

Over €0.5B of new revenue in under three years

A private-equity-owned financial services platform, taken from analogue to digital across its business, operating and technology models
Makers of New · case 01 · work led by the founder before the firm was founded

◆ THE CONTEXT

A life-assurance and wealth-structuring platform, owned by private equity. The sponsor's thesis was to grow the business from **€4.0B to €4.5B**. The growth had to come from the way the platform served its clients, as well as from selling more.

◆ THE STARTING POINT

What was measured	At the start
Enterprise value	€4.0B, the sponsor's starting point
Client onboarding	Four to eight hours per client
Cyber risk	The baseline the new security practice later halved

◆ WHAT WE DID

The read. All three models, in order: what the business earned from, how the work ran, and what it ran on. Onboarding stood out as the step where the business model, the operating model and the technology met and slowed each other down.

The build. A business transformation function across the three models, with an owner for every move. Onboarding rebuilt end to end. An ISO-certified security practice set up beside it, because a digital platform that a regulator cannot trust is not worth more.

The run. Each move tracked against its business case until it landed.

◆ THE RESULT

Measure	Result	Source
Additional revenue	More than €0.5B in under three years	As reported by the company
Client onboarding	From four to eight hours to seven minutes	As reported by the company
Cyber risk	Cut by half	The platform's own assessment
The customer experience	Fully digital	As reported by the company

◆ WHAT IT MEANS FOR A BUYER

A platform that onboards a client in minutes, with a certified security practice and a record of what each move delivered, is a different asset from the one the sponsor bought.

The client is anonymised at its own request. Figures are as reported by the company. Published with the other mandate memos at makersofnew.com/value.html. Under a non-disclosure agreement we walk through the names, the operating model behind each figure and the reconciliation from entry to exit.

Makers of New · cristian@makersofnew.com