

# Deloitte.

Private



Private business growth solutions  
Achieving ambition. Leaving a legacy

Deloitte Private delivers Audit & Assurance, Tax, Consulting, and Risk & Financial Advisory services tailored for family businesses, family offices, and high net worth individuals; privately-owned enterprises; private equity investors and their portfolio companies, and venture-backed companies.



# How can Deloitte Private help you?

Deloitte Private offers services that drive and enable business success. We add value to our clients by making an impact on what matters to them. Whether you are a long standing established private business owner, a serial entrepreneur or a family business owner – you face a similar set of challenges that affects not only the success of your business but also your professional and personal goals as a leader. Deloitte Private offers a range of traditional professional services combined with a suite of multi-disciplinary solutions tailor made to the needs of your business and your growth ambitions.

Deloitte's Private services are delivered through an end to end framework that looks at the critical business enablers that ensure business health, effectiveness and ability to execute business strategies, and the drivers of growth and business success.



**Drivers** are how companies are successful in the market



The middle of the wheel is a focal point of the organisation's effectiveness and ability to execute strategy, which is increasingly determined by the quality of the human component: talent & leadership. **Leaders** at all levels, both within a business and at the board level, are a critical enabler and a key driver for the entire organisation's success.



**Enablers** are what enables companies to operate successfully

# Enabling African businesses achieve success

## Governance

Governance is essential. For both family and owner managed businesses, there often comes a point where neither tradition nor experience is sufficient. Business growth, increase of family wealth and issues around succession and transition give rise to a need for a more structured governance framework.



- **Corporate governance:** We assist boards and their members to become more effective in overseeing their organisation's key risks, strategy, and overall governance structure.
- **Family enterprise consulting:** Family enterprises face specific challenges, such as dealing with the complex interplay of business and investment decisions, ownership issues and family relationships. Deloitte provides advice to families to help them navigate these challenges and organise themselves in a positive and constructive way. We offer a mixture of facilitation and advice centered around succession planning and family governance.
- **Family office:** Effective family wealth management encompasses a range of issues related not only to business aims, but also personal and family goals. Wealthy families often consider establishing a family office to manage their many investment, reporting, philanthropic, and financial planning responsibilities. Deloitte professionals can assist with family office design and set-up, family education and communications, charitable planning and private foundations, and structuring business investments.

## Tax & Legal Services

The tax landscape has changed in recent years both locally and across borders. Increased income tax rates and reduced tax exemptions are one example, but also less obvious factors in the tax and legal environment are affecting businesses, individuals and trusts. Tax law factors are having an increased impact on businesses, individuals and their assets.



- **Business tax services:** We provide specialized services to achieve cost efficiencies in line with the company's risk profile and through expert knowledge and analysis, turn compliance data into insights that deliver real business value and strategic advantage to clients' organizations.
- **Indirect tax services:** Failing to account for VAT, GST Sales & Use Tax correctly significantly impacts costs and cash flows. Our services include: Indirect tax consulting, BMO for indirect tax, International indirect tax compliance and outsourcing, Transactional consulting for indirect tax.
- **Global employer services:** Companies today are more global in scope and employment issues have become more complex. To address clients' needs, Deloitte offers: International assignment services, Compensations & benefits, International human resources, Risk-Talent-Rewards, Technology.
- **Deloitte Legal:** Deloitte assists clients with both day-to-day activities as well as corporate life events worldwide. Our services include: Corporate and M&A, Commercial law, Employment and pension, Tax controversy.
- **Business process solutions (BPS)\*:** Deloitte helps businesses manage their essential operational processes by leveraging experienced professionals who provide advice and practical support through a mix of outsourcing, contract personnel, co-sourcing, and project related services. Core service offerings include: finance and accounting, project and technology services, human resources and payroll services and tax compliance and advisory.
- **International tax and estate planning:** We provide multi-jurisdictional tax and estate planning advice, taking into consideration family mobility, wealth planning and preservation goals, the nuances of investing in specific countries and asset types, and the tax consequences to the family's private business enterprises.

\* Not available in South Africa

## Technology

Companies must embrace new ways of working. Business and technology innovation are inextricably linked and the demand for technology-enabled business transformation services is rapidly growing.



