

August 2014

The . Insights Review

Financial Services Edition

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I C G



Featuring:

General Strategic Interest
Retail & Business Banking
Corporate & Institutional Banking
Wealth & Asset Management
Insurance

Strategy & Transformation
Corporate Finance / M&A
Regulation & Compliance
Corporate Governance

Human Capital
Finance & Risk
Marketing & Customer Experience
Technology

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About this Report

The Insights Review – Financial Services Edition by ICG presents timely abstract reviews of the most relevant ‘open published’ perspectives and research reports from the world’s leading branded management consulting firms.

This publication ensures that executives and consultants are exposed to the widest range of high quality ideas, techniques and methodologies developed across the management consulting industry globally.

Relevant insights are identified and classified once only, either in a general category, or by topic alignment to an industry segment or a functional area using our proprietary taxonomy.

Access to Full Reports

If you find an insight review of interest and wish to access the full report, simply follow the link beneath the title. Where possible, this will take you to the full report. Occasionally, the publisher may require the user to complete a registration or payment process prior to accessing the report.

Links are current at time of publication.

Insight Sources

ICG sources candidate insights for review from the best and most relevant material published openly by (at least) the following branded consulting firms:

- Accenture
- AT Kearney
- Bain
- BCG
- Capgemini
- Deloitte, Touche & Tohmatsu
- Ernst & Young
- FMCG
- IBM
- KPMG
- McKinsey & Company
- Oliver Wyman
- Promontory
- PwC
- Roland Berger
- Strategy&

A Message From the Editor

An unusual month for The Insights Review, with many articles light on actual insight. A big thank you to our global team of expert reviewers for sorting the wheat from the chaff so you can spend more time reading what counts.

However, we have a deserving Article of the Month from fast-growing European firm Roland Berger – which continues to impress in financial services – in the form of an excellent strategy report on major segments of financial services. It is one that every executive and internal consultant should read.

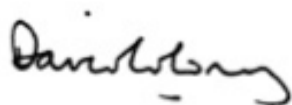
Others gems this month include:

- PwC's insight that in a platformized world, regulators will need to regulate product and service modules rather than just focus on 'too big to fail';
- EY's thoughtful insights on transforming the business banking sales force;
- PwC's view on payments systems infrastructure, including tokenisation;
- McKinsey's take on retail asset management;
- BCG's view on Big Data in life insurance and Discovery's Vitality Case;
- AT Kearney's article on Customer Engagement.

We hope you enjoy the publication this month – if not for the reviews of the quality articles above, for the time saved by directing your attention away from those less worthy of your investment.

If you have any ideas for how we can improve TIR even more, please don't hesitate to contact me at david.moloney@internalconsulting.com.

Best,



David

GENERAL STRATEGIC INTEREST

“The Future Shape of Banking: Time for Reformation of Banking and Banks?” – PwC

[View PDF \(16 Pages\)](#)

An unusually good and provocative report from PwC. Hypothesis 3 is a must-read for all subscribers, Hypothesis 1 has some re-usable proof points, and Hypothesis 2 can be safely skimmed.

This report opens with a well-articulated (if not surprising) summary of mega-trends and their disruptive forces on banking. It then highlights three key hypotheses which are explored in more depth with some good supporting analysis.

Hypothesis 1 suggests core banking services will be provided by others, and PwC points to P2P, M-Payments, and capital market disintermediation. The example to support the latter is listed US Business Development Companies (BDCs) who have grown substantially, supporting the capital needs of small- and medium-sized companies outside PE and VC.

Hypothesis 2 posits that banks need to reinvent themselves, containing some very commonly published imperatives and a less common one: suggesting transformation can be accelerated with more of an extended enterprise approach.

Hypothesis 3 provides a great new insight to the industry: that in a platform-based world, regulators need to regulate products and services rather than large entities. This switches the importance of regulation away from simple ring fencing to the more important – but more complex – world of conduct regulation at the disaggregated services layer. Very clever stuff from PwC.

“The State of the European Banking Industry” – Roland Berger

[View PDF \(42 Pages\)](#)

Wow – this is an exceptional coming of age report for Roland Berger in financial services. Its focus is, of course, Europe, with benchmarking across Europe and occasionally to the US for retail, CIB, and insurance and investments.

Helpfully, the report is in slide format and contains a rich mix of analysis, framing, insight and recommendations. It also tries to coin a new acronym ‘GAFA’ for the combined disruptive power of Google, Amazon, Facebook, and Apple.

Don’t forget the Appendix – we especially liked pages 35 and 36.

Excellent work.

Article of the Month

KAR – Best Practices in Relationship Management

Best Practice Relationship Management across Financial and Non-Financial Services • 113 pages.

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“Sustainability’s Strategic Worth” – McKinsey

[View PDF \(12 Pages\)](#)

Focusing more on the “how” than the “why”, this survey results summary doesn’t really answer the question inherent in its title.

