

Preparation of corporate acquisitions for a leading direct insurance company

Challenge

In order to consolidate and strengthen its leading position in the live insurance sector, our client's respective division was interested in examining all possibilities for organic and inorganic growth. In particular, the client wanted to identify and evaluate companies specialising in the consulting, sales, development and administration of pension funds with a view to a possible takeover. This would enable the client to realise its goal of quickly increasing business volume by using assets, structures and technological solutions from suitable target companies.

Approach

By examining the client's existing setup, we were able to perform a structured analysis of the market and competitor situation before contacting target companies. Parallel to this, we developed a first business case, comprising possible scenarios of a future operating model in the event of an acquisition. This was agreed with the client and formed the basis for a structured transaction process which comprised the following activities:

- Setting up and controlling a team for realising the transaction concept (sales, product development, mathematics, finances, law, IT, back office, external specialists such as auditors, actuaries)
- Preparation and implementation of a due diligence for target companies, taking into account legal, economic, organisational and technological aspects
- Evaluation of the relevant target companies and creation of a realistic purchase price indicator as well as all essential and connected general conditions
- Central management of communication and information for project contents and participants (internal management, external service providers, management of target companies)

Results

Within an extremely tight timeframe, we analysed all possible scenario-based transactions (investment, joint venture, acquisition), including all strategic and operative consequences resulting from them. In addition, we performed a realistic evaluation of target companies along with a targeted strategy for negotiations at top management level. This created the basis for a deal in the range of 50 million, while ensuring the highest possible confidentiality and without impeding current business operations in any way.

For more information, please feel free to contact us.