# **KPMG – Case Study**



#### Case Study: Purchaser

Prochaser is a mid-sized Austrian competitor of the target, which is more or less of the same size with sirgistly better profits. It expects huge synergies within the areas of cost savings (procurement, wavehouse), restructuring of the network of outlets and therefore is very interested in taking part and winning this tender auction. P is very inexperienced in transactions like this and is currently looking for advisors.

#### 1) What is the goal of the group? How do you define a successful transaction?

- We are not sure what you mean by the group. By <u>our group</u> we will consider Purchaser (us), Purchaser Advisor and Due Diligence Team.
- The goal of the Purchaser is to acquire the competitor to exploit economies of scale (cost reduction). The goal of other actors in our group is to help to realize the acquisition.
- The transaction can be considered successful (for the purchaser) if the expected financial benefit
  of economies of scale exceeds the cost of purchase of the target (and associated with that costs,
  such as research, advisors, etc.) basically positive NPV.
- A further goal is to increase market power by acquiring the competitor to solidify our position in the market.

#### 2) What kind of information do you currently have? Will you be asking for any further information during the process? If yes, what kind of information is that going to be?

- We have just received a short target profile paper, a draft of an NDA and an invitation to take
  part in the tender from the Seller Advisor.
- So, right now we know basic information about the target it has 90 shops all over Austria, 1 central warehouse, stable revenues and low profits.
- As we are interested in the offer, we are going to request further information. We are going to
  request an information memorandum, containing a more detailed overview of the business
  model, intellectual property, technology, distribution channels, infrastructure, staff and
  financials of the target.

## 3) Think about the previously discussed process timeline. When will most of your resources be needed during the process?

- The timeline can be divided in 4 parts: preparation, marketing, due diligence and closing.
- As we outsource due diligence to the Due Diligence Team, we consider this stage to be less resourceful than the closing stage. The closing stage and negotiations require a lot of resources to ensure that we do not overlook any legal issues and overpay for the identified weaknesses of the target.
- Since we are interested in acquiring the target company, we will have to evaluate our capital needs to fund the transaction and be advised on the optimal debt/equity stack.

# **Kpmg Case Study**

Caraiani, Chiraţa,Lungu, Camelia I.,Dascălu, Cornelia,Colceag, Florian

#### **Kpmg Case Study:**

Coaching for the Future Janice Caplan, 2003 Coaching has surged in popularity in recent years gaining acceptance as a high impact tool for executive development and is finding broader and farther reaching business applications Increasingly coaching is seen as the strategic solution for the key business issues managing the knowledge embedded in the organisation ensuring the continuous development of that knowledge and managing the knowledge worker These are critical to competitive success regardless of whether your organisation is a commercial not for profit or government agency Janice Caplan has drawn on a wealth of experience to deliver this definitive title through the use of practical tools and techniques fully supported by a wealth of case studies from leading organisations in every field including call centres television news reporting the arts world and a number of public and private sector organisations U.S. Tax Shelter Industry United States, United States. Congress. Senate. Committee on Governmental Affairs. Permanent Subcommittee on Investigations, 2004 U.S. Tax Shelter Industry United States. Congress. Senate. Committee on Governmental Affairs. Permanent Subcommittee on Investigations, 2004 U.S. Tax Shelter Industry: The Role of Accountants, Lawyers, and Financial Professionals, S. Hrg. 108-473, Vol. 2 of 4, November 18 and 20, 2003, 108-1 Hearings, \*., 2004 Shelter Industry: The Role of Accountants, Lawyers, and Financial Professionals, S. Hrg. 108-473, Vol. 3 of 4, **November 18 and 20, 2003, 108-1 Hearings, \*.**, 2004 Handbook on Decision Support Systems 2 Frada Burstein, Clyde W. Holsapple, 2008-01-22 As the most comprehensive reference work dealing with decision support systems DSS this book is essential for the library of every DSS practitioner researcher and educator Written by an international array of DSS luminaries it contains more than 70 chapters that approach decision support systems from a wide variety of perspectives These range from classic foundations to cutting edge thought informative to provocative theoretical to practical historical to futuristic human to technological and operational to strategic The chapters are conveniently organized into ten major sections that novices and experts alike will refer to for years to come Software Development Failures Kweku Ewusi-Mensah, 2003-08-01 An empirically based study of why software development failures happen and the lessons we can learn Failed or abandoned software development projects cost the U S economy alone billions of dollars a year In Software Development Failures Kweku Ewusi Mensah offers an empirically grounded study that suggests why these failures happen and how they can be avoided Case studies analyzed include the well known Confirm travel industry reservation program FoxMeyer's Delta the IRS's Tax System Modernization the Denver International Airport's Baggage Handling System and CODIS It has been estimated that one third of software development projects fail or are abandoned outright because of cost overruns delays and reduced functionality Some consider this an acceptable risk that it is simply the cost of doing business Ewusi Mensah argues that understanding the factors involved in development failures will help developers and businesses bring down the rate of software failure and abandoned projects Ewusi Mensah explores the reasons software development

