



# **Finding Value in Cross-Border Mergers & Acquisitions**

GLOBALIZATION PARTNERS | DIANE ALBANO | CRO



### **DIANE ALBANO, CHIEF REVENUE OFFICER**

- Three decades of strategic expertise managing complex sales and services organizations, and leading high-performance sales teams.
- Has established and grown global markets in Europe, the Middle East, Africa, Asia Pacific, and Latin America.
- Specializes in go-to-market strategy and execution, optimizing existing revenue models, and creating new business channels.

## WEBINAR | WHAT WE'LL COVER

**1** **Cross-Border M&A: Top Benefits**  
What are the organizations' goals?

**2** **How to Prepare: Top Challenges**  
What's preventing the deal from adding value, and doing so faster?

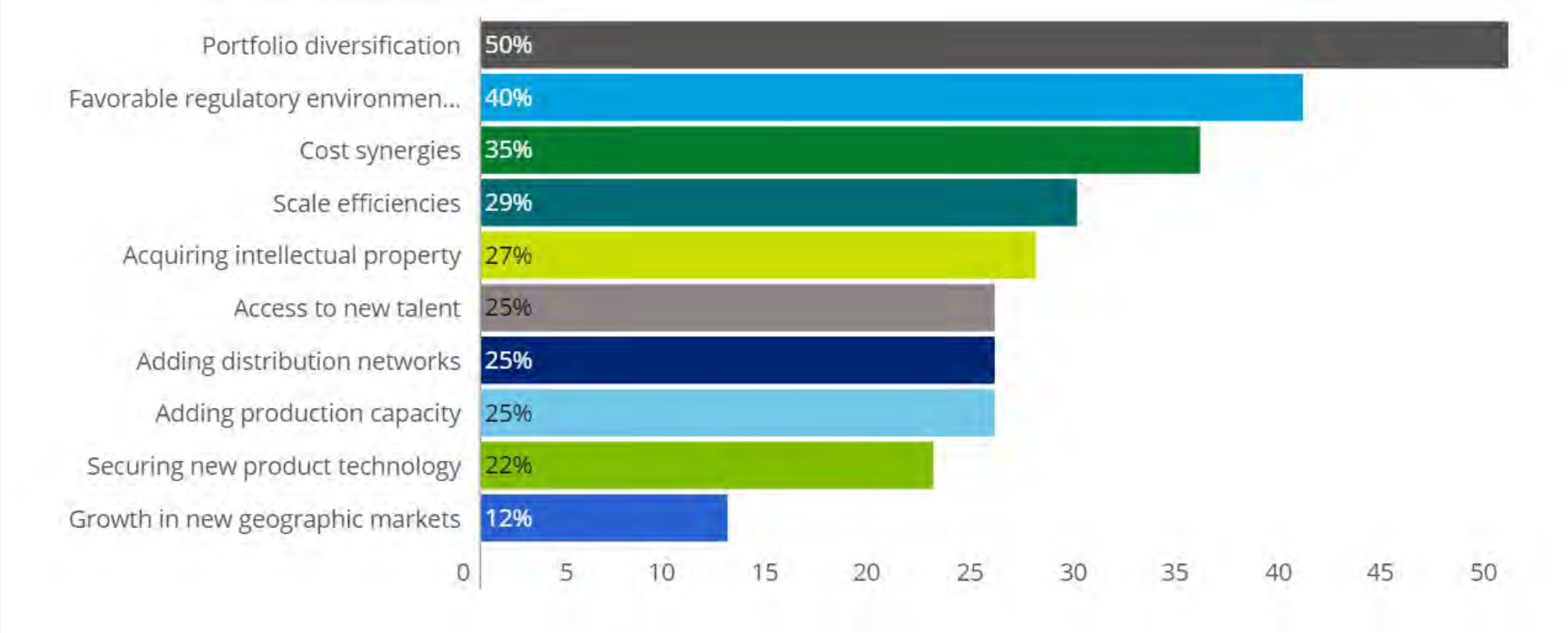
**3** **Finding Value Where Others Don't**  
How can you maximize deal potential?

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# Cross-Border M&A: Top Benefits



# WEBINAR | CROSS-BORDER M&A: BENEFITS



Source: Deloitte analysis through primary survey.  
Value might not add up to 100 percent because respondents could select more than one answer.

## WEBINAR | **CROSS-BORDER M&A: BENEFITS**

### Portfolio Diversification

- 50% of companies surveyed say this is a top deal objective (Deloitte, 2016).
- Diversification can help scale revenue, but also provide a foundation for revenue longevity.
- Stagnation is a bigger liability than the potential losses involved in testing diversification.