Perhaps the survey authors take the view that the strategic worth of sustainability may be assumed, but the survey overview is absent any view of the estimated impacts of sustainability and sustainability efforts on a company’s returns, either over the short- or long term.

There is also no attention given to the likely differences in importance of sustainability by industry, which is surely an important lens through which survey responses ought to be viewed.

That being said, this is a fairly comprehensive presentation and discussion of the survey findings, and is a worthwhile read for those whose organization is already invested in a sustainability agenda.

For those wondering whether sustainability presents a strategic priority for their company, this is not the paper that will answer that question.

RETAIL & BUSINESS BANKING

“Loyalty Commoditization – Engagement: The Future of Loyalty in Payments” – Accenture

[View PDF \(4 Pages\)](#)

The payments market is currently saturated with one-size-fits-all commoditized rewards and loyalty programs that offer very little differentiation or personalization. The average US consumer belongs to more than 20 such programs. In a brief article that raises good questions but is very light on meaningful solutions, Accenture argue that loyalty programs need to be re-invented for the digital age and for evolving consumer expectations.

“Seamless Payments: The Missing Link in the Omnichannel Experience” – Accenture

[View PDF \(4 Pages\)](#)

A short article highlighting the opportunity for payment providers to assist merchants in offering seamless omni-channel services. Strategies include streamlining friction points within each channel, providing a single cross-channel offering, and providing data-based insights to merchants. Lacking any substantive content, this can be skipped.

KAR – Digitisation of Retail Banking

A comprehensive review of recent strategic thinking around the impact of digitisation on retail banking • 138 pages

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“2014 UK Financial Services Customer Survey” – Accenture

[View PDF \(16 Pages\)](#)

A survey on customer experience showing that although trust and satisfaction indicators have rebounded since the GFC, loyalty remains fragile. Consumers feel increasingly empowered through access to information around products, pricing, and provider, and show a high propensity to switch to alternate providers in favour of differentiated experiences – despite recording high satisfaction levels with their current providers. A notably high 25% of respondents would consider banking with a pure digital bank.

The message is that banks need to strive to achieve greater relevance to their customers by providing personalised service offerings that meet customer’s increasingly demanding expectations.

“Business Banking: Redesigning the Front Office” – EY

[View PDF \(24 Pages\)](#)

Implementing sales force transformation within a business banking environment involves client segmentation, service model development, and streamlining support functions and customer communications. Each of these activities is concisely described in this EY article, which summarizes the key elements of a successful transformation program.

While much of the article remains generic, the description of business-banking-specific service models will be of use to consultants working within the segment, and the table of value-add change initiatives (page 16) adds further punch.

“Auto Finance in China: Opportunities in Tier Three & Four Cities” – PwC

[View PDF \(16 Pages\)](#)

Of niche interest, this article identifies several distinct opportunities for auto-insurers targeting China’s mid-tier cities (populations less than 5M). These population centres are characterized by rapid urbanization, emerging consumer drive, and maturing finance models. These opportunities include non-branded car sales, used cars, and post-market auto-finance services. While interesting, this is of limited relevance to developed economies.

“Securing the Card Payments Infrastructure: Where Are We Headed?” – PwC

[View PDF \(7 Pages\)](#)

A succinct summary of the key data security and fraud management issues relevant to payment cards issuance and merchant payment infrastructure. It includes a good overview of the evolution of payments infrastructure from mag-stripe to EMV, and more recently with the addition of encryption and tokenization technologies. Not overly technical, payments consultants will appreciate this refresh on a critical subject area.

“Trends in the Global Capital Markets Industry 2013: Financial Intermediary Firms” – Capgemini

[View PDF \(16 Pages\)](#)

In their next report on global capital markets trends, Capgemini reviews and summarizes major trends relevant to financial intermediary firms (stock exchanges, clearing houses and custodian banks) and the implications for these firms and global capital markets (see *TIR June 2014* for the same, focused on Buy-side firms).

The two key trends emerging are:

1. An increasing focus on transformation programmes and collaboration by post-trade market infrastructure providers (see also article: *Expect Revolution, Not Evolution, in Securities and Financial Services* reviewed in *TIR July 2014*); and
2. An emergence of ‘swap data repositories’ to improve transparency.

“European Portfolio Advisory Group Market Update” – PwC

[View PDF \(8 Pages\)](#)

This PowerPoint-style report is a mid-2014 update on the European non-core asset market. Its focus is on the NPL (non-performing loans) outlook and executed transactions in key markets. For those not particularly interested in the details of this narrow topic, there is a table which sets out the NPL across 25 European countries over the period 2008-2013, which may be of interest.