projects are vulnerable to failure and why issues of management and organization are at the core of any failed project He examines these projects not from a deterministically technical perspective but as part of a complex technical and social process he proposes a framework of factors that contribute to the decision to abandon a project and enumerates the risks and uncertainties inherent in each phase of a project s life cycle Exploring the multiplicity of factors that make software development risky he presents empirical data that is reinforced by analyses of the reported cases He emphasizes the role of the user in the development process and considers the effect of organizational politics on a project Finally he considers what lessons can be learned from past failures and how software development practices can be improved <a href="Exploring ESG">Exploring ESG</a>
Challenges and Opportunities Simon Grima, Dimitrios Maditinos, Grațiela-Georgiana Noja, Jelena Stankevičienė, Malgorzata Tarczynska-Luniewska, Eleftherios I. Thalassinos, 2024-12-10 The number of companies that are adopting sustainability strategies and disclosing information related to Environmental Social and Corporate governance ESG issues is on the rise This special volume encapsulates the transformative journey businesses undertake to balance profitability with responsibility

Machine Learning Applications for Accounting Disclosure and Fraud Detection Papadakis, Stylianos, Garefalakis, Alexandros, Lemonakis, Christos, Chimonaki, Christiana, Zopounidis, Constantin, 2020-10-02 The prediction of the valuation of the quality of firm accounting disclosure is an emerging economic problem that has not been adequately analyzed in the relevant economic literature While there are a plethora of machine learning methods and algorithms that have been implemented in recent years in the field of economics that aim at creating predictive models for detecting business failure only a small amount of literature is provided towards the prediction of the actual financial performance of the business activity Machine Learning Applications for Accounting Disclosure and Fraud Detection is a crucial reference work that uses machine learning techniques in accounting disclosure and identifies methodological aspects revealing the deployment of fraudulent behavior and fraud detection in the corporate environment The book applies machine learning models to identify quality characteristics in corporate accounting disclosure proposing specific tools for detecting core business fraud characteristics Covering topics that include data mining fraud governance detection and prevention and internal auditing this book is essential for accountants auditors managers fraud detection experts forensic accountants financial accountants IT specialists corporate finance experts business analysts academicians researchers and students The Circular Economy and Its Implications on Sustainability and the Green Supply Chain Akkucuk, Ulas, 2019-01-18 In the modern world solid and liquid waste deposits are mounting due to increasing populations and wealth Businesses are therefore being put under pressure to pay attention to the environmental and resource consequences of the products they produce and the services they deliver The Circular Economy and Its Implications on Sustainability and the Green Supply Chain is a collection of innovative research on methods of extending biological cycles found in nature to technological cycles where goods when disposed properly are converted into new products in an environmentally efficient way It examines current research on how

