

## ADDRESSING SERIOUS SHORTFALL IN TARGETS



**ICG ARE ONE OF THE LARGEST INDEPENDENT MEZZANINE PROVIDERS IN THE WORLD WITH INVESTMENT PORTFOLIOS IN EUROPE, ASIA PACIFIC AND THE US.**

They structure and provide mezzanine finance, leveraged credit and minority equity, managing €12.5 billion of assets from third party investors on our balance sheet.

### WHAT ISSUES WERE THEY FACING?

The need to engage with SBR Consulting was driven by ICG's global investment acquisition team having only achieved 25% of their European fund at the midway point of closing the fund. Analysis of their pipeline suggested that they could expect to close the fund at 50% of their goal.

### THE RESULTS

The fund closed at €1bn ahead of the re-forecasted amount. The results were deemed so impactful that the programmes are now being rolled out across all asset classes as a three-tiered training development plan.

### SBR'S APPROACH

SBR Consulting believe that the only way to make the right long term changes in a business is to have a true understanding of our clients' current situations. This is essential for the long term success of a programme.

Our research phase was designed to understand the culture of the business, the acquisition team and the company processes to enable us to develop a bespoke programme for success. The research highlighted a lack of a systematic approach to client acquisition, inaccurate pipeline management and a poor incentive structure. SBR Consulting developed a consultative sales methodology which they implemented over a six month period through workshops and coaching sessions. We implemented activity metrics and worked with senior management to restructure the compensation scheme in order to incentivise the team to hit new targets.