

May 2014

The . Insights Review

Financial Services Edition

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Featuring:

- General Strategic Interest
- Retail & Business Banking
- Corporate & Institutional Banking
- Insurance
- Strategy & Transformation

- Corporate Finance / M&A
- Regulation & Compliance
- Corporate Governance
- Human Capital

- Finance & Risk
- Marketing & Customer Experience
- Operations & Change
- Strategic Analytics

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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

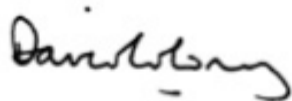
Welcome to this month's edition of ICG's *The Insight Review*. Our research team and reviewers have again separated the wheat from the chaff and brought to our subscribers the most insightful articles from the global consulting industry.

This month our Article of the Month is from CapGemini, and it applies a social media lens to the complete customer value chain in the insurance cycle. Detailed and compelling – it is a worthy winner for anyone thinking hard about how to apply social media to any aspect of retail financial services.

Other noteworthy articles this month include BCG's review of loyalty programs and McKinsey's article on leadership. Stimulating stuff that ensure your time (and your team's reading time) is spent well.

Enjoy this month's issue and 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

“Global Flows in a Digital Age: How Trade, Finance, People, and Data Connect the World Economy” – McKinsey

[View PDF \(180 Pages\)](#)

As the page count suggests, this is another McKinsey Global Institute Report. This is in conjunction with the McKinsey ‘High Tech’ practice and it shines a light on how goods, services, finance, people and now data and communications flow around an increasingly connected and distributed world.

Not surprisingly is it full of quotable quotes, the rapid growth of data and communication relative to other flows, and the more obvious implications of this (the world is flat, hyperspecialization, and born global companies) and a new McKinsey country level connectedness index.

This report will be fascinating to governments and media, McKinsey’s obvious targets here. Our readers will benefit from a skim of the executive summary and a quick review of the pioneer in this field (and the first to argue the world isn’t flat) ex-Harvard professor Pankaj Ghemawat who coined the term Globaloney.

Clearly this is one of McKinsey’s more ambitious projects. Our read suggested some very sound approaches and implications, but also some slightly surprising findings which run counter to common beliefs (e.g. the Netherlands scoring highly on services flows and the UK poorly on financial flows).

“Banking Banana Skins 2014” – PwC

[View PDF \(44 Pages\)](#)

The 12th, almost annual survey of 600+ bankers, risk managers and ‘observers’ around the world who provide their input via a three stage survey. Not surprisingly, liquidity, capital availability, and credit risk have fallen as the recovery progresses. The risks that are highlighted as rising include regulatory risk (now number one), political risk and technology and criminality risks.

A helpful co-branded global benchmarking report with more ‘slice and dice’ analysis than perspectives and insight. However, plenty of ‘empirical’ survey data helpful to those looking for evidence to support an argument.

KAR – Best Practices in Relationship Management

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

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“Structural Reform of EU Banking: Rearranging the Pieces” – Deloitte

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

Another co-branded review – this one covers the slow but multi-faceted progression of ring fencing and/or banning of proprietary trading activities across European jurisdictions. The report helpfully juxtaposes the European Commission’s proposals with those in various EU countries. The second half of the report looks at the implications for trading banks with a special focus on the UK.

The report contains some very helpful decision trees and comparison tables for internal consultants and regulation managers around the world.

RETAIL & BUSINESS BANKING

“Reinventing Affluent Banking” – Oliver Wyman

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

This article explores how banks can use digital technology to provide a differentiated service to the affluent segment. It includes an insightful “Top Ten” list of digital innovations introduced by both banks and non-banks serving the segment, including case studies on each.

A worthwhile pre-read before your next digital ideation workshop.

“Mobile Payments: The Next Step in a Bank’s Digital Journey” – Bain

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

Another call to action for retail banks that have not yet committed to investing in mobile payment solutions. As consumer uptake of mobile payments is now starting to dramatically increase, this article sets out the arguments about why banks must act in order to avoid being left behind. No new ideas, but a good recap on the key themes including data-driven opportunities and disintermediation risk.