to deal with the waste resulting from human activities the relationship between environmental and human health and international legislation on waste management This book is ideally designed for economists managers practitioners academicians researchers and students Green Accounting Initiatives and Strategies for Sustainable Development Caraiani, Chirata, Lungu, Camelia I., Dascălu, Cornelia, Colceag, Florian, 2015-07-24 In today s society environmental concerns are at the forefront of entrepreneurial decision making and planning With increased attention on an organization s environmental impact researchers and business leaders strive to provide the best methodologies and strategies for effective environmental reporting and accountability Green Accounting Initiatives and Strategies for Sustainable Development presents the latest scholarly research on the economic social and environmental objectives essential to the planning and support of future organizations and communities This publication is an essential reference source for academicians researchers advanced level students and professionals interested in designing business models and financial plans with consideration for environmental and social liabilities This publication features timely research based chapters on economic social and environmental policies including but not limited to green performance measurement triple bottom line reporting sustainable societies environmental protection and risk and adaptive management Management and Organizational Behaviour Jayantee Mukherjee Saha, 2006 Existing literature on organizational behaviour is either lopsided or ignores the management dimensions. This book presents a holistic perspective of the subject to develop a correct perception about it and is divided into twenty chapters. The comprehensive text covers the following topics Introduction to Management Planning Controlling Introduction to OB Learning Personality Perception Motivation Communication Teams Leadership Conflict Transactional Analysis Organizational Culture Climate Power and Politics Introduction to HRM Organizational Change and Development Attitude and Ethics Trends in International Business and Quality of Working Life The book conforms to the syllabi of most of the Indian Universities and would serve as a useful text for students of MBA M Com MCA B Tech BBM and other diploma courses in management It meets the needs of students practicing managers and every person having an inclination to know more about the subject Encyclopedia of Sustainable Management Samuel Idowu, René Schmidpeter, Nicholas Capaldi, Liangrong Zu, Mara Del Baldo, Rute Abreu, 2023-11-21 This encyclopedia is the most comprehensive and up to date source of reference for sustainability in business and management It covers both traditional and emerging concepts and terms and is fully international in its scope More than 700 contributions of internationally renowned experts provide a definitive access to the knowledge in the area of sustainable and responsible management All actors in the field will find reliable and up to date definitions and explanations of the key terms and concepts of management in this reference work The Encyclopedia of Sustainable Management represents all aspects of management and business conduct It takes sustainability as a management concept that gives due credit to the complexity and diverging constraints in which businesses and corporations act today and it emphasizes and focuses approaches that help ensure that today s

management decisions and actions will be the basis for tomorrow s prosperity Banking Resilience: New Insights On Corporate Governance, Sustainability And Digital Innovation Sabri Boubaker, Marwa Elnahass, 2024-01-23 The banking industry plays a critical role in ensuring global economic and financial stability Effective governance is essential for mitigating bank risk taking and limiting managerial opportunism in this industry which is constantly under regulatory and market scrutiny However the complexity and diversity of banking financial instruments and transactions gives rise to substantial information asymmetries and ongoing debates regarding contemporary governance sustainability and data innovation issues This book is one of the first to address these contemporary issues collectively offering a comprehensive and holistic understanding of the challenges and opportunities facing the global banking industry It provides new insights evidence based recommendations and future perspectives on the role of governance mechanisms digital innovation climate change and green finance in shaping the industry pre and post COVID 19 The book is a valuable resource for a wide range of stakeholders in the banking sector including international regulators practitioners policymakers institutional investors and auditors It features contributions from renowned international scholars and offers a variety of theoretical empirical and policy based perspectives It provides updated evidence and new insights crucial for rethinking the global banking model and dominant regulations and offers evidence based recommendations and measures for promoting financial stability and Business Intelligence, Computational Mathematics, and Data Analytics V. B. Gupta, Shishir resilience in this industry Kumar Shandilya, Fernando Ortiz-Rodríguez, Jose L. Martinez-Rodriguez, 2025-05-02 This book constitutes the proceedings of the First International Conference on Business Intelligence Computational Mathematics and Data Analytics IBCD 2024 held in Indore India during August 18 19 2024 The conference focus on applied intelligence across data science mathematics healthcare cybersecurity and business analytics and will serve as a driving force for transforming theoretical breakthroughs into practical real world solutions with meaningful societal impact Integrated Reporting Cristiano Busco, Mark L. Frigo, Angelo Riccaboni, Paolo Quattrone, 2013-11-27 This book focuses on Integrated Reporting as a contemporary social and managerial innovation where a number of initiatives organizations and individuals began to converge in response to the need for a consistent collaborative and internationally accepted approach to redesign corporate reporting Integrated Reporting is a process that results in communication of the annual integrated report which describes value creation over time An integrated report is a concise communication about how an organization s strategy governance performance and prospects lead to the creation of value over the short medium and long term This book offers a fresh perspective with expert contributions focusing on both the theoretical underpinnings and the practical challenges for the future of corporate reporting Digital Deception Christopher Murphy, 2025-07-08 A critical examination of the foundational flaws that have led to the current cybersecurity crisis This book takes a historical approach to understanding how short term decision making driven by convenience and profit compromised the long term security of the internet From the introduction of public access