- **Analytics & information management:** Our Analytics & Information Management practice addresses the continuum of opportunities in business intelligence and visualization, information management, performance management and next-generation analytics and technologies, including big data, cloud, cognitive and machine learning. Our advice is technology agnostic, but we have key alliances which we need to develop globally and integrate into our offerings. We also offer off-the-shelf solutions completely tailored to specific industries and use cases.
- **Deloitte Digital:** Deloitte Digital combines Deloitte's globally recognized strength in business transformation and technology implementation with the capabilities of a world-class digital agency. We can support your organization across the digital lifecycle — from working to define a bold digital strategy to designing and building your online and mobile presence — using agile methods that move quickly from digital concept to digital reality.
- **Application managed services:** Deloitte's application management specialists can help companies overcome these challenges to improve application performance and achieve better business results. We provide a flexible structure that enables businesses to fine tune application management services (AMS) to their IT and business objectives. We offer a full range of industry-leading services, including digital, enterprise resource planning, information management, and systems integration.
- **Systems integration:** Deloitte's systems integration specialists can help companies manage the complexity inherent with technology and solve business challenges through the integration of technology — as discrete services or comprehensive solutions. We offer both advisory and implementation services to help companies better manage their technology organizations and portfolio of technology assets.
- **Technology strategy & architecture:** Deloitte TS&A supports our clients through the solution lifecycle from initial technology enabled innovation leading to strategy and architecture, and working with our implementation practices to operationalize new solutions.

## Assurance & Risk

Assurance is a way of continually looking deeper to uncover richer insights throughout the course of an audit. Reliable data and insights allows for identification and mitigation of risks.



- **Audit:** Leveraging our attest relationships and working cross-collaboratively across Deloitte businesses, Assurance professionals enhance confidence in complex Accounting Assurance, Accounting Operations Assurance and Business Assurance.
- **Audit analytics:** Deloitte's global audit analytics solution comprises a range of end-to end analytics capabilities that will help practitioners to identify audit and business-related insights which can be shared with management and those charged with governance, offering a higher value audit experience to the client
- **Operational risk:** We help organizations transform the ways in which they leverage people, third-party relationships, technology, data, business processes, and controls to address their operational risks and elevate business performance.
- **Financial risk:** We help organizations design and implement governance, processes, models, data, technology, and reporting, including full transaction life-cycle support, for managing financial risks.
- **Regulatory risk:** We help organizations develop strategies, structures, and processes to anticipate and adapt to changes in the regulatory environment and manage the full life-cycle of regulatory risk.
- **Cyber risk:** We help organizations develop and implement strategies and programs for managing information and technology risks.
- **Strategic & reputation risk:** We help organizations identify and manage the risks that are most impactful to the long-term success of the C-suite and board.
- **Forensic:** Deloitte Forensic helps our clients react quickly and confidently in a crisis, investigation or dispute, using our global network, deep industry experience and advanced analytical technology.

# Talent and Leadership Development



## Organisation transformation & talent

Digital and emerging technologies, changing market conditions, and regulatory pressures are common external forces that drive business transformation. Internally, new leadership and growth or consolidation strategies (including mergers and acquisitions) often spark transformation. No matter what the driver, the same challenges typically apply: how to align your organization design, talent, leadership and culture with your business strategy make the transformation vision a reality, and then sustain it over time.



Deloitte practitioners combine deep transformation experience with practical business acumen. Our organization and people solutions incorporate an array of innovative tools and resources, powered by analytics, to enable sustainable change.

## Actuarial, rewards & analytics

Organizations are challenged with new emerging risks as they seek profitable growth and attempt to maximize the return on capital by understanding the risk adjusted opportunities to deploy the capital.



Deloitte's practitioners help business leaders make informed decisions to grow revenue, manage risk and capital, reduce operational costs, and design compensation and reward programs to address critical business, financial, and insurance challenges. We work with many of the world's leading financial services providers in Life, Property & Casualty insurance, as well as with Healthcare plans and providers, and provide Rewards and Risk Management advice to organizations from all industries and all geographies.

# Driving businesses to achieve their growth ambitions

## Innovation

Innovation is what it takes to excel and grow in a complicated global environment. As the pace of change continues to increase, innovation is imperative for all organizations.



