

# Seeds of Expansion

(based on a true story)

IF YOU WANT TO GROW SOMETHING, BE SURE CONDITIONS ARE RIGHT, THEN NURTURE OVER TIME. THIS IS BASIC STUFF—AS TRUE FOR BUSINESS AS FOR BARLEY—AND IT WAS A COMMON PRACTICE AT ONE LEADING AGRIBUSINESS COMPANY FOR DECADES.

BUT RECENTLY, TO EXPAND GEOGRAPHICALLY AND STAY AHEAD OF CLIMATE SHIFTS, THE COMPANY ACQUIRED A FOREIGN AGRICULTURAL RETAILER. CONDITIONS WERE RIGHT FOR A CROSS-BORDER ACQUISITION... BUT COULD THE COMPANY SLOWLY NURTURE THE CHANGES NECESSARY FOR COMBINING THE TWO ORGANIZATIONS? NOT SO MUCH. BEGGING THE QUESTION: COULD THE BIG COMPANY SUCCESSFULLY INTEGRATE THE (MUCH) SMALLER COMPANY WITHOUT LOSING VALUABLE EMPLOYEES AND CUSTOMERS? SOUNDS LIKE A CASE FOR DELOITTE! READ ON...

## CAST OF CHARACTERS

**1) BUYER CEO:** LONGTIME VISIONARY LEADER STEERING ACQUISITION AND GROWTH STRATEGIES.

**2) TARGET CEO:** AUTHORITY ON LOCAL AG BUSINESS ECOSYSTEM; REPRESENTS THE ACQUIRED COMPANY AND ITS INTERESTS.

**3) TARGET AGRONOMISTS:** SPECIALISTS IN THE FIELD (PUN INTENDED) MEETING THE NEEDS OF LOCAL GROWERS (WHO ARE THE CLIENTS OF THE ACQUIRED COMPANY).

**4) BUYERS OF FERTILIZER:** ALSO CLIENTS OF THE ACQUIRED COMPANY (AND NOT JUST CASUAL CUSTOMERS). DOMAIN EXPERTS WITH STRONG RELATIONSHIPS WITH THE AGRONOMISTS.

**5) PROJECT MANAGER AT DELOITTE:** SPECIALIST IN LEADING M&A INTEGRATION EFFORTS.

**6) HR SPECIALIST AT DELOITTE:** FOCUSING ON EMPLOYEE RETENTION AND CHANGE MANAGEMENT.

**7) DATA ANALYST AT DELOITTE:** PROVIDING INSIGHTS AND ANALYTICS TO SUPPORT THE INTEGRATION.

### BUYER HEADQUARTERS - BOARDROOM

**BUYER CEO**

THE WORLD OF TODAY IS NOT THE WORLD OF YESTERDAY. OUR INDUSTRY IS FACING UNPRECEDENTED CLIMATE-INDUCED SHIFTS. TO STAY AHEAD, WE NEED TO EXPAND OUR GEOGRAPHIC FOOTPRINT BEYOND OUR BORDERS. TODAY, I'M EXCITED TO ANNOUNCE A CROSS-BORDER COMPETITIVE ACQUISITION OF A FOREIGN AGRICULTURAL RETAILER.

### ON SITE, FOREIGN AGRICULTURAL RETAILER

**TARGET CEO**

I KNOW SOME OF YOU HAVE QUESTIONS, BUT BELIEVE ME WHEN I SAY THIS ACQUISITION IS A STRATEGIC MOVE. IT WILL PROVIDE US WITH NEW RESOURCES AND OPPORTUNITIES.

THERE IS A LOT OF CHANGE AND CHALLENGE COMING, BUT I THINK THIS IS GOING TO UNLOCK GROWTH FOR ALL OF US.

### BUYER HEADQUARTERS - CONFERENCE ROOM

**PROJECT MANAGER AT DELOITTE**

I KNOW THERE ARE A LOT OF COMPLICATED PARTS TO THIS DEAL, BUT WHATEVER THE COMPLEXITY, OUR ROLE ON THE TALENT FRONT IS CLEAR: MINIMIZE DISRUPTION AND RETAIN EMPLOYEES. COMMUNICATION IN BOTH DIRECTIONS WILL BE KEY—BEFORE REACHING OUT TO THE BROADER TEAM WE'LL CONDUCT WORKSHOPS WITH STAKEHOLDERS TO CREATE A DETAILED PLAN OF ENGAGEMENT FOR EACH FUNCTIONAL LEADER.

AGREE! BUT THERE ARE ALWAYS CHALLENGES. WHAT SHOULD WE EXPECT?

GOOD QUESTION. WE ALREADY KNOW INTEGRATING THE TWO ERP SYSTEMS WILL BE POSTPONED TO LIMIT DISRUPTION. OTHERWISE, IT IS AN INTERNATIONAL ACQUISITION, SO THERE MAY BE SOME REGULATORY CURVE BALLS THAT COME UP DURING THE CLOSING PROCESS.

IF SO, WE'LL BE READY. WE CAN BE FLEXIBLE AND PIVOT TO SUPPORT THE ONGOING REQUESTS.

### INT. CONFERENCE

**PROJECT MANAGER AT DELOITTE**

TALENT AND CHANGE MANAGEMENT WILL BE OUR TOP PRIORITIES, WITH MESSAGING EMPHASIZING THE VALUES BOTH ORGANIZATIONS SHARE.

LET'S TALK MORE ABOUT THE DAY ONE READINESS PACKET EVERYONE WILL RECEIVE—THAT'S ONE WAY WE CAN DEMONSTRATE CLEAR COMMUNICATION AND SUPPORT.

