



**PROBLEM STATEMENT:**

## Ensuring the acquired company maximises the return on sale.



### Client profile

#### Purchasing company:

- Manufacturing Industry
- ¥1,007,339 Million Revenue
- Listed on Tokyo Stock Exchange
- \$1.7 Billion Deal

#### Acquired company:

- Packaging Manufacturing Industry
- \$4B Revenue
- 4,000+ Employees
- 80+ Sites

### Key Team Roles

- Investment Committee
- Company Leadership Team
- Transaction Lead
- Corporate
- External Advisors

### Business Impact

- Successful execution of the deal during Covid-19
- Completion and Day1 transition went to plan
- Value creation plan developed to deliver \$100M+ benefit over 2 year period
- Program of work for value creation delivered
- Completions accounts successfully negotiated with an improved outcome of \$40M+ from well managed process



Our client purchased an Australian packaging business in April 2020 for \$1.7B. Whiteark was engaged to help solve the following key deliverables: Day1 Readiness, Integration Plan, 100 Day Plan and Value Creation Program of Work. Ultimately each of these deliverables would set the foundations for the acquired company's ability to maximise the return on sale.

**Approach:** The Whiteark team commenced work two months prior to the deal settlement date:

### Pre-deal settlement

- Program managed the end-to-end process for Day1 readiness which involved daily meetings with shareholders and other party to resolve open items. These items included preparing Transitional Services Agreement (TSA), negotiating final agreements, ensuring bank arrangements were in place, Day1 readiness program, communications to staff, organisational design, separation plan, budgets, management of cashflow on Day1, negotiating commercial agreements to ensure no issues with continuity of business operations, and managed IT cut-off post go-live.

### Post deal settlement

- We worked with the leadership team to implement the 100 day plan across the organisation – ensuring alignment amongst the executive team, communication to the staff, TSA management and operationalisation of the agreements and prepared work for completion accounts to maximise the result.
- We embedded ourselves within the company to build out the value creation plan, identify key areas to maximise value and the estimated timeframe. This also involved establishing a Steering Committee and structure to operationalise the program of work.

### Solution:

- Executed the deal successfully during COVID lockdown in Melbourne, Australia
- Achieved Day1 readiness with all the key areas in place
- Managed the integration of companies including key commitments under the agreement which including change in branding
- Initiated the value creation program of work to deliver the benefits outlined in the business case
- Proactively managed the completion accounts process

VALUE CREATION PLAN

**+\$100M**

BENEFIT OVER 2 YEARS

COMPLETIONS ACCOUNTS

**+\$40M**

IMPROVED OUTCOME

PURCHASE PRICE

**+\$22M**

COMMERCIAL IMPROVEMENT