

PORTFOLIO RATIONALIZATION

Change happens

Markets come and go, innovation drives new growth, and mergers and acquisitions change the corporate landscape.

As companies adapt, so must their real estate holdings. Formerly ideal facilities may no longer be well-positioned for tomorrow's needs. New workteams, new products, and new services require access to new talent pools, new infrastructure, access to new networks and partners, and new relationships with host communities.

Managing real estate means more than tracking rent terms and cleaning expenses. Real estate assets also need to be managed strategically. We help our clients look at all of their holdings to ensure they have the right type and amount of space at the right cost to support their corporate goals. We review deal structures, commitments, and the client's capital position to align resources with needs. We then develop a flexible plan for facilities that accommodates their present need and anticipates change.

We work with our clients to optimally locate and hold their corporate locations for tomorrow's opportunities while preserving flexibility to change over time. Our expertise ensures that strategic changes are made in the most capital effective and least disruptive manner.



We provide an integrated approach to real estate planning which explicitly treats real estate as an asset that supports the business:

- Providing the right amounts and types of space and facilities for the right timeframes to meet a variety of projected business needs
- In locations offering necessary access to human capital, customers, suppliers, and other partners
- Allowing for effective interaction among functional units and partners within the organization - now and tomorrow
- In deal structures which appropriately manage the company's exposure to markets and provide for control of key assets which utilize the company's capital resources in an effective manner
- At an all-in cost which preserves profit without sacrificing competitive advantage or efficiency
- While understanding the implications on corporate book and cash positions
- Avoiding unduly punitive tax and regulatory exposure while judiciously utilizing government programs
- With processes in place to assist in the ongoing measurement and management of the assets

With over 20 years' experience, our experts have served the needs of a diverse group of companies that includes The Boeing Company, Lenovo, Cabot Corp, JP Morgan Chase, US Bancorp, Atlas Copco, Morgan Stanley, HCA The Healthcare Company, BlueCross BlueShield, Biogen IDEC, Shell, Philips, Electrolux, HB Fuller, Appvion, John Deere, Johnson Controls, Knowles, Appnovation Technologies, and ING.

ICA is a global management advisory firm based in Amsterdam and Boston specializing in corporate location advisory, Supply Chain Management, market entry, incentives advisory, free zone development, economic development strategies, investment promotion strategies, FDI advisory and training & seminars. ICA offers customized, effective solutions matching its clients' needs through a combination of analytical industry expertise and stakeholder management.

ICA's global team of multi-disciplinary professionals has worked on numerous projects across all continents, either on behalf of its growing portfolio of corporate clients or as strategic advisor to governmental organizations. ICA is also the founder of two successful software products: LocationSelector.com and IC