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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“World Retail Banking Report 2014” – Capgemini

[View PDF \(36 Pages\)](#)

This lengthy report contains two sections. The first describes the results of Capgemini’s global survey on retail banking customer satisfaction, which shows a year-on-year decline. The authors conclude that the decline is driven by the emergence of the digital-native Gen Y segment bringing a different set of needs and expectations that banks are yet to fully understand.

The second more interesting section explores the growth of social media as part of banking activity. Consumers are increasingly looking to engage with their banking needs through social media channels and banks are pursuing a wide range of strategies in response. While many banks have taken minimalist steps, a small number have pursued more innovative approaches, such as offering full transactional functionality via Facebook, or else positioning their Facebook page as a virtual information resource.

Digital banking executives considering their own social media strategies would find this report particularly useful.

“UK Banks: Performance Benchmarking Report: Full Year Results 2013” – KPMG

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

A useful read for banking strategists, and not just for those focused on the UK market.

Sector performance showed some positive signs in 2013: profits increasing, impairments decreasing, and lending volumes recovering. However, margins and returns on capital remain suppressed, and the authors call for a refresh of business models to deliver sustained growth.

Some ideas lightly covered include more strategic selection of segments and markets, product innovation, and digital enhancement. The concluding section details how a coordinated approach across banks, regulators and investors is required in order to achieve a successful reinvention, and then describes the roles to be played by each stakeholder group.

“Increasing European SME Access to Credit with Non-bank Lenders” – PwC

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

This article predicts that the shortfall in supply of bank lending to SMEs in Europe will last another five years, and that non-bank lenders such as insurers, pension funds, hedge funds and sovereign wealth funds may seize the opportunity to fill this market gap. Several interesting co-investment and partnership models are described under which banks and non-bank lenders could work together to target this opportunity.

“Private Equity: Changing Perceptions and New Realities” **– McKinsey**

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

In this brief but insightful article, McKinsey set out a view of the private equity industry by articulating prospects through three lenses.

Firstly, by way of an overview, it lifts the covers on an elusive industry and the complications affecting its growth. Secondly, from the investors' (referred to as the Limited Partners') point of view, it suggests an agenda on how to engage going forward. Finally, for the PE funds' (General Partners') consideration, it exposes several options to consider in response to the Limited Partners' enhanced appreciation of the industry.

Your reviewer suggests, for all with an eye on the PE industry, it is worth the short time to read. For others, the key takeaway is: the focus on value creation in the PE industry has shifted from financial engineering toward improvements in the operating performance of portfolio companies.

“Escaping the Commodity Trap: How to Regain a Competitive Edge in Commodity Markets” **– Roland Berger**

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

Roland Burger publish, in PowerPoint presentation format, the output of a commodity trap survey conducted as a joint study with ICV, based on ~74 responses across ten industries. Unsurprisingly, the survey finds a majority of companies are facing the trap and have yet to address it sufficiently.

Having set up the issue with the survey results, the presentation goes on to identify three global megatrends as root causes for the trap and then three interlinked aspects, each with indicators signifying the emergence of a trap for an organization. The final component of this presentation sets out actions and nine levers to escape the trap.

The key insight is not that commoditization is likely happening in your industry, but unless you are consciously addressing it, then you are unconsciously falling into it. Only for those who have not had enough PowerPoint today.

INSURANCE

“CEO Briefing 2014: The Agenda for Insurance” – Accenture

[View PDF \(44 Pages\)](#)

An Accenture report written by The Economist Intelligence Unit takes the form of outputting a survey of 1000 C-suite executives, including 86 from the insurance sector. A classic EIU output with focus on optimism (higher than other sectors), key risks, regulatory challenges and wider change agendas. The final section highlights the style of change likely to be driven by technological developments – overall seen as ‘significant’ rather than fundamental (or the more usual ‘incremental’ view).

Some useful macro level insights but very high level, albeit with good comment from key executives across the global insurance markets.