WEALTH & ASSET MANAGEMENT

“Redefining the Wealth Management Client On-boarding Experience” – Accenture

[View PDF \(8 Pages\)](#)

A short and very focused article from Accenture (US) about the growing importance of the client onboarding experience and the incremental value potential from a) better ‘knowing your client’; b) maximizing share of wallet; and c) and evolving the client experience beyond product to advice. UK and Australian readers will find limited incremental insight from the report, as the client discovery process has been in place in those geographies for some years. However, US-based industry players will find value in what is a high-level but comprehensive view of the business case and capability requirements to implement this important component of the wealth management process.

“Wealth Management: How Smart Collaborative Partnerships Can Lead to Growth and Profits” – AT Kearney

[View PDF \(9 Pages\)](#)

A brief article from AT Kearney (France) that opens with the bold claim that “success in wealth management is simple”, and goes on to describe a product-focused strategy centred on banks in the European market. The authors propose a useful framework that identifies the major levers that drive value in the industry – albeit at a very high level – which could be a good overview for those new to the sector.

The article would benefit from research that backs many of their theories (for example, they recommend using philanthropy as a lead offer to HNW 60+ investors, despite the fact that this approach has been shown in other geographies to be challenging due to its infrequent need). A useful read for mid-level managers, but it ultimately leaves one seeking further support for its conclusions.

KAR – Commercial Insurance Innovation

The major sources of innovation in commercial insurance from around the world • 63 pages.

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“Global Wealth & Asset Management Industry Outlook” – EY

[View PDF \(32 Pages\)](#)

Not much new to grab the reader in this overview of the global wealth and asset management outlook. It presents a general discussion of the key trends reshaping the industry, with broad conclusions about the need to adapt and innovate.

Skim the (five) key observations in the executive summary and read on if any offer fresh perspectives.

Two other articles on the asset management industry from McKinsey and BCG in this month's review warrant more attention.

“Blending Science with Art to Capture Growth in U.S. Retail Asset Management” – McKinsey

[View PDF \(32 Pages\)](#)

McKinsey present a solid analysis of the \$15 trillion US retail asset management market and, as part of this, highlight the significant turnover in the industry leadership group – with 4 dropping from the 10 largest asset managers over the past decade.

The analysis distills the drivers of sustainable growth for asset managers into three: investment performance, market positioning, and distribution excellence. Those that dropped out of the industry leadership group, the article contends, failed to execute well on all three drivers.

An engaging article with relevance to asset managers in all markets. However, many may search for greater granularity in the article's arguments in order to be convinced.

“Investing in the Future Report” – KPMG

[View PDF \(80 Pages\)](#)

An extensive and enjoyable discussion from KPMG (UK) about the long-term future of the asset management industry. The article postulates how changes in demographics, technology, environment, and society could impact the sector over the next 15 years to 2030. It is extremely ambitious in its scope, with the discussion ranging from energy to urbanization, from ethics to politics. However, these megatrends are all eventually linked back to the asset management industry, creating an excellent starting point for senior strategy consultants and boards as they seek contextual insight in which to set company strategy over the next 10 years.

“Global Asset Management 2014: Steering the Course to Growth” – BCG

[View PDF \(28 Pages\)](#)

BCG provide a useful snapshot of the global asset management industry, drawing out the key growth, AUM, and profit metrics, as well as a short summary of the major trends impacting the industry. The declining share of traditional actively managed assets of the global AUM pool is well illustrated (Exhibit 5).

The second half of the report is given over to a lengthy discussion of target operating models and design choices. The report asserts that this area isn't getting the attention it deserves, given the large share of asset management costs taken up by functions such as IT and operations.

Asset management executives who agree are presented with an introduction to target operating model design and, no doubt, ready assistance from BCG to tackle this.

INSURANCE

“Bringing Big Data to Life: Four Opportunities for Insurers” **– BCG**

[View PDF \(9 Pages\)](#)

BCG describes four opportunities for insurers in a short article aimed specifically at life insurance providers. They recommend focusing on process improvement, increased market penetration, deepening customer relationships, and underwriting new products.

Again, not new – but the example of Discovery’s Vitality programme is rich in detail and shows vividly what is possible. Transformative strategies are in line with previous articles on Big Data, with this 6-pager an easy and informing read.

“Driving for Profit: A View of the UK Private and Commercial Motor Insurance Markets 2013” **– Milliman**

[View PDF \(34 Pages\)](#)

Our first review of a Milliman article in 2014 pertains to a full-length, data-rich summary of the UK motor insurance market, and is focussed on profitability. Whilst significant data and charts are included, the review does not go beyond a summary of market and carrier performance. So, a well-written summary – but no real insights provided.

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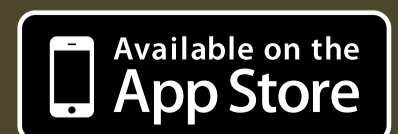
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“Insurance Governance Leadership Network – Leading in a Digital World: Strategy, Risk, and Business Transformation” – EY

[View PDF \(15 Pages\)](#)

This latest piece from the Onscreen Governance Leadership Network, by EY and Tapestry Networks, provides a high-level view of strategy, risk and business transformation in the digital world. This is aimed at board and global insurer executive leaders, with sections covering all of the expected bases on digital business models.

