

# Case study: Operational Due Diligence

Client: Produce Manufacturing  
Project: M&A transaction support

## Background and Activities

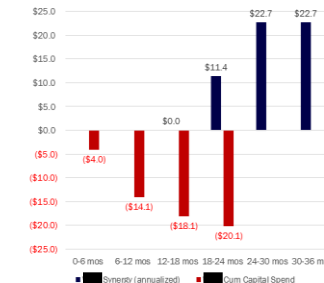
- ODD for PE firm on \$1.5bn, 3 companies to 1 consolidation
- Scope: (i) Capacity & facility consolidation plan, (ii) synergy review - operations, procurement, logistics & distribution, (iii) developed execution plan framework for first 100 days and first 12 months of ownership
- Developed initiatives and implementation plans to achieve ~\$20mn in procurement savings
- Created plan to optimize manufacturing & distribution network from 12 to 7 facilities and achieve ~\$25mn in operational synergies

## Findings & Benefits

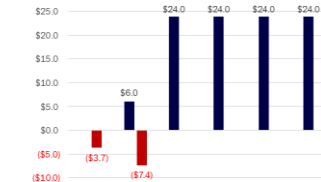
- ✓ Identified and developed an alternative consolidation plan that reduced cost to achieve operational synergies by ~\$13mn, accelerated time to realization and substantially reduced execution risk
- ✓ Identified gaps and provided recommendations to enhance procurement capabilities to facilitate realization of synergies
- ✓ Designed procurement and operations execution frameworks to drive synergies post closing
- ✓ Identified risks, challenges, and mitigation strategies to realize synergies
- ✓ Confirmed absence of red flags

## Capital and Synergy Cash Flow

Plan A

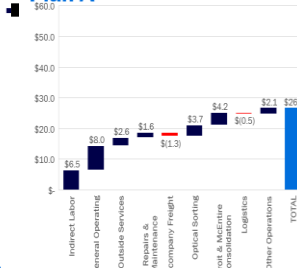


Plan B

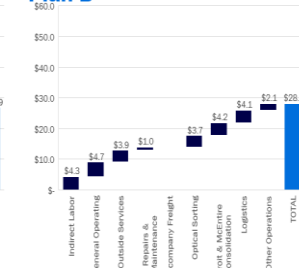


## Synergy Generation Waterfalls

Plan A



Plan B



## Logistics Analysis



## Sourcing Dynamics