“Turning Change to Advantage in the Insurance Industry” – AT Kearney

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

A well-written and insightful piece on the challenges of working with a 5-10 year view for insurers. Consideration of key themes around new demographic segmentation lenses, emerging and volatile weather risk, telematics (covered in last few months and again this month by Deloitte) and Big Data (also covered well by PwC last month and other articles this month).

Through the use of a powerful case study, the paper promotes a ‘call to action’ to drive advantage through change using strategic foresight. The strong proposition is the winners will institutionalize strategic foresight in an industry which has traditionally been slow to adapt to and adopt macro changes.

KAR – Commercial Insurance Innovation

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

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“Fantastic Claims” – Bain

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

A tight article focussing on the perennial ‘moment of truth’ claims in the P&C Insurance industry. Whilst not new in theme, this piece emphasizes the current paradigm that claims are all about customer connections in addition to the historical transaction based view. Consideration of loyalty drivers and moving away from price-focused interactions are explored in line with other similar articles reviewed in recent months.

A more specific and detailed section draws out the differentiation opportunities for mobile technology, assisting with speed and flexible delivery of service. Early warning messages on the need for better and sustainable delivery of areas of expertise across the full claims segments (simple, complex and large claims) fully utilizing in-house, outsourcing and specialist resources, is well covered. So too is the need for early consideration of locking in Claims IP as the aging workforce puts many years of corporate expertise and experience at risk.

Supported by some good examples and case studies.

“Leveraging Social Media Across the Insurance Lifecycle” – Capgemini

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

Following on from an excellent article on Telematics two months back, this is another compelling read on the topical social media explosion. It looks at the massive opportunities already in play and emerging for insurers, but also balances the challenges with the effective execution of strategies given regulatory and other considerations.

The key theme is portrayed as the adopting of ‘social media’ in its many guises as a stage process of ‘presence – participation – integration’. It also provides reality checks and acknowledgement that insurers are mostly on the journey with the key activities still in the presence phase in 2013 (branding building and customer/agent connectivity focused). How social media can be used to improve all parts of the insurance value chain from front to back office and claims are considered in some detail. The ability to build service speed and flexibility, attractiveness to younger customers, and geography removal are all covered too.

The base proposition is this: the insurers who achieve speed from presence to participation to full integration quickly will achieve real differentiation and improved outcomes across all aspects of their businesses.

Article of the Month

“Overcoming Speed Bumps on the Road to Telematics” – Deloitte

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

‘Have we reached the point of no return with telematics?’ is the question asked and considered in what is probably the most complete consideration of this topical theme in 2014. A lengthy read but a good one in deconstructing the base question.

A previous survey from early 2014 reveals some useful information on take up, expectation on outcomes for Usage Based Insurance (UBI) adopters in terms of better pricing and discounts, demographics, etc. Key was a finding that 50% of respondents were not open to UBI models. Some consideration of UBI as fun, desensitizing price and privacy concerns leading to regulatory challenge paints the picture of both massive opportunity but also the ‘speed bumps’. UBI beyond motor is also touched upon.

A balanced view — with a proposition that even low take up rates will give the innovative insurers far more underwriting and pricing data than not entering UBI at all, allowing leveraged insights for future portfolio management. The answer, by implication, is ‘yes’ to the base question — but there are still bumps in the road. Niche players writing non-UBI books in future may be a scenario!

“Claims Transformation” – EY

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

Mostly advertorial with some good schematics. Read the other articles first.

“2014 Canadian Property and Casualty Insurance Outlook” – EY

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

One of a few country-specific reports covered in our reviews in 2014, the Canadian view from EY does talk to the specific challenges and issues along with opportunities for this market which are fairly generic and could equally apply across many markets — especially more developed ones.

Sections on Big Data (covered more fully in the last two months' reviewed articles), weather volatility, consolidation of players (with good local context), and specific regulatory/accounting changes are relatively brief, with a more informative view on product development covered in some detail looking at cyber risk, nanotechnology, and other emerging areas for innovation.

