

About Axia

Our proven approach — dynamic strategy development coupled with pragmatic implementation — empowers clients to achieve both near-term results and sustainable, long-term growth. As a collaborative business improvement partner, Axia delivers powerful results and exceptional return on investment.

CASE STUDY

AGGRESSIVE M&A STRATEGY FOR LONG-TERM GROWTH AND VALUE CAPTURE

A \$300 million public industrial technologies company — specializing in advanced materials, medical devices, and emerging energy technologies — had a history of strong cash flow and aggressive objectives to grow earnings by 10 to 15 percent per year. While these segments represented a successful set of businesses serving a diverse set of commercial and government markets, the management team recognized the need to supplement its organic growth with strategic acquisitions. Several previous acquisitions had proven very difficult to integrate successfully, leading management to develop a more robust acquisition and integration strategy and approach.

CHALLENGE

The company's CEO engaged Axia to help develop and implement a comprehensive, long-term acquisition and integration strategy.

Specific project objectives were to:

- Identify a corporate development, acquisition and integration strategy
- Develop screening filters, identify and profile targeted companies
- Build the organizational capability necessary to acquire and successfully integrate businesses

SOLUTION

Axia helped the company formulate a strategy and corporate development objectives, screen and profile potential acquisition targets based on key value drivers and criteria, and establish an approach to pursue high-potential targets.

Axia then helped to design a custom integration process that included the development of technology-specific due diligence checklists, overall and SWAT team structures, culture assessments, value creation metrics, communication schedules and tracking and accountability systems. To jump start activation, Axia helped train the teams, specify the value drivers and plan the details. Every action item had an owner and a due date, from due diligence fact gathering and personnel evaluation to scripting communications and designing the new organization.



RESULTS

Axia enabled the client to successfully acquire two business, adding depth to its portfolio and \$400 million to the company's market capitalization.

Key accomplishments include:

- Formulated overall acquisition strategy to grow the most attractive business segments
- Developed target company criteria and profiled over 100 companies
- Created custom acquisition integration process and manual
- Trained acquisition "SWAT" teams
- Tripled the market cap
- Increased shareholder value and liquidity
- Positioned company for successful acquisition