A concise 10-page view with good appendices, particularly the disruptive forces Appendix 1. Overall a good, well-informed global read.

“Claim to Fame: Positioning the Claims Function for Operational Excellence” – PwC

[View PDF \(28 Pages\)](#)

The well-titled ‘Claim to fame’ provides a current view on how to transform claims operations to place them at the centre of the customer experience. A five-core dimension model is offered to take work beyond the key technology changes needed. Again, US-authored and with a full research and testimonial section, it provides good bases for development for companies.

“Playing for Keeps: How Insurers Can Win Customers, One at a Time” – PwC

[View PDF \(29 Pages\)](#)

Provides a full-length point of view for both life and non-life insurers on customer obsession – putting customers at the centre of your business model. Nothing really new in that, but the setting out of the need to move from products and agents (US-authored) to customers at the centre of the business model is very fully described and includes a significant research section.

A good read for executives looking for a single point of reference on this company-wide challenge in a growth restrained market with more informed customers.

“Taking a Portfolio Approach to Growth Investments” – BCG

[View PDF \(6 Pages\)](#)

A short yet helpful reminder about two basic capital allocation best practices. Worth a quick skim to refresh, but nothing new here.

Firstly, avoid egalitarian, democratic, proportional, or squeaky wheel capital allocation. BCG recognise that longer term investments have a lot more revenue uncertainty but greater optionality, although they don't provide an answer on how to compare apples and oranges; instead, they suggest investments be segmented and compared with their peers.

Secondly, ongoing alignment, discipline and people-centred management of the portfolio of investments will help them deliver their purported value.

BCG also remind internal consultants that a simple diagnostic of capital spent by business compared to executive expectations often reveals opportunities to better align allocation processes and re-examine the end-to-end management process.

“Innovation Strategies in Retail Financial Services” – Deloitte

[View PDF \(20 Pages\)](#)

Much has been written on the value of being a market leader, particularly when it comes to product development. In this article published by Deloitte University Press, they ask the question of whether or not a follower can successfully become a leader in their market, extensively citing ING Direct and its entry into the US internet banking market in 2000. The question of whether or not to be a follower or a leader is also discussed, quoting management scholars Fernando Suarez and Gianvito Lanzolla who have said that “for every academic study proving that the first mover advantage exists, there is a study proving that it does not” and that much depends on the context and the conditions under which pioneering or following is undertaken.

So Deloitte have posed two questions:

1. What can followers do to achieve market leadership? and
2. How can they do this?

Much of the paper is built around the “3 rules of how exceptional companies think”:

1. Better before Cheaper;
2. Revenue before Cost; and
3. There are no other rules (aka change everything in order to abide by the first 2 rules).

Through these rules, they explore how companies can be great followers and still advance to being great pioneers.

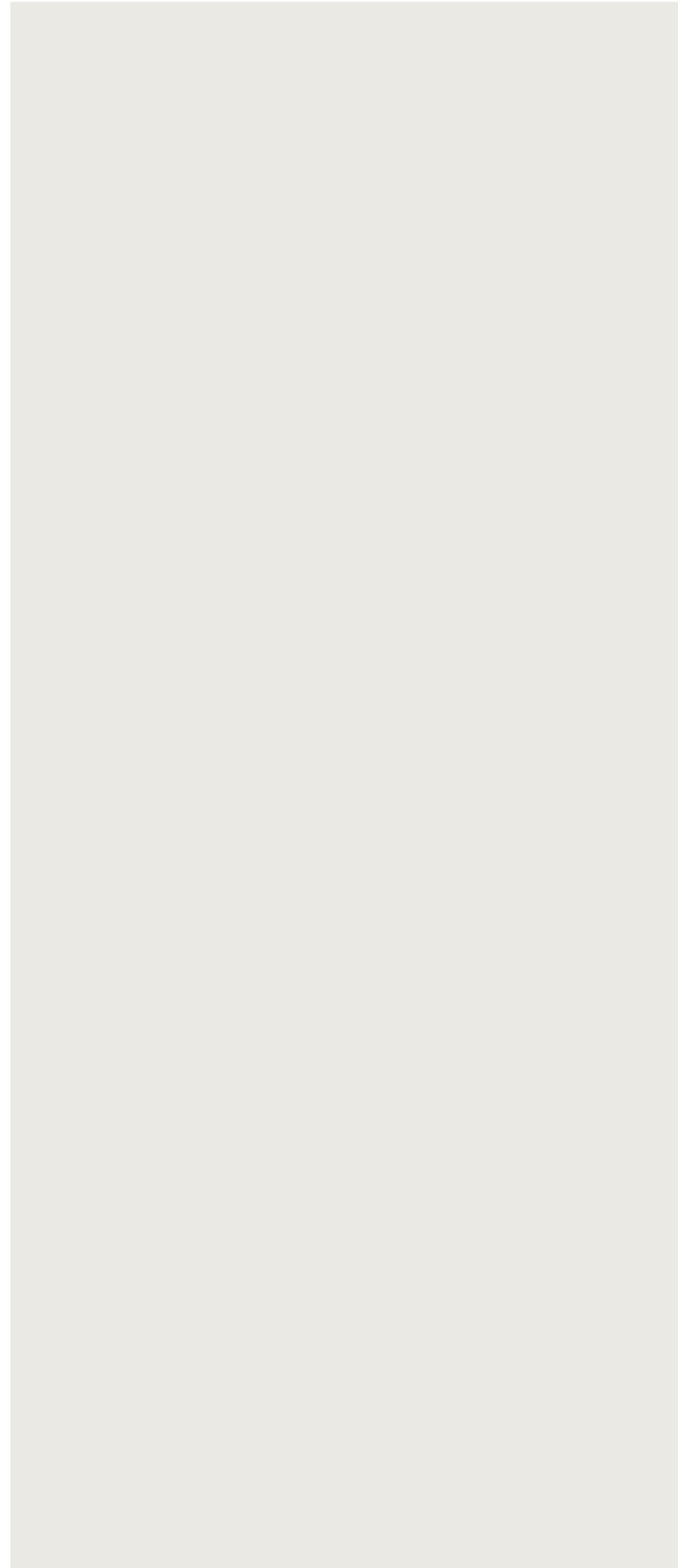
Worth a read.