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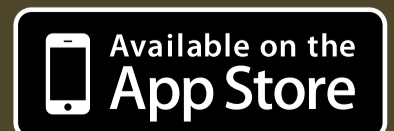
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“Choreographing a Full Potential Transformation” – Bain

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

Bain presents the view that “identifying the need for broad transformation and implementing the change itself” require firstly defining a future state vision for the company and what is required to change. However, what is just as crucial is how this future state vision may have to be adjusted to account for the ability of the organization to align its people, manage the significant change, and maintain a strong trajectory during the disruption.

We recommend a quick read for further insights in what is a brief (12 pages) report.

“Invest Wisely, Divest Strategically” – BCG

[View PDF \(19 Pages\)](#)

BCG has conducted a study finding that conglomerates came back into favour during the financial crisis as shareholders valued diversification. However, this was a temporary phenomenon as this discount applied to conglomerates returned as the economy tenuously recovered. BCG posits that conglomerates need to find ways to overcome discount and this article focuses on understanding the potential drivers of this.

Insightful and worthwhile reading for those affected by this phenomenon.

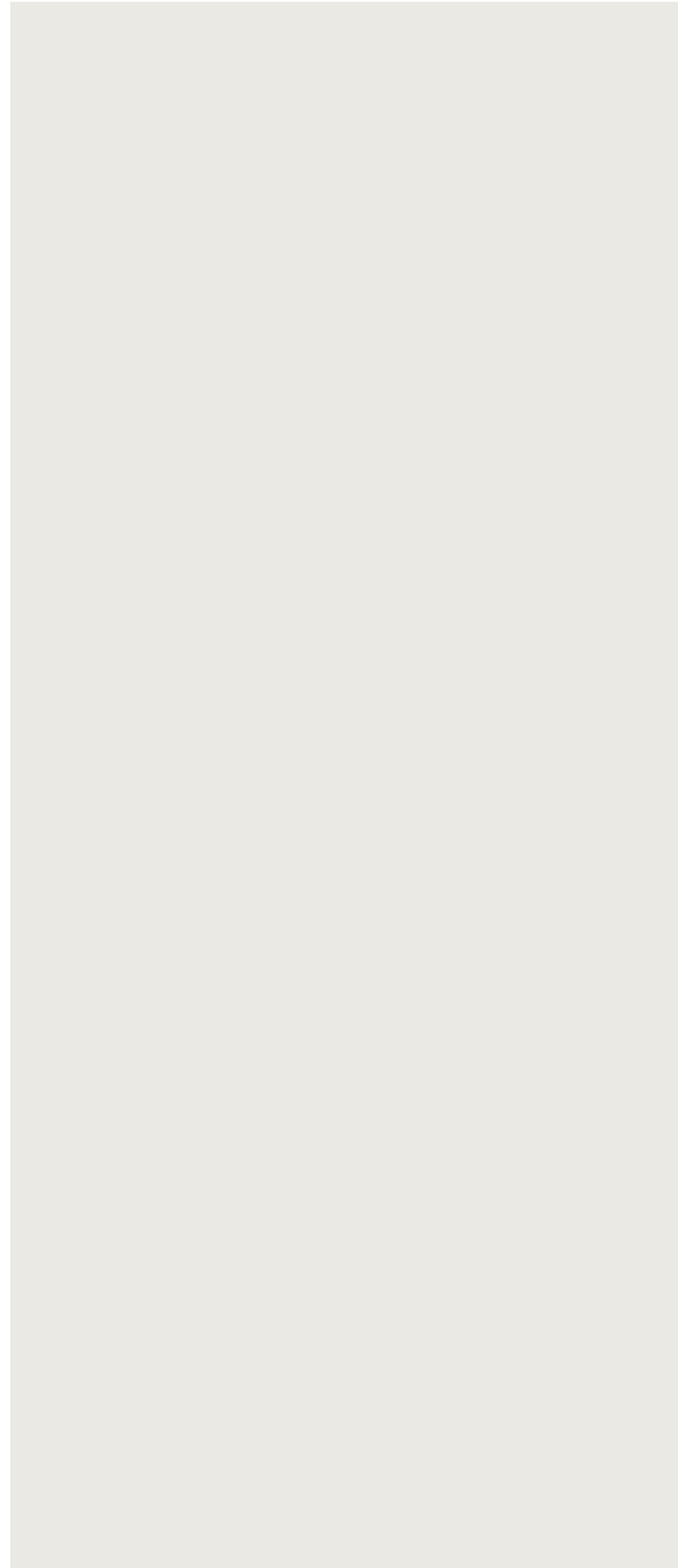
“Breaking the Rules: Achieving Breakthrough Innovation in Financial Services” – PwC

