critical finance issues facing our clients, including finance vision and strategy, organization and talent, business processes, and technology. Each FT Solution Set is composed of select cross-functional FT offerings configured to provide more value—faster—for the clients we serve.

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