to secure networks to the widespread deception associated with Multi Factor Authentication MFA this book uncovers the decisions both intentional and negligent that have allowed cybersecurity vulnerabilities to proliferate Divided into well structured chapters that trace the evolution of these issues Digital Deception provides a clear and fact based narrative that highlights where the system went wrong and why It also shines a light on the complicity of various actors vendors auditors corporate leaders and even educational institutions in perpetuating a broken system More than just a critique Digital Deception offers a path forward rooted in real computer science to restore trust and security in our digital world The book is especially relevant now as cyber threats continue to grow in scale and sophistication. The facts presented here are not only essential for cybersecurity professionals but also for corporate leaders policymakers and anyone interested in the integrity of the digital economy What You Will Learn Gain a deep understanding of the fundamental flaw in cybersecurity particularly the impact of public access to secure networks and the deception inherent in current MFA practices Recognize how various actors knowingly or unknowingly have contributed to the current cybersecurity crisis Implement real solutions with actionable strategies based on real computer science to address and correct these vulnerabilities paving the way for a more secure digital future A revolutionary concept of Direct User Interaction and Digital IDs as opposed to more traditional cybersecurity approaches like Zero Trust or perimeter security Who This Book Is for This book is primarily written for cybersecurity professionals corporate leaders lawyers and policymakers It is also relevant to educators in the field of cybersecurity and anyone interested in the integrity of the internet The typical reader will have a basic understanding of cybersecurity but will be introduced to new concepts and facts that challenge conventional wisdom and encourage a rethinking of current practices Transforming HR Mark Withers, Mark Williamson, Martin Reddington, 2010-07-15 Deliver greater value to your organisation through HR transformation Transforming HR Second edition offers robust practical advice on changing the way human resource management is undertaken walking you through the transformational process from initial planning to the evaluation of outcomes Since the first edition of the book many organisations have restructured their HR functions and invested in better HR information systems but with new issues emerging all the time the journey towards transformation must continue To support this journey the authors draw on their own experience and insights in this new edition which features Practical tools and approaches to guide planning implementation and evaluation of transformation strategies aimed at increasing the value of HR s contribution in organisations New chapters on HR s value proposition Web 2 0 and benefits realisation to demonstrate their critical role in transformation Cutting edge research on topics such as the use of social media technology by HR with views and experience from senior practitioners across a broad range of organisations Fresh thinking on the people agenda to be addressed by progressive HR functions Intended as an inspiring hands on guide to planning implementing and evaluating transformation strategies Transforming HR second edition is an essential companion as you work to increase the value of HR in your organisation **Project Finance for Business Development** John E.

Triantis,2018-05-08 Raise the skill and competency level of project finance organizations Project Finance for Business Development helps readers understand how to develop a competitive advantage through project finance Most importantly it shows how different elements of project finance such as opportunity screening and evaluation project development risk management and due diligence come together to structure viable and financeable projects which are crucial pieces missing from the current literature Eliminating misconceptions about what is really important for successful project financings this book shows you how to develop structure and implement projects successfully by creating competitive advantage By shedding light on project finance failures it also helps you avoid failures of your own Offers a roadmap for successful financing participant roles and responsibilities and assessing and testing project viability Considers project finance from a broad business development and competitive advantage Provides a strategic decision forecasting perspective Delves deeper than existing treatments of project finance into decisions needed to create and implement effective financing plans Helping readers develop structure and implement projects successfully by creating competitive advantage this book is a useful tool for project sponsors and developers helping them structure and implement projects by creating competitive advantage

Gender Perspectives on Industry 4.0 and the Impact of Technology on Mainstreaming Female Employment Bala, Shashi, Singhal, Puja, 2022-01-07 Almost all economies have or are at least starting to understand the significance of examining and mainstreaming gender issues in the world of work Sociocultural evolution and various other factors have helped these developments but there is still so much more work to be done Technology has played a substantial role in decreasing the gender divide as more households than ever before have access to technology and the revolution of access to information across most societies has become gender neutral and empowering While technology can hold the potential to significantly expand the job market and open opportunities for all job seekers guestions surrounding automation and availability of jobs and the accessibility to secure the necessary qualifications and education needed to fill paid jobs rage on especially when examining those who are typically marginalized Gender Perspectives on Industry 4 0 and the Impact of Technology on Mainstreaming Female Employment discusses gender perspective and its impact on the fourth industrial revolution particularly in the realm of employment structure and analyzes the impact of technology on mainstreaming women in paid employment In the present environment organizations are beginning to realize the importance of looking more critically at their workforce and structure and how to better cater to the diversity equity and inclusion movement while also productively managing the advancement of new technologies Covering topics such as sustainable development and the future of work it is ideal for policymakers practitioners professionals consultants managers researchers academicians educators and students

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