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\$11B Multi-National Bank Restructuring

Comprehensive Crisis Management Across Four Jurisdictions

The Crisis Situation

When Lebanon's banking sector collapsed in 2019, Bank of Beirut faced simultaneous operational and strategic challenges. The systemic crisis wiped out bank equity while fundamentally altering the global banking landscape. With \$11 billion in assets distributed across Australia, Sudan, Oman, and the UK, the institution required comprehensive restructuring that went beyond traditional cost-cutting measures.

The dual challenge was immediate: navigate the regulatory and financial crisis while repositioning for long-term competitiveness in an increasingly digital banking environment where traditional branch networks had become obsolete and fintech competition was compressing margins.

Our Strategic Approach

Working alongside Ankura Consulting LLC, we developed a comprehensive three-pillar restructuring framework:

Operational Restructuring: We conducted a full evaluation of the group's \$11 billion asset portfolio, including real estate holdings and subsidiary operations across four countries. This included strategic branch consolidation, resource reallocation, and operational centralization—including the strategic repurposing of their call center subsidiary.

Technology Modernization:

Our team performed an extensive IT audit to identify critical gaps and establish investment priorities for digital transformation. This positioned the bank to develop next-generation financial products and compete effectively with fintech entrants.

Strategic Repositioning: We designed a new governance model and comprehensive strategy to transition the institution into the modern banking era, addressing both immediate survival requirements and long-term competitive positioning.

Results Delivered

Our restructuring plan provided Bank of Beirut with a comprehensive, actionable roadmap that addressed both crisis management and business model evolution. The strategy successfully positioned the institution not merely to survive the immediate crisis, but to emerge with a competitive advantage in the transformed banking landscape.

In crisis situations, comprehensive solutions that address both immediate challenges and long-term strategic positioning deliver the most sustainable outcomes.

Contact us to discuss how our expertise can accelerate your growth objectives across GCC, Eastern Europe, and Africa.



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