- **Innovation:** Doblin, Deloitte's design-led global innovation practice, brings together a wide range of singular capabilities, tools, and people to help organizations create new sources of growth and prosperity. Through a combination of design, strategy, social science, and technology, Doblin works to unearth opportunities and spur ongoing growth that helps companies: Set and implement innovation strategy, conceive, develop, and launch innovations, Build your overall innovation capability and competence, including adopting and cultivating the proper mindset and culture through organization-wide change management.
- **Digital strategy:** Deloitte's digital strategy offering enables companies to respond to the new imperatives arising from digital disruption by making an integrated set of choices that create a cost advantage or superior differentiation. At the core of our digital strategy is an understanding of how digital transformation is redefining the primary drivers of competitive advantage – Customer, Platform and Data.

## Growth, Capital & Transactions

To grow is to take deliberate strategic choices about the future of the company. Companies are seeking to grow their business. Growth provides opportunities to diversify operations, expand in other geographies, reach new customers, and tap into new sources for materials and talent.



- **Corporate & Business strategy:** We believe every client is a unique enterprise requiring a unique strategy. We help clients address fundamental questions of corporate strategy, assess and strengthen the positioning and performance of individual businesses, develop high-value, long-term growth platforms, navigate and make choices in an increasingly uncertain and complex environment, and elevate the quality and impact of strategic planning processes and capabilities.
- **Mergers & Acquisitions (M&A) strategy & advisory:** We advise companies, Private Equity houses and management teams on M&A transactions including corporate acquisitions and investments, private equity buy-side and portfolio exits. We have a strong reputation in the market for providing outstanding disposal advice for sell-side transactions, by leveraging our extensive international network to find the right buyer, as well as providing optimal funding solutions and industry insight. For buy-side transactions, our industry knowledge, transaction structuring capabilities and relationships with funders, industry experts and market participants enable us to be a trusted transaction advisor and provide outstanding advice.
- **M&A transaction services:** Our transaction services specialists focus on supporting corporate and financial investors to maximize value and manage risks on buy or sell-side deals based on extensive experience and expertise obtained from major transactions across multiple sectors and industries.
- **M&A Tax:** All transactions (whether mergers, acquisitions, joint ventures, equity investments, or divestitures) involve complex issues that require the dedicated attention of experienced professionals. When those deals involve companies with global operations, wading through the additional range of tax considerations is even more daunting. Deloitte can assist and provide advice in effectively navigating the myriad of tax issues and considerations in cross-border transactions to help manage tax compliance risks and potentially enhance returns. Our advisory services include deal structuring, due diligence, sell-side services, post transaction services, and restructuring advice.
- **Valuations & Modelling:** We bring deep experience in valuing and analysing businesses and their underlying assets, in the context of M&A, strategy, restructurings, financial reporting and compliance.
- **Debt & capital advisory:** We provide independent advice to borrowers across the full spectrum of debt markets through our global network of Debt & Capital Advisory specialists. Our expertise ranges from the provision of strategic advice on the optimum capital structure and available sources of finance through to the provision of highly experienced execution resource.

## Financial Health & Operational Excellence



The key to a successful business is day-to-day operational efficiency. Operational efficiency is an important facet for any business and is critical for business growth and transformation. Deloitte collaborates with and supports businesses achieve optimal efficiencies in their operations.

- **Service operations:** Deloitte Service Operations practitioners work with service organizations across multiple industries and sectors to improve profitability and business productivity. We help to enhance the core elements of your business model that drive service excellence. Through proven analytics, we simplify processes, align technology and reduce operating costs to focus on how services are delivered to drive value for the customer, and the organization.
- **Supply chain:** Deloitte's Supply Chain Strategy offering is focused on helping our clients to create, refine, and implement supply chain strategies that support their overarching business strategy. This includes operating model design, defining and developing supply chain capabilities that are core to competitive advantage, improving operational and financial performance, and managing supply chain related risk.
- **Finance:** As any Chief Finance Officer (CFO) who has undertaken finance transformation knows, it is difficult and time-consuming. It requires careful planning and resources, and can be costly, especially without proper planning. But finance transformation is also critical if finance is to keep up with the changing needs and strategies of the business. Deloitte helps finance leaders address the most critical priorities in enabling the finance function to support and create value for the business — from establishing finance as a trusted partner to the business, to developing a high-performance operating model, improving core processes, and managing ongoing performance.