“The 2014 Value Creators Report – Turnaround: Transforming Value Creation” – BCG

[View PDF \(41 Pages\)](#)

This is a long article chock full of stats that will tell you where your company stands in the world of TSR value add.

However, page 11 lists four valuable focus points for companies facing a turnaround. Unfortunately, not all of them are totally within a CFO's control, but three of them will get you started.



KAR – World Class Customer Retention

The strategic journey to achieving world class customer retention management • 106 pages.

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REGULATION & COMPLIANCE

“Basel III: Comparison of Standardized and Advanced Approaches: Implementation and RWA Calculation Timelines” – Capgemini

[View PDF \(16 Pages\)](#)

A helpful analysis of the standardized and advanced approaches for US-based banks, this insight covers applicability and eligibility criteria, the required timelines, and risk weighting calculations.

A helpful synthesis for internal consultants wanting to review or compare US regulation, or prepare a summary of their local standards.

“US Regulatory Outlook: The Beginning of the End” – PwC

[View PDF \(7 Pages\)](#)

A short but comprehensive pipeline analysis of the major forms of US regulation – essential for any internal consultants developing their regulator radar. Covers most but not all categories of regulation: capital, liquidity, counter party, Volker, and stress.

“Does Your Company Keep Its Promises?” – Strategy&

[View PDF \(5 Pages\)](#)

Many people are cynical about business promises and blame individual leaders when commitments are not kept. This short article by Strategy& in strategy+business magazine explores how a number of systematic factors contribute to “commitment drift” in business, which in turn damages public trust. It points to seven promise-keeping strategies required to keep promises as an organization.

HUMAN CAPITAL

“The Global Workforce Crisis: \$10 Trillion at Risk” – BCG

[View PDF \(28 Pages\)](#)

A clever idea that quickly becomes tedious. BCG create very long-term labour supply and demand scenarios for major economies so they can shock with the obvious gaps and increase consulting sales to Governments around the world. We suspect most labour market economists would have much more accurate forecasting tools, more granular policy levers, and some sense of how the market would respond to emerging gaps to reduce their size before they get to the magnitude BCG claims. One to skip.

“Three Secrets of Organizational Effectiveness” – Strategy&

[View PDF \(6 Pages\)](#)

Introduces the term “Pride Builders”, super customer experience deliverers who can role model and encourage others to evolve a culture of customer centricity. They use three keys (Strategy& admit obvious levers): increasing autonomy; explaining the why; and providing reward and recognition. An academic co-author adds some credibility but little new insight – can also be skipped.

KAR – Best Practices in Shared Services

Examined by function, benefits/pitfalls, best practices, trends and value creation sources • 128 pages.

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“Future-proofing Your Business in the Asian Century” – Deloitte

[View PDF \(10 Pages\)](#)

A short and sweet insight – using survey results from 300 leaders – into what is causing the ‘bamboo ceiling’ in Australia. It crisply identifies six barriers and suggests way to unlock the value – an engaging and generally applicable reminder of some of the barriers faced by an increasing segment of the work force in Australia and other countries.

