

Portfolio Review and M&A Strategy

Development – Industrial Goods Manufacturer



SITUATION

Growth Acceleration

A leading global industrial goods manufacturer was looking to accelerate growth in the core and outside of its core

Strategic Scope

Scope included M&A strategy to enter / improve position in growth markets and potentially add a new leg to the business

SOLUTION

Review of the existing portfolio:

- Analyzed internal business unit (B.U.) long-range plans
- Interviewed leadership to understand strategic and financial goals
- Combined internal data with market intelligence (industry reports, expert interviews, macro economic conditions) and own analytics, to build "bottom-up" sales and profit forecasts

Isolated areas of focus for future growth:

- Assessed potential of each B.U. on growth and profitability dimensions to prioritize areas of investment for future growth
 - Analysis accounted for market growth, competitive landscape, and product / innovation pipeline

Identify attractive new growth platforms (M&A):

- Developed criteria to assess sectors, mixing external attractiveness dimensions with fit with our client's capabilities
- Developed initial list of candidate sectors, based on a limited KPI set
- Refined the list, conducting deeper dives on the remaining set
- Identified and prioritized potential acquisition targets and conducted pre-diligence, including negative synergies potential for each target

OUTCOMES



Enabled the Executive team to clearly articulate to the Board of Directors the rationale for acquisitions and ultimately get buy-in