## WEBINAR | **CROSS-BORDER M&A: BENEFITS**

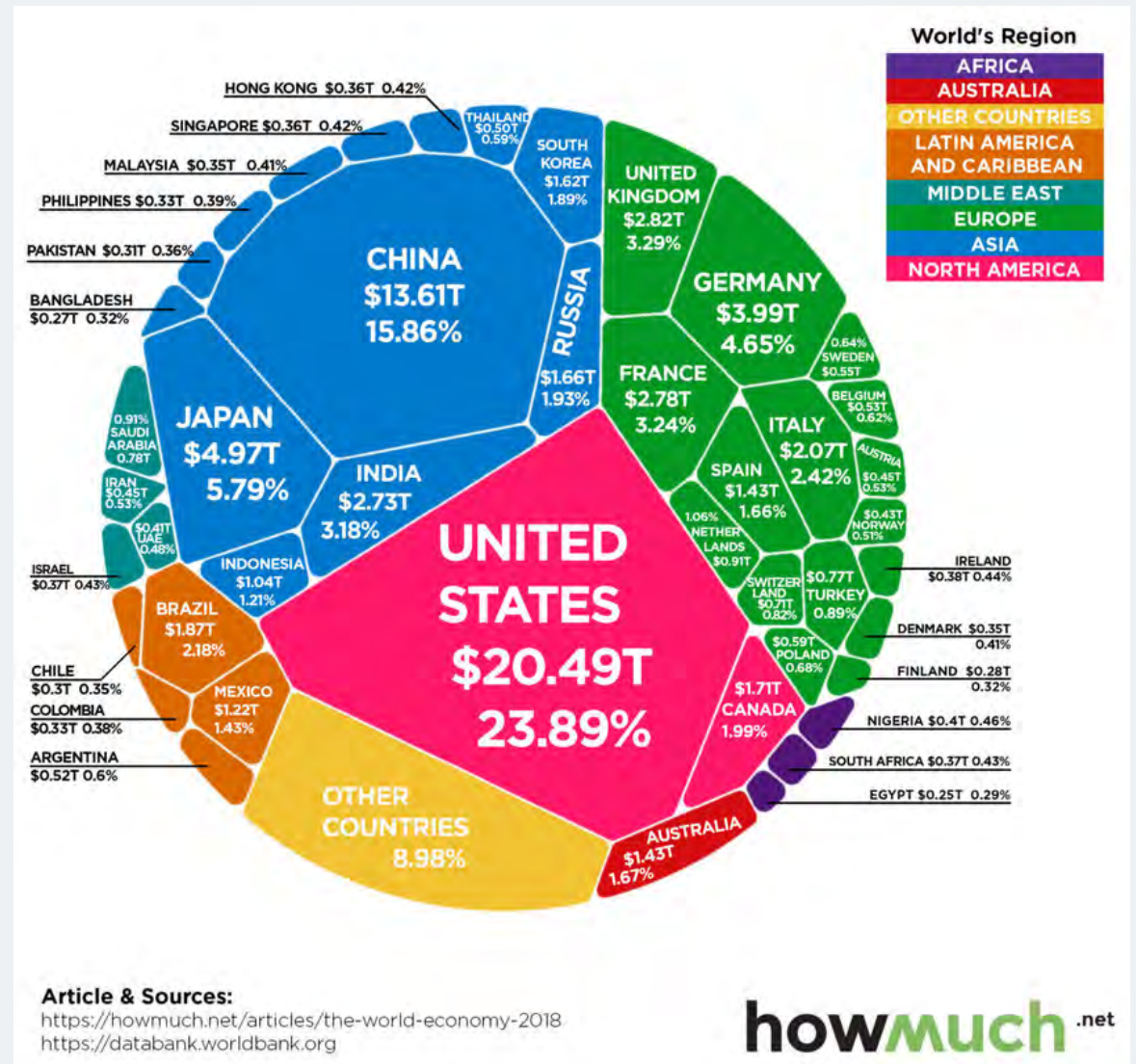
### Access to Talent

- Top talent gets hired by recruiters within 10 days (Workonic).
- European and North American employers will require 16 to 18 million more college-educated workers in 2020 than are going to be available (McKinsey).
- **TIP** - top emerging locations for tech talent: Toronto, Uruguay, Ukraine, Poland, Russia.



## Growth in New Geographic Markets

- Look beyond country of origin to grab global market share
- Be ready to take full advantage of currency fluctuations
- New consumer market versus new production base





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# Cross-Border M&A: Challenges

### What to Prepare for:

- Tax and regulatory challenges (and the time involved)
- Unexpected costs
- Managing talent and culture



### Tax Law & Regulatory Requirements

- 47% cited tax law and 32% cited regulatory as the top challenge (Deloitte).
- Setting up an international subsidiary presents legal, financial and tax complexities...and it takes time.



### Unexpected Costs

- 67% of companies reported they exceeded their budget during carve-out transactions.
- One of the top causes: underestimating the full cost of onboarding new talent and offering country-specific benefits packages.



### Talent & Culture

- Difficult to foresee HR issues when there are cultural barriers
- Communicating to transitioning employees in a thoughtful way
- Developing trust with new team members and preserving relationships



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**Finding Value**



### Do Your Due Diligence When Exploring Opportunities

- Know your countries – collect all data on tax and regulatory requirements.
- Focus on what matters – balance value and complexity.