[View PDF \(30 Pages\)](#)

According to this report from PwC, the FS industry will find it challenging to return to pre-GFC highs unless they significantly innovate due to competition from new market entrants and technology.

In the past, the industry has not demonstrated leadership in innovation and companies will have to develop a framework – described in this article – to address this.

The latter makes for a worthwhile read, so those short on time can jump straight to it on page 16.



KAR – World Class Customer Retention

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

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“Global Financial Services M&A Themes 2014” – EY

[View PDF \(40 Pages\)](#)

Certainly a comprehensive article, this review covers the well-known fact that M&A deal volume in the financial services sector is off ...a lot.

It does provide a number of informative charts showing just how much, whereabouts, and in what segments, together with granular analysis of what is driving the existing activity by region across the segments of banking insurance and wealth. A useful assessment of your region and segment.

“Trends Shaping the Future Insurance M&A Landscape” – KPMG

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

A quick read (think taxi trip) that covers most of the common themes of M&A trends and issues. We did like the reference to “post-deal separation”, which in large divestments from large organizations (e.g. insurance from banks) requires careful consideration by vendors and buyers alike.

“Global M&A: Fewer Deals, Better Quality” – McKinsey

[View PDF \(3 Pages\)](#)

According to this article, the GFC has been good for at least one thing: driving increased discipline in creating value from M&A.

Unfortunately, the authors only hypothesise as to why this is so, which doesn't provide much direction for the corporate manager.

REGULATION & COMPLIANCE

“The Recovery and Resolution Directive: Putting Theory into Practice” – Deloitte

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

An authoritative guide to the improvement of resolution plans. This insight provides perspectives from across jurisdictions on the impact of bail-in requirements, information requirements, operational continuity and the linking of resolvability to wider activities.

Each section contains specific thoughts, implications and checklists. A helpful guide to internal consultants supporting plan submission.

“Liquidity Coverage Ratio: No Blood, but Sweat and Tears” – PwC

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

A deep dive into the finalization of the US Liquidity Coverage Ratio. This short insight explores local feedback to the US agencies which deviated from the expected Basel Committee’s approach. The result is PwC’s assessment of how this local feedback will result in modifications to the proposal ahead of an expected revised implementation timeline.

KAR – Digitisation of Business Banking

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

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“2014 Resolution Plans: The Guidance you Won’t Receive” – PwC

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

A short paper from PwC with some helpful suggestions to those firms needing to submit resolution plans.

As regulators are racing to define the rules, and firms are not clear on what they need to submit, consulting firms enjoy a sweet spot of brokering better practices and suggestions across submissions.

At ICG, we recognise this prisoner’s dilemma and help our clients to build appropriately governed local round tables facilitated in a low cost, powerful way to improve the efficiency and effectiveness of the submission process.

CORPORATE GOVERNANCE

“Governance in UK Financial Services” – Deloitte

[View PDF \(11 Pages\)](#)

This Deloitte paper provides insights and practical steps on creating effective governance since the financial crisis.

Readers uncover practical tips ranging from developing the right governance framework through developing the ideal board composition.

Overall, a useful primer for those looking at corporate governance.

HUMAN CAPITAL

“Why Gender Diversity at the Top Remains a Challenge” – McKinsey

[View PDF \(3 Pages\)](#)

A very short piece from McKinsey looking back at their 2013 survey on gender diversity, and making the observation that issues with corporate culture and lack of engagement from male colleagues continue to be barriers to advancing this issue. Unfortunately, the article is silent on the ‘so what?’ save for the last sentence, with very little offered by way of solution.

