

CAPTURING THE FULL VALUE OF A MAJOR MERGER

Client	Patrick Snowball , then CEO, Norwich Union Insurance
Challenge	<ul style="list-style-type: none">• Merger in 2000 of Norwich Union and Commercial General Union creates UK's largest insurer• Challenge to consolidate operational savings and competitive synergies• Cultural and practical challenges of post-merger leadership seen as key
Together we accomplished	<ul style="list-style-type: none">• Formed and developed powerful and cohesive Executive Leadership team• Supported development of industry leaders of the future• Built transformational capabilities in next tiers of leadership• Created more learning and inquiring culture in post-merger organisation
Outcomes	<ul style="list-style-type: none">• Delivered higher than predicted post-merger savings and dramatic year-on-year increase in profitability from £296m in 2000 to £832m in 2004
Patrick says	<i>"Most mergers fail – I knew if I were to lead this one successfully I would need to choose my partners wisely - Harthill actively enabled me to develop a highly effective leadership team and culture at NUI".</i>