### Plan, Plan, Plan

- Set realistic timelines – don't underestimate the potential for delay.
- Remember speed creates value – the more efficient your integration, the faster you realize returns.





### Execute with Experts

- On-the-ground expertise matters – invest in the knowledge you need to succeed.
- Think global, act local – let your in-country team lead the way.



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# International Expansion Support

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## BEFORE

- We help create a testing environment.
- Try out a market with low headcount on the ground.
- Know the true costs in advance.



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### DURING

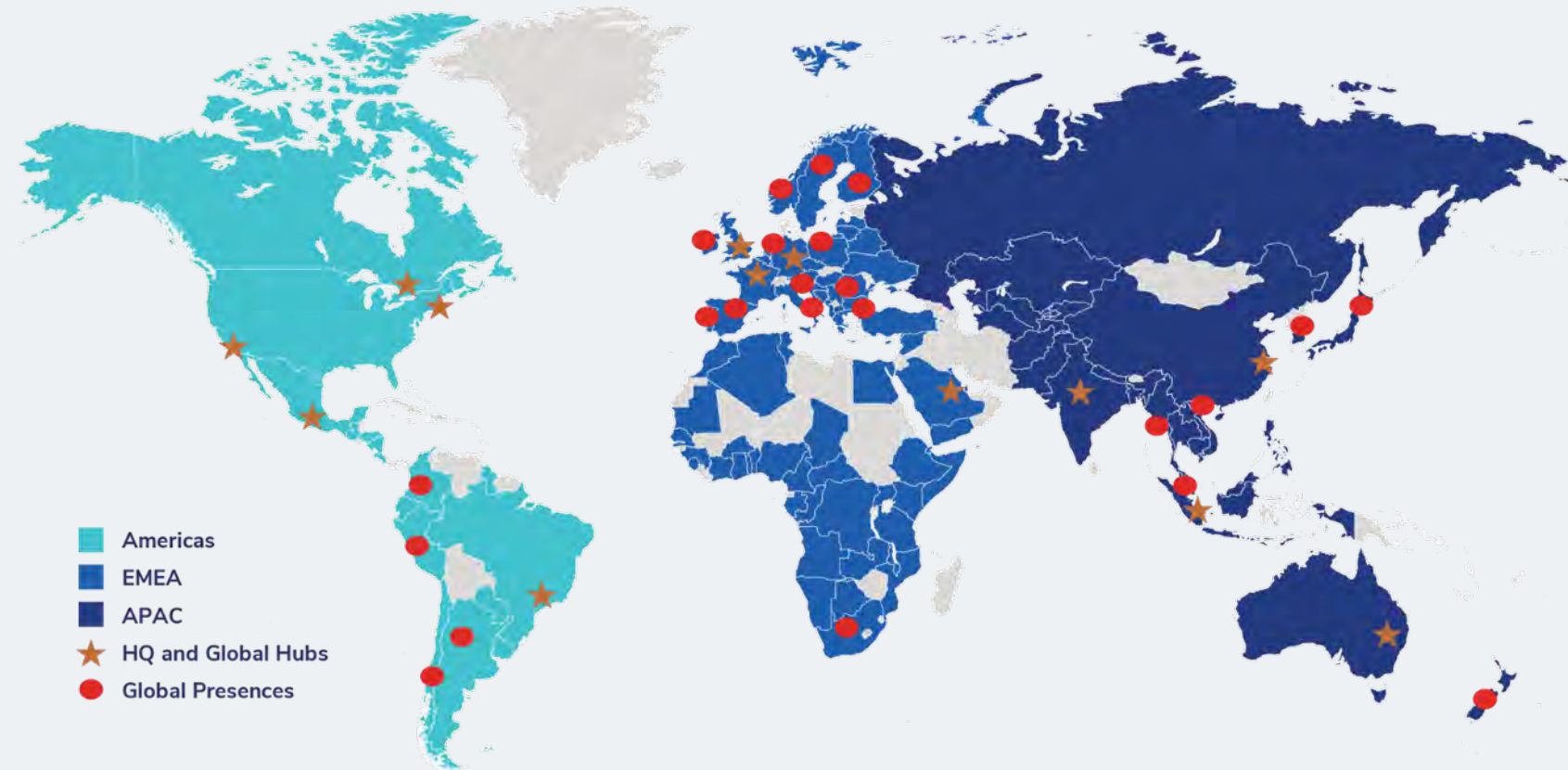
- We assist with outlier employees, or in countries where you have no entity.
- You retain talent, we take on the risk.
- Control costs and keep timelines on track.



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## ONGOING

- We continue with all regulatory, HR, legal filings, keeping professionals on our compliant payroll.
- You focus on the big picture.
- Use us as a resource for further exploration.



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**Q&A**





# THANK YOU


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