

July 2013

The . Insights Review

Financial Services Edition

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Featuring:

General Strategic Interest
Retail & Business Banking
Corporate & Institutional Banking
Wealth & Asset Management
Strategy & Transformation
Corporate Finance/M&A

Regulation, Public Affairs &
Governance
Human Capital
Finance & Risk
Marketing & Customer Experience

Technology
Strategic Analytics
Operations & Change

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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
- Booz & Co
- Capgemini
- Deloitte, Touche & Tohmatsu
- Ernst & Young
- FMCG
- IBM
- KPMG
- McKinsey & Company
- Oliver Wyman
- Promontory
- PWC
- Roland Berger

GENERAL STRATEGIC INTEREST

“Adapting to the Inevitable” – AT Kearney

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

Short and compelling, this ThinkForward article makes a strong case for the heightening impact from climate change and the need for adaptation strategies.

The real examples from recent natural disasters (the Japanese tsunami shut down a GM plant in Louisiana) and the normal course of change (opening up of the Northeast Passage due to melting in the Arctic) provide the call to action, with the suggestion that adaptation starts in four major areas: infrastructure; agriculture; risk management and exploration.

“EY Eurozone Forecast & Outlook for Financial Services” – EY

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

The online summer edition of the Eurozone Forecasts reminds us that after six consecutive quarters, this is the longest recession in Eurozone history. The outlook for financial services is somewhat rosier because 2013 marks a turnaround in asset quality and growth.

Be sure to click through to the excellent short forecast by sector co-prepared with Oxford Economics.

KAR – Best Practices in Relationship Management

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

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“Banking in Emerging Markets: Seizing Opportunities, Overcoming Challenges” – EY

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

A deep dive into rapidly growing markets.

EY cleverly segment the industry using financial evolution stages: USD2,000 GDP/Capita when deposits and savings products emerge (Nigeria and Vietnam); USD8,000GDP/Capita when credit products emerge (Malaysia, Turkey); and the mid-point (Indonesia and Egypt).

The executive summary is all you need unless you are an admirer of spectacular photographs.

“Economic Conditions Snapshot, June 2013: McKinsey Global Survey Results” – McKinsey

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

Two thousand un-harried executives across five regions respond to questions on global economic conditions.

This edition, the headline messages are geo-political instability and a plateauing of the outlook for global growth.

Scrutiny of the sample size might prompt calls for a snapshot report on the survey itself; for example, this month we might read “respondent numbers plummeted from over 2,000 in September 2012 to 1,300 in March 2013. For June 2013, we witnessed an astonishing increase of 62% to over 2,200”.

RETAIL & BUSINESS BANKING

“Winning the Growth Challenge in Payments” – AT Kearney

[View PDF \(17 Pages\)](#)

AT Kearney predict that European payment industry revenues will increase by 75% from 2010 to 2020, as new payment methods increasingly displace cash payments, and new innovations completely reshape the payments landscape.

So how can a bank or non-bank player take the right steps now to ensure success in a rapidly changing industry?

Unfortunately, you won't find the answer in this rambling analysis, which opens with the unhelpfully vague recommendation that participants should “stay flexible on mobile technologies and business models”.

The most interesting point is the observation that merchants and billers are increasingly exercising power over choice of payment method, in place of the consumer, as they selectively manage their menu of payment options to minimise their costs while maximizing their control over the transaction.

“Reducing Complexity in Retail Banking: Simple Wins Every Time” – AT Kearney

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

A brief but insightful article, written in an engaging style, which explores the tendency of retail banks to accumulate stockpiles of legacy and discontinued products still requiring operational management for many years after they have been taken off the shelf.

AT Kearney calls for banks to manage and streamline their product portfolios through systematically discontinuing legacy products, and also by applying a modular approach to product development, avoiding the tendency to create overly complex or specialized products.

A useful and refreshing read for those working in product development and/or management.

Article of the Month

KAR – Digitisation of Retail Banking

A comprehensive review of recent strategic thinking around the impact of digitisation on retail banking • 126 pages

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“Smart Commerce-banks Battle for Customers at the Frontline of Digital Retail” – EY

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

EY have surveyed senior executives across banks, telcos, retailers and IT companies to capture their view on the impact of digitization (i.e. “Smart Commerce”) upon the retail and payments experience.

