



Q&A



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Q *What, in your opinion, is the hardest part of a M&A deal?*

A The negotiation and closing stage. Both the buyer and the seller are primarily focused on maximising value for the deal. The buy-side wants to make sure they do not overpay, and the sell-side is laser focused on getting the highest value possible. There are also instances of regulatory, socio-cultural, and other non-financial issues raised from the due diligence phase which need to be negotiated and factored into the SPA/SHA. Structuring mutually agreeable indemnities, warranties or conditions precedent into the closing documentation can be an arduous task that requires experience, ego-management, patience, and dexterity on the part of the advisors.

Q *What is your favourite sector to do a deal in and why?*

A Consumer markets are a good chunk of national GDPs and can drive up to 70% of national trade volumes – with spill-on effects for retail, advertising and other important segments. From my experience, the performance of a country's consumer industry is a critical indicator of real economic

growth. Deals in this space give an Advisor the opportunity to create value by stimulating regional demand, which in turn drives production, employment (specifically lower to middle income uplifts), and value creation.

Q *What, in your opinion, is the biggest challenge small businesses in Africa face when trying to secure funding?*

A Lack of corporate governance. Structure and process gaps. Absence of a clear and concise strategy/business plan.

Q *If you could change one thing on your career path to date, what would it be and why?*

A Every experience (good, bad, ugly) over my career journey has been a learning point. However, if I were to change anything, it would be to have started my career days in consulting, not industry. This would've given me (1) wider breadth at the start of my journey and, (2) the leeway to make more informed life and career decisions at an early stage. I truly believe that a multi-disciplinary base gives you more scope for better future professional decisions.

Q *What do you consider the most important traits for a woman to have to succeed in this industry?*

A Curiosity to figure out what comes next, and to tinker with what doesn't feel right on a deal.

Courage to raise your hand and step forward.

Staying power to remain motivated through the challenge to close client deals on the best terms possible.

FUN FACTS

Favourite colour:

Yellow – nice, bright, vibrant and promising.

Current book on your nightstand:

A biography of Nike: “Bata mi a dun kokoka” – it is a beautiful memoir of my elder kinswoman. The book focuses on Nike's arduous and historic journey to become an internationally recognised artist.

Preferred music genre:

Afrobeats – has the capacity to put a spring in your step at any time of day.

Your worst trait:

Periodic impatience. 🙄

