# Deloitte M&A focus on: Analytics

While there's plenty of talk about the growing role that data analytics is playing in mergers and acquisitions, we wanted to assess how important it is-from the perspective of corporate leaders. That's what this survey is all about. For this issue, we surveyed 500 corporate leaders (director–level or above) at U.S. companies with over $10 million in annual revenue, about analytics. Below we've shared some high–level survey results, on everything from where and how analytics is being used in the deal making process, what role analytics may play in the future and much more. One thing is clear: **Analytics is already playing a role, and for most, they're just getting started.**

## Is anybody actually using data analytics in M&A?

Yes! In fact, a majority of the companies surveyed are using technology-driven data analytics.

- 40%
- 28%
- 9%
- 12%
- 11%
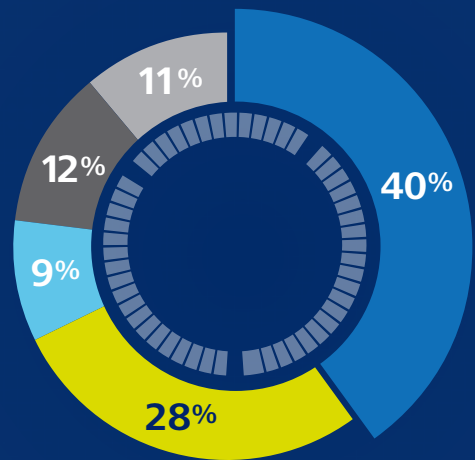
- Yes, it's a core component of our M&A analysis
- Yes, in select areas of our M&A analysis
- No, but considering it
- No
- Don't know/Not sure

Is analytics usage on the rise – or is it declining?

The survey results indicate that analytics usage is increasingly used as a tool in the deal making process.
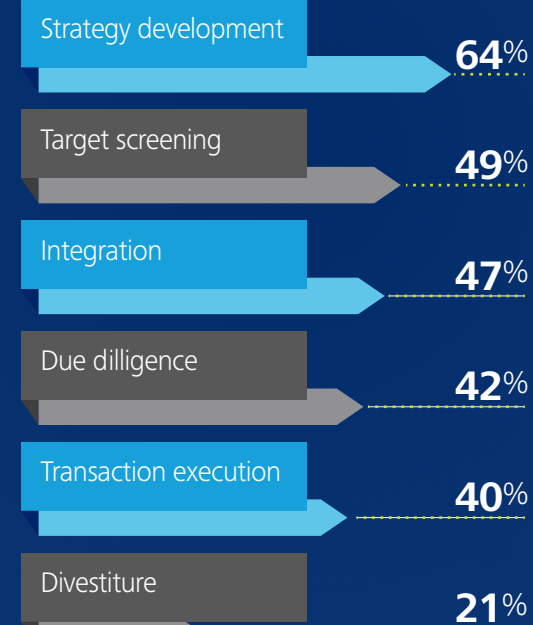
- 34%
- 30%
- 17%
- 1%
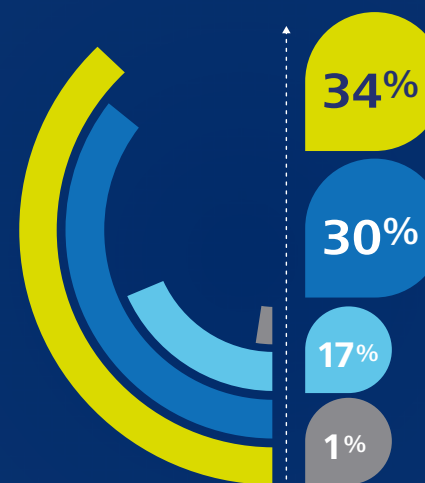
- We have increased our use of analytics somewhat
- We have increased our use of data analytics significantly
- We haven't changed our use of data analytics
- We have decreased our use of data analytics somewhat

Where does it matter most?

Survey respondents indicated that data analytics is most used in the strategy development phase – but other areas rely on it heavily as well.*

*Multiple answers allowed

Stages of the M&A lifecycle where using data analytics is most valuable

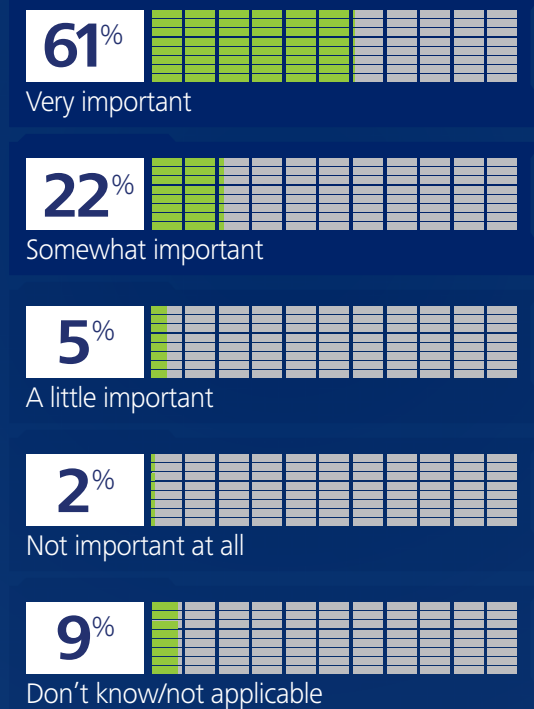| Stage	%
Strategy development	64%
Target screening	49%
Integration	47%
Due dilligence	42%
Transaction execution	40%
Divestiture	21%

How exactly is analytics being used?

Respondents are using data analytics primarily in analyzing customers and markets, and workforce/compensation issues.*

*Multiple answers allowed

- 64% Analysis of customers and markets
- 55% Analysis of workforce and compensation
- 43% Vendor analysis
- 41% Analysis of contracts and legal agreements
- 38% Analysis of intellectual property
- 37% Analysis of plant, machinery and real estate
- 35% Synergy identification and sizing

What role could analytics play in the future?

The leaders we surveyed strongly indicated that data analytics could be very or somewhat important over the next three years.

- 61% Very important
- 22% Somewhat important
- 5% A little important
- 2% Not important at all
- 9% Don't know/not applicable

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