## Transition



Change is inevitable for continuity. Every company will face the challenge of transition at some point, be it succession planning, an exit or a turnaround. It is key to define the process and timeline for completing the transition from the current state to the new situation.

- **Succession planning:** The continuity of any business depends on the continuous identification and development of future leaders. A cornerstone and significant success factor of any family enterprise is the talent it employs. Attracting and retaining effective talent enables a family enterprise to create the appropriate culture, maintain high morale and retention, and adeptly evolve as family needs and dynamics change. Deloitte supports clients to manage organizational leadership, including succession planning, executive searches, retention, and development training to grow the future leaders from within the organization.
- **Business model transformation:** You have the vision for your business, but do you have the structure to bring it to life? Business Model Transformation helps drive the business and operating model changes required to achieve an organization's strategic vision. Deloitte's Business Model Transformation consultants are ready to help you capture new growth opportunities, reduce costs, improve efficiencies, and stay ahead of consumer preferences. Across a broad range of specialties — enterprise model design, global business services, outsourcing, cost transformation, real estate, and location strategy — we help organizations set and execute their strategic vision and dramatically improve business performance.
- **Restructuring services:** Deloitte can support your business in these areas:
  - *Turnaround & Corporate Recovery Services:* Protecting and building value in businesses with looming or critical financial issues
  - *Portfolio Lead Advisory Services:* Unlocking value in non-core and underperforming asset portfolios.
  - *Financial Restructuring & Business Review Services:* Supporting stakeholders of businesses with over-leveraged capital structures
  - *Contingency Planning & Insolvency Solutions:* Facilitating restructuring and insolvency through local delivery of global solutions.

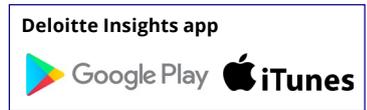
## Other Services



**Owner and family wealth planning:** Individuals and families with substantial assets often face difficult decisions associated with protecting and extending their legacy. Deloitte is experienced in addressing the many facets of wealth planning for private company owners and their families.

# Deloitte Private insights

Our clients have access to insights and trends relevant for private businesses, families and private equity houses. In addition to the sample of insights below, clients can access our website for more information or download our Deloitte Insights app to receive content directly on your mobile device.



**Private equity and the post-COVID-19 economic recovery in Sub-Saharan Africa**  
Nov 2020

As businesses and whole economies move from their immediate Response to the pandemic, to putting in place the levers for Recovery, ahead of preparing for the next normal (Thrive), there will be various opportunities and challenges in Southern, East and West Africa for private equity investors.

This article addresses possible focus areas for private equity during the Recovery and beyond.

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**Leading with trust as a family enterprise—a global perspective**  
How to thrive in a disrupted market

Family-run enterprises often have a competitive advantage of deep trust with their stakeholders. How has COVID-19 affected these relationships—and how can these enterprises respond? Trust is the need of the hour

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**The Resilient Family Enterprise Series**  
**Beyond business: Unique characteristics of family enterprises that could position them to thrive**

Despite their reputation for resilience, optimism and agility, most family businesses have been under significant pressure to respond to the general health, safety, and welfare challenges introduced by the COVID-19 pandemic, along with the operational disruptions to their business. This series explores how the same traits that set family businesses apart are creating authentic opportunities for resilience, growth, and recovery.

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**Long-term goals, meet short-term drive**  
Global family business survey, 2019

The Global Family Business Survey 2019 explores how family businesses can find the right balance between long-term goals and short-term needs by tapping into the views of hundreds of family-owned companies in four key areas: ownership, governance, succession, and strategy.

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**Private Company Issues and Opportunities**  
Family business edition

Why do few family businesses survive into the third or fourth generations? Articles in this report explore the common traits of family businesses around the globe that have solved this puzzle.

The 12 articles include actionable insights from 18 subject matter specialists on a wide range of topics.

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**Private Companies and COVID-19: Accessing the Debt Markets During and After the Crisis**

For private companies, accessing capital can be a challenge during ordinary times. The unprecedented COVID-19 pandemic, which has quickly morphed into a global humanitarian crisis and economic disaster, has dramatically upped the stakes and added a new layer of complexity. This article explores what "RECOVER" means for PRIVATE COMPANIES managing debt financing.

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