

\$15m Trade Finance Turnaround

Assessing whether to close or revive a declining specialist banking unit

The Challenge

A Big 4 Australian Bank's trade-finance unit had fallen from first to fourth position, while facing staff losses, increasing claims, higher costs and limited senior support.



AT A GLANCE

\$15m

Recapitalisation

Australia

Trade finance

Big 4 Bank

Specialist business unit

Our Approach

- **Market Research**
Led research and scenario analysis of the trade-finance market.
- **Diagnosis**
Assessed the causes of the unit's decline.
- **Strategy**
Confirmed viability under a revised risk-management strategy.
- **Turnaround Execution**
Developed the turnaround strategy, secured recapitalisation and managed priority change projects.

Outcome

The trade-finance unit regained a leading position through improved risk-adjusted sales, compensation structures and process efficiencies.

Experience Across the Journey