### BUYER CEO

I KNOW WE'RE REALLY EXCITED ABOUT THIS NEXT CHAPTER, BUT WE SHOULD KEEP IN MIND WHAT A BIG DEAL THIS IS FOR FOLKS—

IT'S NOT JUST DESKS AND TITLES. IT AFFECTS A LOT MORE.

### TARGET CEO

AGREE, I KNOW WE WILL GET A LOT OF QUESTIONS, BUT I ALSO KNOW WE HAVE WHAT WE NEED TO ANSWER THEM. I MEAN, WE BETTER—WE NEED EVERYONE TO ACCEPT THEIR POSITIONS IN THE NEW ORGANIZATION FOR THIS TO SUCCEED. REMEMBER: RETAINING EMPLOYEES MEANS RETAINING THE GROWERS WHO'VE COME TO TRUST THEM.

### THE ROAD SHOW BEGINS, WITH EXECUTIVES MOVING FROM CONFERENCE ROOMS TO WAREHOUSE FLOORS AND FARM FIELDS, EACH SETTING ALIVE WITH ANTICIPATION.

AT EVERY STOP, THEY ADDRESS GROUPS OF EMPLOYEES, CUSTOMERS, AND SUPPLIERS, FIELDING QUESTIONS WITH CANDOR AND ENTHUSIASM WHILE HIGHLIGHTING THE MANY BENEFITS OF THE RECENT ACQUISITION.

### AG RETAILER HEADQUARTERS

**HR SPECIALIST AT DELOITTE**

THIS PACKET GETS INTO DETAIL ABOUT THE ACQUISITION—BOTH WHAT IS AND ISN'T CHANGING, INCLUDING THINGS AS PRACTICAL AS EMAIL DOMAINS, CORPORATE CARDS, AND COMPANY CARS.

OUR JOB IS TO HELP MAKE THE TRANSITION, SHOULD YOU DECIDE TO MAKE IT, AS SMOOTH AS POSSIBLE. LET'S REVIEW AND SEE IF THERE ARE ANY QUESTIONS.

### BUYER HEADQUARTERS

**PROJECT MANAGER AT DELOITTE**

THE INTEGRATION IS A SUCCESS: 100% OF CONVEYING EMPLOYEES HAVE ACCEPTED OFFERS, SO THE GROWERS WILL BE KEEPING ADVISERS THEY'VE COME TO KNOW AND TRUST—

**HR SPECIALIST AT DELOITTE**

—WHILE GAINING ACCESS TO STATE-OF-THE-ART RESOURCES AND EXPERIENCE!

### BUYER HEADQUARTERS

**BUYER CEO**

I WANT TO PERSONALLY THANK EVERYONE FOR YOUR HARD WORK AND DEDICATION. WE'VE EXPANDED OUR FOOTPRINT AND PROVIDED NEW OPPORTUNITIES FOR GROWTH AND SUCCESS. YOU SHOULD BE PROUD!

### BUYER HEADQUARTERS - CONFERENCE ROOM

CONGRATULATIONS! I CAN ALREADY TELL WE HAVE BUILT REAL TRUST HERE.

AND AN AMAZING FOUNDATION TO BUILD ON. THIS IS JUST THE BEGINNING.

**PROJECT MANAGER AT DELOITTE**

### TARGET CEO

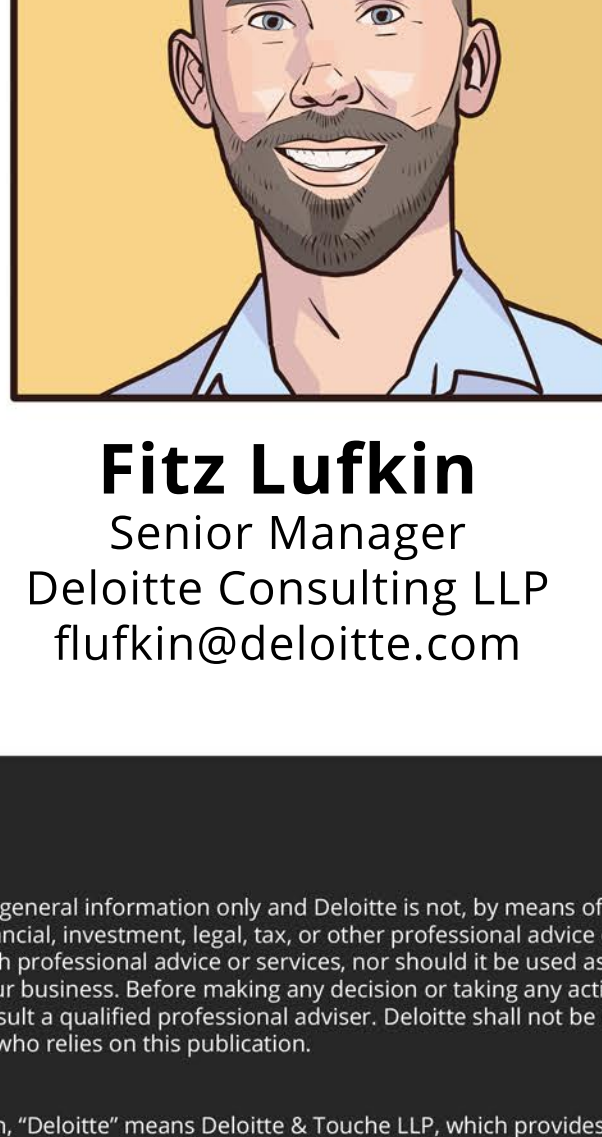
**BUYER CEO**

THROUGH STRATEGIC GROWTH AND COLLABORATION, THE AGRIBUSINESS HAS EXPANDED ITS REACH AND IMPACT. WITH THE SUPPORT OF DELOITTE, THEY'VE CULTIVATED A FUTURE OF CONTINUED SUCCESS.

END

Do these challenges sound familiar?

**Let's connect.**



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