“The Hidden Value of Organizational Health – and How to Capture it” – McKinsey

[View PDF \(11 Pages\)](#)

This article explains McKinsey’s view on organizational health, and how they go about tracking it and using the findings of this measure to drive change and improve overall performance. In particular, the authors explain the four most common ways to build organizational health and use a few (anonymous and fairly general) case studies in the process, coming off as a bit advertorial as they do so.

On reflection, if you give this article a miss then your own personal health may in fact increase.

“Lead at Your Best” – McKinsey

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

A somewhat surprising article from McKinsey focusing on the ‘internal’ side of leadership and the critical importance of establishing the right mindset to underpin everything else you do.

On first glance, the article may come across a bit soft; however, on reflection it is a very good read with some powerful tools and techniques that any busy executive can take to heart and implement.

Do yourself a favour and read it when you have 10 quiet minutes to yourself.

“Workforce of the Future: How Strategic Workforce Planning can help Financial Institutions Today, Tomorrow and Beyond” – PwC

[View PDF \(26 Pages\)](#)

A good article from PwC on a topic near and dear to this reviewer’s heart. Too many C-suite teams don’t pay enough attention to this critical topic and ultimately suffer the consequences of not connecting the dots between strategy and talent.

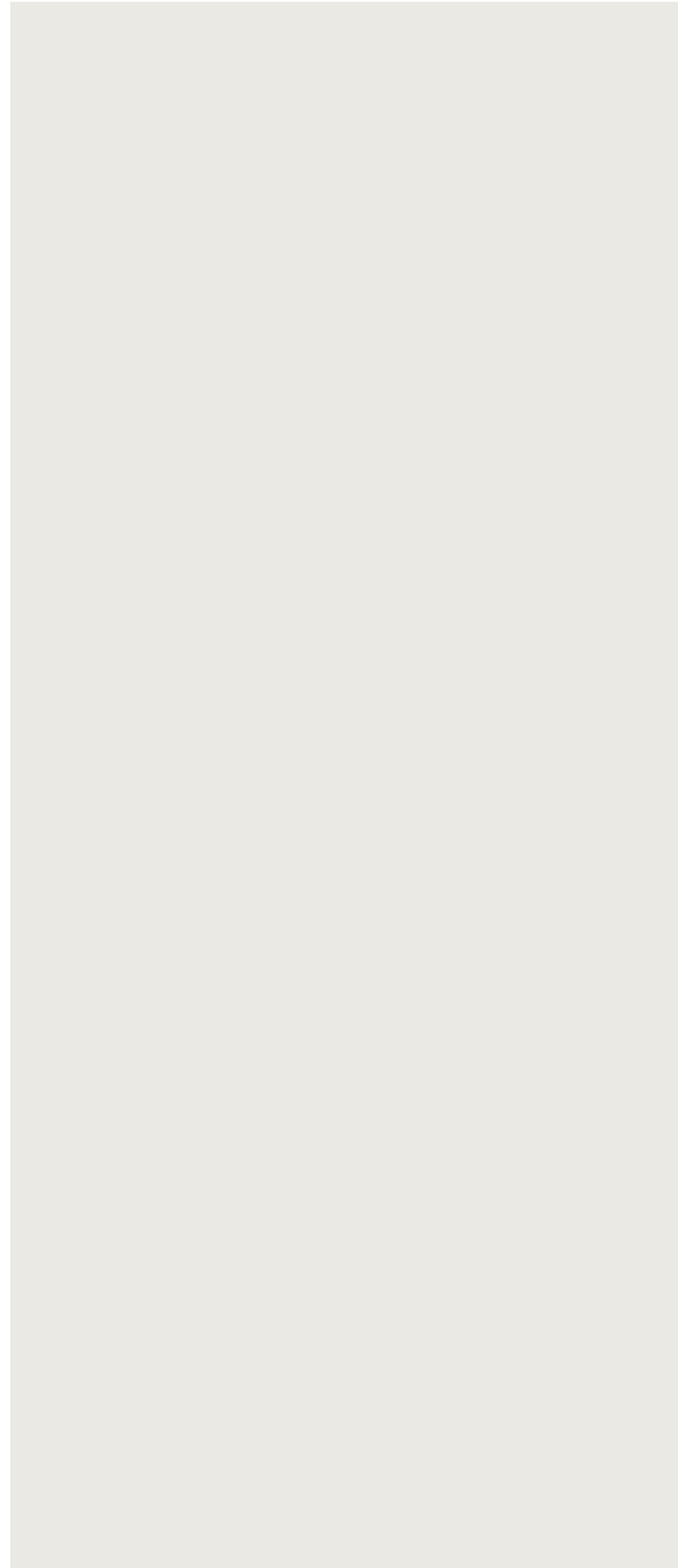
The concept of the ‘organizational genome’ is interesting but a bit under-cooked, otherwise the article is a good synopsis of all the relevant issues, barriers to implementation, and critical components of a truly strategic workforce plan.

