



Post-Acquisition Crisis: Rebuilding a \$2B Finance Function From Scratch

Client: **Big Tex Trailers**

Exit Value: **\$2 Billion**

Industry: **Manufacturing**

Key Outcome: **Zero Interruption**

Ownership: **Bain Capital**

& Integration of 3 Acquisitions

"Quantum provided critical stability and senior leadership at the most volatile moment in our acquisition. Their ability to step in as an instant 'Office of the CFO' and ensure zero interruption in financial reporting was exceptional and allowed our team to focus on the strategic priorities of the integration."

— Managing Director, Bain Capital

The Situation: A Leader Without a Team

Immediately following its acquisition by Bain Capital, the \$2B trailer manufacturer Big Tex Trailers faced an unprecedented crisis: the abrupt departure of its entire finance department. This created a critical void, threatening the company's ability to function, maintain financial controls, and meet the stringent reporting demands of its new top-tier PE sponsor. The company needed to integrate three recent acquisitions with no team to do it.

The Quantum Transformation: Deploying an Instant "Office of the CFO"

We were engaged to provide immediate stability and build a new foundation for the future.

- **Deployed as the Interim Office of CFO**, providing immediate senior finance leadership and taking full control of the financial close, treasury, and reporting functions.
- **Architected and led the full financial integration** of the three un-integrated acquisitions, which involved harmonizing accounting policies, untangling intercompany transactions, and creating a standardized, consolidated reporting framework.
- **Designed and documented a new, scalable "Finance Playbook"** with robust financial controls and PE-grade reporting processes, creating a "buttoned-up" function from scratch.

The Value Created: From Crisis to Control in Six Months

Our engagement successfully navigated the crisis and built a resilient financial function ready for a permanent team.

The Transformation:

FROM	TO
A complete leadership and operational	A fully functioning, partner-led Office of the CFO.
Disparate, un-integrated	A single, consolidated view of the business.
Unknown, high-risk	A documented, scalable, and PE-grade financial infrastructure.

The Results:

- **Ensured Seamless Transition** with zero interruption in critical financial reporting.
- **Provided Strategic Support**, freeing executive management and the PE sponsor to focus on operations.
- **Built a Lasting Foundation**, giving the new permanent finance team a massive head start and setting them up for long-term success.

Strategic Takeaway

In large-scale acquisitions, a robust and rapid post-merger integration plan for the finance function is not a "Day 100" item, but a "Day 1" necessity. Having a partner ready to provide immediate, experienced interim leadership is a critical tool for de-risking major transactions.

QFi Capabilities Demonstrated:

- Interim Leadership (Office of CFO)
- Crisis Management & Stabilization
- Post-Acquisition Integration
- Financial Process Re-engineering