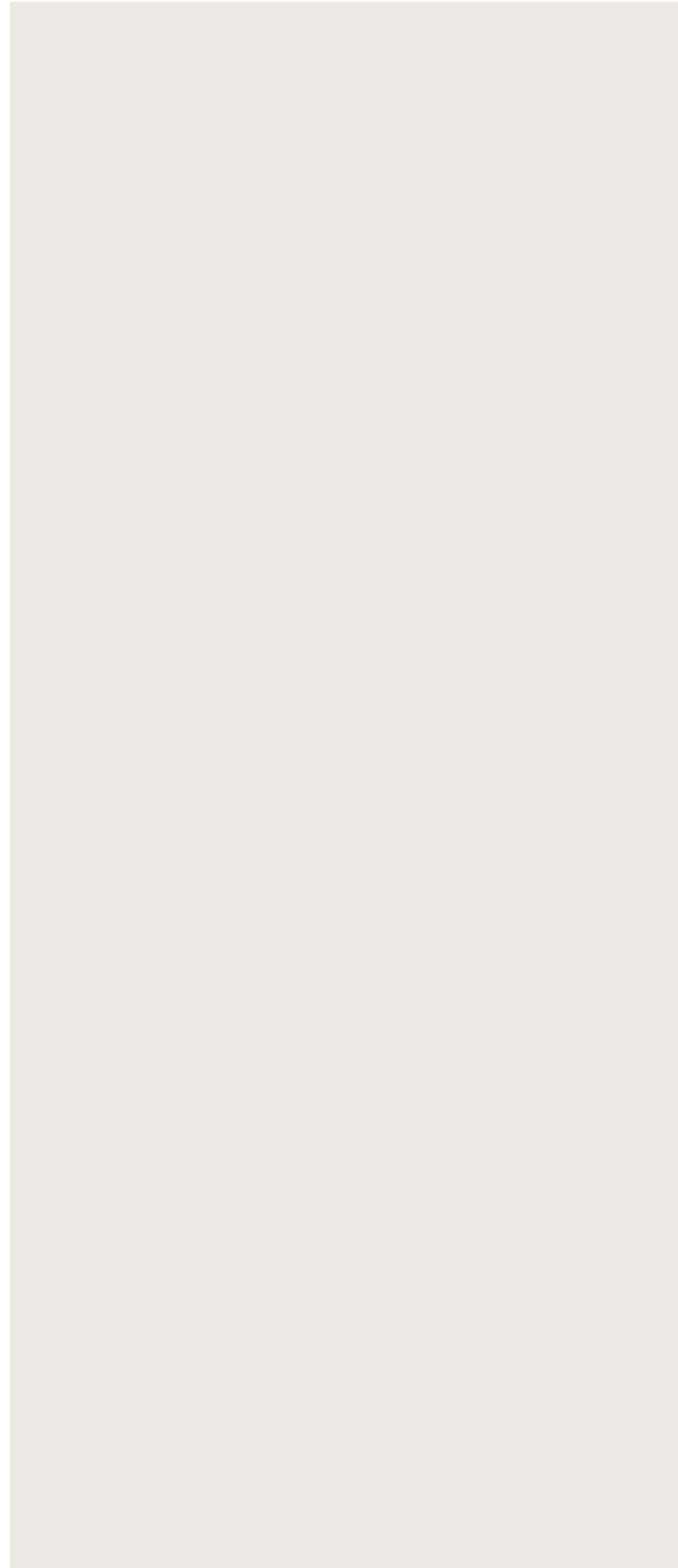
FINANCE & RISK

“Lloyd’s Conduct Risk Minimum Standards” – Deloitte

[View PDF \(4 Pages\)](#)

A teaser article suggesting that Lloyd’s Conduct Risk Minimum standards (a 37-page, 19-section report) broadly creates a de facto conduct risk framework template for others to deploy.

This short insight highlights some of the key headline requirements and the challenges (read: needs for consulting help) that firms might face getting them addressed quickly.



KAR – Executive Team Best Practices

Executive Team Best Practices across a number of key topic areas • 93 pages.

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“Want to Engage Consumers in a Digital World? Don’t Think Digital, Think Human” – AT Kearney

[View PDF \(4 Pages\)](#)

This is an insightful article that challenges the thinking often applied by companies today in the quest for consumer engagement via digital means.

The author claims that digital technologies have caught on because they address three core human needs: the needs of connection, self-expression, and exploration. With the added benefit of convenience, they argue there has never been a better formula for consumer engagement.

We all appreciate that true engagement takes more than just providing a website, Facebook page and Twitter feed; but this article goes a step further by suggesting businesses need to think differently, and consider how relevant and effective their services are at meeting these core human needs.

Furthermore, the article suggest that companies’ roles in their industry and society overall are changing from just selling products and services to building community, being open to having conversations, and educating customers.

A quick and interesting read offering great news to those organizations already embracing human-centred design.

