

**Mission:**

Sales and Operations Due Diligence in FinTech.

**Problem:**

This Private Equity firm is contemplating to diversify/strengthen its portfolio by investing in a Company in FinTech. Besides the Legal, Regulatory and Financial aspects, the Due Diligence must include a savvy look into the business of said investment, in particular Sales and Operations. Availability on the bench can be scarce and this PE firm is considering using a Consultant for all or part of this mission.

**How then be sure that Haboker is the right external resource?**

**Haboker's founder, Gerard Varjacques' skillset:**

I've been in FinTech all of my 30-years career. I am a seasoned professional with ability to both Manage P&L and Leading multi-national Sales Organizations. My 2 most significant experiences are the following:

- I founded from scratch and managed GLTRADE Americas for 10 years, bringing it to a Headcount of 140 people, Revenue of \$50M and YoY CAGR of 20% for a 20% EBIT before we sold it to SUNGARD;
- At ICAP, I re-organized and lead the Sales Departments of 2 Sister-companies: defining roles of 40+ organizations, establishing KPIs and commission plans, controlled pipeline, instilling Accountability and focusing on Execution to reach 120% of Target. Part of my mandate was also to propose disruptive Business Models, define pricing and negotiate C-Level proposals.

**a- "Business Management":**

Engineer by training, I pay attention to details and delivery value to shareholders. I have been involved in every part of what constitutes the Management of a Company: Sales, Support, Engineering, Production as well as Finance and HR. I have been part of Executive Teams over the past 17 years. I can therefore relate particularly well with C-Level Clients and am able to understand their own constraints.

**b- "Sales Management"**

My forte is in Organization. I optimize processes and laser focus my teams on Execution. Nothing is easier in Sales than to confuse activity with results. In order to avoid this, I take great care to clearly define Roles between Farmers/Hunters and Relationship Managers, and ad-hoc Commissions Plans (as per Jack Welsh, "Compensation drives Behavior").

I have managed 40+ teams in international and multi-cultural environments: Americas/EMEA/APAC and Japan relying on detailed Sales processes with weekly and monthly check points.

**c- "X\_Assets" and "X\_Clients"**

I have always alternated between Back-Office and Front-Office for multiple Asset Classes. I started on Back Office for Equities, where I set up a JV between 2 major French institutions in order to create a service of European Custody [Euro-Titres]; then I moved to Front office for Equities, Options and Futures running the American arm of the European vendor-pioneer in electronic trading [GLTRADE]; I went back to Post-Trade and again to Front Office, this time on FX [Traiana and EBS, subsidiaries of ICAP].

These moves from Back to Front office have also been coupled with the definition of Solutions for both the Sell-Side and the Buy-Side, from Asset Managers to Hedge-Funds.