“Frontiers in Finance” – KPMG

[View PDF \(36 Pages\)](#)

A compendium of smaller articles presented in a colorful journal style. The articles are segmented into normal articles and features and are not linked in any way except that they are written by KPMG partners around the world and relate in some way to financial services, mostly through technology and risk. They are 2-4 pages long, journalistic in style and itemized on page three.

None of the articles stood out for us, however a skim of page three will help you determine if anything might help with one of your current projects.



KAR – Executive Team Best Practices

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

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“Social Banking: Leveraging Social Media to Enhance Customer Engagement” **– Capgemini**

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

The article illustrates the powerful forces reshaping the banking industry. Customer expectations, technological capabilities, regulatory requirements, demographics and economics are together creating an imperative to change. Banks need to get ahead of these challenges and retool to win in the next era.

As more people use social media platforms such as Facebook and Twitter, bank customers are increasingly expecting services via these platforms. This paper looks at how social media can help banks enhance customer engagement and provide new opportunities for growth.

Specifically, it provides ‘scenes’ on how banks can generate customer value by moving to a customer and social lifestyle orientation. While some of the content will be old news to some readers, this last part will likely be of particular interest.

“Leveraging the Loyalty Margin: Rewards Programs That Work” **– BCG**

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

Nowadays more and more consumer, product and service companies are adding loyalty programs to their marketing mix and customers are signing up. According to the research firm Colloquy, the number of rewards programs increased 27 per cent from 2010 through 2012. Furthermore, some companies generate up to 60 per cent of their revenues from loyalty program members.

But how well do loyalty programs actually work? How profitable are they?

This article provides a current loyalty landscape showing the different models in use, and although each approach must be brand consistent and tailored to the company’s customer base and margin structure, there are some common principles that underlie successful models.

BCG examines how smart brands—including both those launching their first loyalty program and those that are adjusting and improving it—make their programs rewarding for company and consumer alike. A very useful report with some helpful examples.

