

WP Advisory

Case Study – Integration of International Insurance Acquisition

Daniel Davidson

July 2019

WP Advisory provides best-in-class merger integration consulting services and related solutions. We are a small team of senior executives with significant industry experience.

Summary

- A financial services company acquired the international life insurance assets of a diversified financial services company exiting the market to refocus the business and broaden global reach.
- The acquiring firm had minimal international presence and found existing local partnerships inadequate to achieve the desired scale for operational efficiency and to maintain margins from premiums.
- The target company had a strong presence in the EU, Eastern Europe, Australia and South America. It also offered distribution to the rapidly growing Asian markets via its parent's retail and brokerage outlets.
- The acquiring firm had an underdeveloped level of project management competency and required the experience and expertise of a third party both for this transaction and to develop their in-house competency.
- This experience led to the creation of their own Program & Project Management Center of Excellence.

Role and Responsibilities

Role

- Program Management Office (PMO) Lead for the Marketing organization

Responsibilities

- Planned and coordinated the execution of brand marketing functions and assets
- Defined and facilitated agreement on the scope, staff, systems, and marketing collateral assets being transitioned
- Established oversight and communications framework for the leadership team including the program governance structure for the merger
- Designed team structures and staffed with team members
- Facilitated planning sessions
- Led audit of people, processes, assets, and service agreements
- Provided consolidated reporting to Operating Committee and Leadership team
- Oversaw risk/issues management; facilitated interdependency analysis
- Designed and co-authored artifacts and training materials for Project Management Center of Excellence
- Conducted lessons learned and hand off of operations to management team

Challenges

- Cultures were vastly different between the salesforces of the acquirer and acquired entities.
- Significant overlap of domestic salesforce had to be rationalized while honoring prior local retention agreements.
- The operational and reporting processes and standards of the acquired entity and assets were not well defined and could not support itself independently, so they had to be rapidly transitioned from seller to the acquirer's systems and processes without drop-off.
- The simultaneous build of the Project Management Center of Excellence and managing between two teams with different objectives requiring the same subject matter experts stretched the shared resources thin.
- Ownership issues of marketing collateral were often ambiguous with both local partners and marketing agencies.

Outcome

- Successfully integrated the marketing function including sales staff required to be retained by prior agreement with local authorities.
- Identified novel marketing and sales assets and agreements and overlapping resources to be rationalized.
- Completed clean transition of marketing assets and intellectual property to acquirer and audit map of all acquired marketing assets and intellectual capital.
- Developed artifacts, training materials, and transition services playbook used to develop the initial library for the acquirer's Project Management Center of Excellence and for future transactions and change management efforts.

Contact

For information please contact:

Daniel Davidson
Director
Lead for Healthcare
+1 (646) 727-0154
d.davidson@wp-advisory.com

Andrew Yue
Managing Director
Head of Integration and Lead for Capital Markets
+1 (914) 439-2028
a.yue@wp-advisory.com

www.wp-advisory.com

+1 (866) 200-2550
245 Park Avenue
New York, NY 10167