

- ③ **Background:** a **Spanish Industrial Group**, as part of a diversification strategy, was interested in incorporating a new business line in the area of banking automation
  
- ③ **Assignment:** BCS performed an analysis of the market of automatic terminals (both cash and no-cash) at a European level, identifying potential investment opportunities
  - Analyzed the market (number of branches and terminals, technological development, banks' strategies, entry barriers, competitive environment, key success factors ...)
  - Carried out an international benchmarking of existing banking terminals, with particular focus on cash recyclers
  - Assessed the market for cash recyclers and self-service kiosks in Spain
  - Identified and analyzed potential companies for a targeted joint venture / acquisition
  - Established preliminary contacts among the companies, in order to discuss plans and collaboration proposals
  - Advised the client about the best formula to structure the collaboration
  - Formulated a joint Business Plan between the client and the selected partner based on the new product development programs and industrial and commercial synergies between the two companies
  
- ③ **Result:** the client ended up negotiating in details a transaction with a manufacturing company identified by BCS

