Chief Restructuring Officer Services

The steady hand you expect to navigate the zone of uncertainty
Your opportunity

Today’s economic climate has caused seismic shifts in the fortunes of businesses around the world. As a result, many have veered onto uncharted roads, where changing global markets, shifting governmental policies, and uncertain financial markets, result in an economic “zone of uncertainty”, in which most management teams are unaccustomed to operating.

When facing this economic “zone of uncertainty,” a company’s board, creditors, and other key stakeholders look to explore all available financial and operational strategies, which will return the company to the familiar road of sound financial footing. The company’s current management team alone may not be best positioned to manage through this, so outside help may be the preferred alternative — the way to have a steady hand at the wheel.

Engaging a Chief Restructuring Officer (CRO) is the selected option for many companies facing this challenge. Reporting directly to existing management or the board, CROs work to maintain stability, offer viable alternatives and direction, and obtain the necessary “buy-in” to the company’s vision from the key stakeholders. They can be instrumental in resolving urgent situations and implementing the rapid changes often needed during the zone of economic uncertainty.

An effective CRO possesses extensive leadership experience across a variety of industries and has the credibility and independence to make sound decisions while helping the company craft a realistic turnaround plan. The CRO’s role is to assist the company’s management team in the development and implementation of the restructuring plan. Other attributes of a seasoned CRO include:

• Strong leadership with the necessary industry experience to shorten the learning curve
• Ability to work with your executives, rather than replacing them, to build a strong focused turnaround team
• Ability to enhance stakeholder confidence through clear communication that the organization is on track with its goals
• Fully immersed in developing and executing plans designed to help the company move toward long-term operating improvement

Our approach

The corporate restructuring service line of Deloitte Financial Advisory Services LLP, Deloitte CRG, provides CRO professionals who work closely with an organization’s management team throughout the restructuring process. We evaluate the business model and diagnose the root problems quickly and in a cost-effective manner. We work with management to develop a cohesive strategy, identify attainable goals, and implement the plan to stabilize and grow the organization.

With an extensive team who previously held executive-level roles including CEO, CFO, and CRO in key industries, Deloitte CRG’s team brings fresh perspective to a CRO assignment. In this dynamic role, Deloitte CRG’s CRO services help you:

• Evaluate the company’s current position
• Analyze the situation and potential underlying causes of financial distress
• Develop the restructuring plan, together with management, which includes negotiating interim and longer-term consensual financing
• Negotiate with lenders, trade creditors, insurers of trade creditors, shareholders, and other constituents
• Coordinate with the company’s legal team and other advisers involved in the restructuring process
• Work with management to manage the company’s short and medium term liquidity needs
• Assist management in the construction of its models and analyses to document expense structures
• Provide a rapid assessment to identify potential value
• Assist and advise on activities related to the sale of a business, in whole or in part

Our CROs can also help the organization as it prepares for unexpected operational situations, such as:

• Significant revenue decline
• Significant employee turnover
• Lender-imposed restrictions

In these cases, we can assist management in the development of strategies to exit businesses, fill gaps resulting from employee turnover in finance and accounting, and communicate directly with lenders to resolve concerns.
The Deloitte difference

Deloitte CRG is a preferred choice for CRO services when urgent situations need resolution, rapid change is necessary for business survival, and maintaining status quo isn’t an option. We offer:

• A team of CROs with access to industry leaders from sectors including manufacturing, life sciences & healthcare, energy, technology, financial services, consumer & industrial products and the public sector

• A leading global service delivery platform giving you access to the resources of the member firms of Deloitte Touche Tohmatsu Limited (DTTL) when and where you need them

• A single source to address other issues related to restructuring, including corporate finance, valuation, M&A services, anti-fraud consulting, technology consulting, tax, and enterprise risk

We understand that in our changing economic times, businesses must adapt quickly to the global marketplace. If your business is underperforming or facing financial loss, Deloitte CRG can help. We are a nationally recognized team specializing in providing in-depth business and financial advisory services to companies, lenders, creditors, equity holders, and other interested parties for both in-court and out-of-court restructurings. With strong experience in nearly every major industry, the ability to leverage the national resources of Deloitte LLP and its subsidiaries, plus the global resources of DTTL, we are able to address the complex needs of your situation.

Contacts

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