“Socialize your Business – Ten Things Executive Should Know About Digitalization and Social Media” – Roland Berger

[View PDF \(32 Pages\)](#)

Digitalization is the new age. This article spotlights ten opportunities arising from social media, with these opportunities allowing companies to leave the structural and process-related limitations of the analogue world behind.

Roland Berger provides comprehensive guidance on how to secure the future viability of firms using digitalization. The authors contend that winning companies will act less like closed systems and more like transparent entities. Stringent structures will blur and silo-thinking will fade, new contacts will be made, and existing connections strengthened. The digitalization age has begun with social media’s success as its vanguard. This thought leadership article would benefit from leading practitioner’s insights on how to be agile in changing the way your organization operates in order to embrace the new age.

TECHNOLOGY

“The Rise of the Digital Bank” – McKinsey

[View PDF \(4 Pages\)](#)

A good paper well worth the read.

McKinsey present a thorough but concise case for increased digitization in European banks, making the point that retail banks across Europe have digitized only 20-40% of their processes and nine out of ten European banks invest less than 0.5% of their total spending on digital.

This paper broadens the frame of elements to be considered in a digital strategy, moving towards a coherent front-to-back digital proposition with a strong focus on internal processes and productivity.

Refreshingly, the paper takes a very pragmatic view of how banks might embark on this journey without massive investment in technology and complete overhauls, outlining some on-point recommended approaches.

“Achieving Success in Large, Complex Software Projects” – McKinsey

[View PDF \(5 Pages\)](#)

More of an “amuse bouche” than a main course, this paper posits a potentially useful theory but falls short of providing a thorough discussion of the subject. More column inches are spent on an outline of the all-too-familiar contributors to software project challenges than on exploring details of the solution put forward by the authors.

The “work cells” approach postulated may indeed have merit – and is worth further consideration – but this paper fails to discuss some key issues. These include overall project design, work allocation and project management demands presented by this approach. The paper also glosses over the fairly obvious point that this approach inevitably creates a number of smaller projects, each of which may nevertheless constitute a fairly significant and challenging large-scale software project in its own right – potentially with all the original challenges and issues the very “work cells” approach is intended to address.

Worth a quick read for those responsible for such projects, this article will act as a thought stimulator and departure point to further investigation and consideration – however, it is by no means a definitive reference source on the matter.

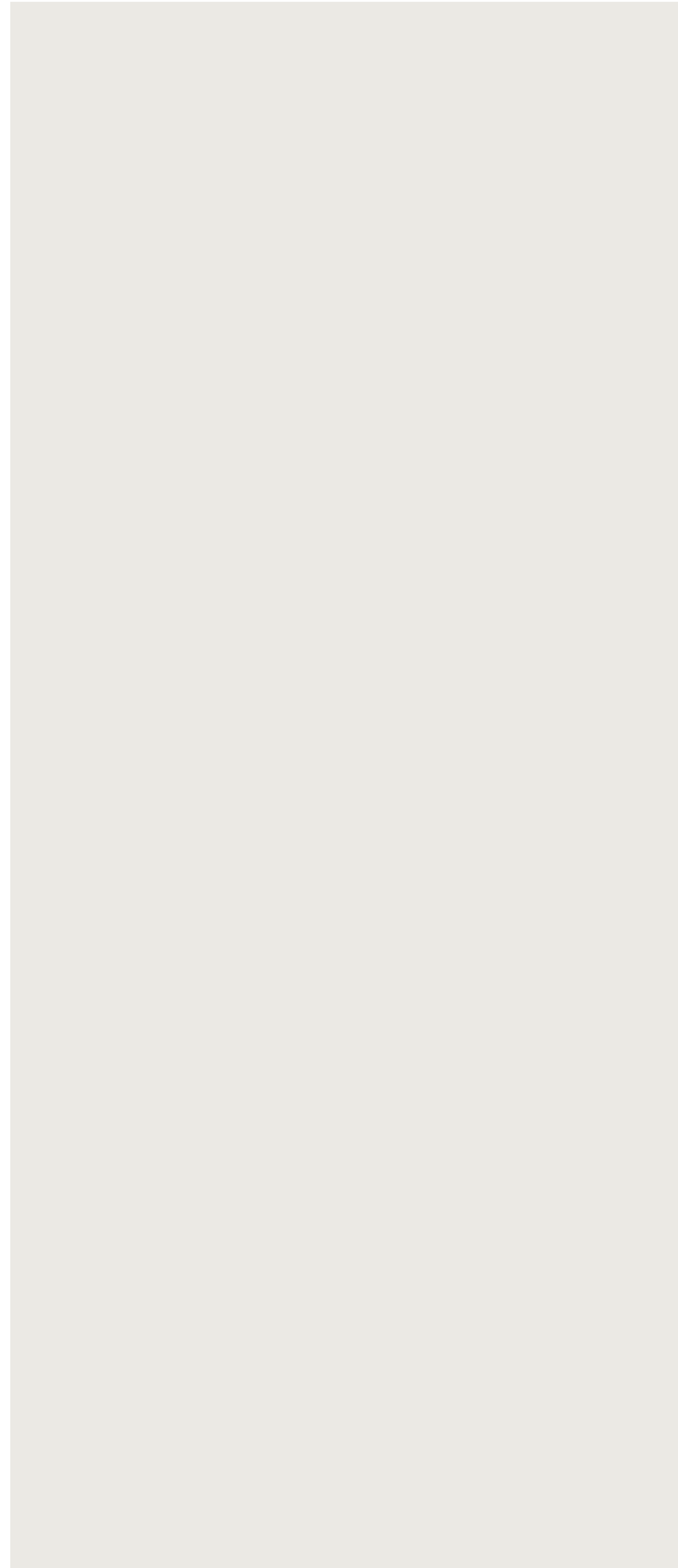
“The Digital Tipping Point” **– McKinsey**