“Fighting Financial Crime With Data” – Accenture

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

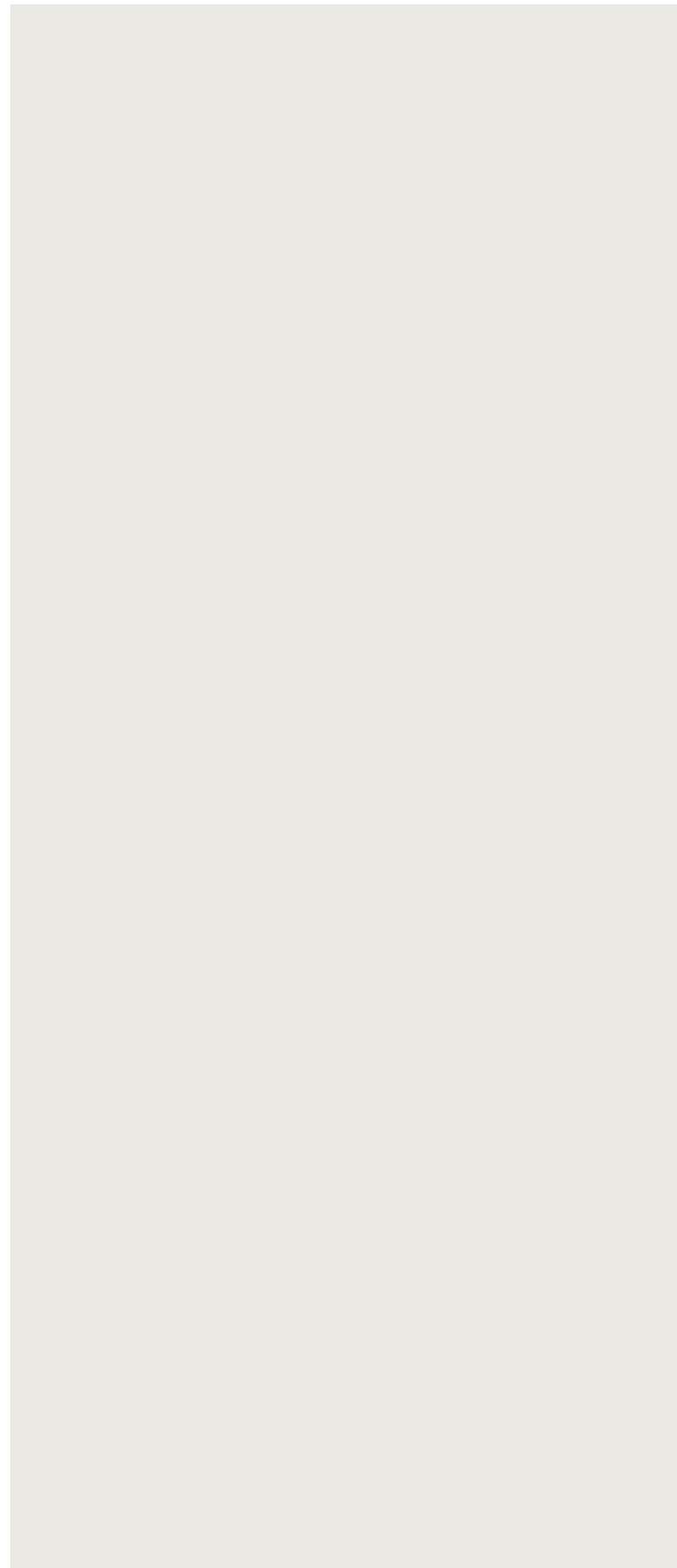
An insightful article by Accenture, which highlights the need for banks to adopt an integrated approach using data and analytics to battle increasing cyber crime.

The authors suggest that new technologies and solutions enable banks and financial services institutions to establish an integrated data set. The use of sophisticated analytics across those consolidated data sets allows banks to generate useful insights to help prevent and detect financial crime.

Accenture implies that there are three major elements needed to make this happen:

1. Enhancing the quality of data;
2. Analytics to transform data into information and information into insight; and lastly
3. Applying data visualization techniques.

Interesting and covering only a small number of pages (eight), this article is worth the quick read required.



KAR – Best Practices in Shared Services

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

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“Big Data Alchemy: How can Banks Maximize the Value of their Customer Data?” ***– Capgemini***

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

It's a stunning consensus: fully 90% of North American institutions think that successful Big Data initiatives will define the winners of the future.

So why then are so many banks lagging behind? Major reasons are explored here (lack of analytic talent, data silos, privacy concerns) with a few potential solutions tabled.

While the article draws on several real world case studies to add texture, the result is somewhat unfocused and no strong paradigm is offered as the key to realizing the value potential.

The Insights Review – *FS Edition* Team

Candidate insights are compiled by an expert team of researchers. Reviews are written by partner-level subject matter experts from our industry and functional practices.

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INSIGHT REVIEWERS

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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.

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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.

[View ICG Website](#)

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:

Internal Consulting Group Pty Ltd

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



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Insights
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