[View PDF \(8 Pages\)](#)

Not as gripping as the title suggests, this outline of the most recent McKinsey survey examines company attitudes and trends around digital investment.

Not unsurprisingly, the survey shows that future spending on digital is expected to increase. Additionally, some notable key challenges and issue trends are highlighted. Organizations and functions wishing to benchmark themselves against survey peers will find this a useful reference source.

Exhibits 5 and 6 are, to our mind, the most useful aspects of the survey findings. Accordingly, they warrant consideration and reference in any company’s planning and preparation processes where leveraging digital capabilities and opportunities is key.



KAR – Digitisation of Business Banking

How does/could digitisation affect business banking? • 84 pages.

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About ICG

The ICG Business Model

ICG is one of the world's fastest growing consulting and project services firms. We operate unique talent hubs around the world, which unite the alumni of the world's leading consulting firms, universities and employers, along with subject matter experts and leading boutiques.

We are uniquely positioned to offer clients any permutation of expertise and experience in almost any field, with a level of competence and value that exceeds that of traditional consulting alternatives.

Our business model is consistent with future models of work: it brings together adhocracies (temporary project-based teams that capture opportunities, solve problems, and get results) and facilitates expertise and capacity augmentation. Our model is based on three key tenets: transparency to clients and affiliates; opt-in participation by all stakeholders; and a market-based model to ensure the very highest talent quality.

Products & Services

ICG offers the following menu of services to our local and global clients:

- Unbundled Consulting, Project Services and Strategy Support – from Analyst to Senior Partner (all selected via our unique Best Affiliate Forward – BAF® – process)
- Unbundled Subject Matter Expertise – from one hour to many months
- Unbundled Production Services – complex graphics, presentations, formatting
- Unbundled Research Services – desktop reviews to detailed drill downs
- Unbundled IP and Methodology to support your projects – from templates to full how-to manuals
- Project Services and Benefits Realization – team configuration from 1 to 100 through to full program management, under your brand, or ours (or both)
- Capability Building – consulting training and benchmark-driven improvement of your internal consulting and project services
- Synthesis of domain knowledge in any topic area – our unique Knowledge Area Reviews (KARs)
- Reviews of all published articles by the leading consulting firms – our ICG Insights Review.

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Mission & Vision Statement

Mission: To help professionalize the freelance, boutique and internal consulting industries around the world.

Vision: To be the world's leading supplier of unbundled consulting, project services, capability building and professional association in the management consulting industry.

Confidentiality & Intellectual Property

ICG does not wish to disclose the identity of its clients, nor will it, without their express written authorization.

Our clients include local, regional and global organizations across the private, public and not for profit sectors. Our clients span almost every major industry and sub sector. Client references are available from board members, CEOs, C-suites, executives and middle management who enthusiastically support the model of working with client-selected, experienced affiliates who are dedicated and fit for purpose, rather than the less experienced consultants with fly-in support provided by traditional models.

ICG does not re-use client intellectual property. Our work with clients is solely for their use. Our affiliates can only transfer their expertise and publicly-sourced materials such as Knowledge Area Reviews (KARs), not your benchmarks or confidential business model information.

Through a rapidly expanding global footprint of HUBs, we are uniquely placed to introduce you directly to global best practice case studies, global experts, and directly to your global peers at our non-competing clients.

Insurers, Bankers, Accountants & Management

Our Insurance Broker is Marsh – they have developed market-leading insurance solutions for our affiliates and secure ICG's access to Professional Indemnity Cover and Public Liability Cover at levels required by our clients.

Our bankers are HSBC – they help us operate both local currency and multi-currency accounts for our operations.

We maintain a full suite of detailed due diligence materials for those clients and partners wishing to explore major contracts with us.

Further Information or Enquiries:

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Email enquiries@internalconsulting.com or visit our website at www.internalconsulting.com



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