Among the interesting points across the 40 pages of survey analysis are the following:

- Almost half the respondents believe mass adoption will occur within 2 years;
- The leading inhibitor to date is cautious uptake by merchants, who are unlikely to invest heavily in POS infrastructure until a breakthrough solution emerges;
- Banks are highly sensitive to the risk of disintermediation, and the loss of customer relationship that would follow; and
- The lengthy product development cycle times and conservative internal cultures within retail banks are the key challenges to strategic delivery in this space.

A large number of verbatims are included – these are worthwhile perusing in order to gain a real sense of the uncertainties faced by senior executives that need to make high-stakes decisions in a rapidly changing industry landscape.

“Zero to Closed: Accenture’s High Performance Approach to Managing Short Sales” – Accenture

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

Those working in mortgage lending might be interested to learn about the shift towards short sales in the USA in place of traditional foreclosure sales.

In a short sale, a distressed property is sold for less than the mortgage balance, with the lender agreeing to extinguish the remaining debt. It is an attractive alternative to the foreclosure process in cases where the outstanding loan exceeds the property value, and has the potential to significantly reduce costs and timelines for both borrower and lender.

Accenture provide an interesting overview of the short sale market amid concerns that the market is not operating as efficiently as could be expected, and propose steps that lenders could take to reduce cycle times and achieve a quicker sales process.

“Payments for Growth: Seizing the Revenue Opportunity in Corporate Payments” – Accenture

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

There is little published on this topic, so this insight is a welcome addition from Accenture.

Sensibly, it advocates a fix: the core strategy through a HUB-based model, followed by five recommended differentiators. Of the five, the most compelling are: integrating cash, fx, trade and payments; multi-channel platforms; and talent.

Figure 6, while very conceptual, helpfully frames the overall approach to payments architecture. In addition, many of the case studies scattered throughout the text are fresh and relevant exemplars.

“Global Banking and Capital Markets Sector: Key Themes from 1st Quarter 2013 Earnings Call” – EY

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

Longitudinal analysis of the themes expressed in verbal market updates by the world’s top 30 banks.

This quarter, Strategic Progress and Credit Quality are the new themes that make the top ten. Each theme is characterized by dozens of relevant quotes from the CEOs.

This insight from EY will be of value to investor relations teams not wanting to miss popular themes, and to strategy teams developing high-level messages and wanting some proven quotable quotes and sound bites.

Looks like a lot of work for little gain, and reminds us of that old partner criticism: that is journalism not consulting.

“Equity Release” – Towers Watson

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

Towers Watson’s paper provides a good guide to equity release products that access the value from private property in the context of their development and growth outlook in the European market.

The strong premise is that the cost of providing for aging populations will outstrip state and private pension schemes and the large pool of equity in private property, if ‘released’, could be one potential solution.

Wealth management strategists and product managers can glean many insights from this paper in assessing the proposition of equity release products as options for Australians facing similar issues of a ‘pensions gap’ between their retirement lifestyle expectations and their pension savings.

The paper analyzes the consumer demand drivers and presents a helpful assessment of common misconceptions about equity release products (Page 13). The paper also valiantly asserts that many children would be prepared to forego some of their inheritance for their parents to enjoy a better retirement.

The paper also highlights potential issues with capital adequacy requirements (Solvency II regulations) discouraging insurers from offering these products and calls for a policy debate to avoid this.

“Evolving Investment Management Regulation: A Light at the End of the Tunnel?” – KPMG

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

At some 80 pages, this report is a comprehensive but lengthy overview of the current state of financial services regulatory reforms impacting investment management globally.

The executive summary is probably all the general reader needs to skim. It provides a broad sweep of the key drivers for regulatory change – investor protection, capital markets changes, tax reform, financial systems stability – and profiles the major regulatory initiatives (an ‘Abbreviations Guide’ on Page 75 is a helpful compendium of the new regulatory acronyms). It also calls out the major challenges in implementing the changes, including dealing with the prospect of yet further regulatory change and lack of harmonization between the various regulatory reform agendas.

The executive summary (like the rest of the report) tries to ‘paint a picture’ of opportunities in dealing with the regulatory changes. However, detail is scant and little resonates as new insight in the ‘post-GFC’ industry landscape, which has been impacted by so many regulatory reforms.

KAR – Commercial Insurance Innovation

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

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“Lessons from Mavericks: Staying Big by Acting Small” – BCG

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

In this brief article, BCG report that large inflexible corporations are now looking over their shoulder for the next “mavericks” that may disrupt the landscape of their industry through:

- Leveraging new technologies;
- Utilizing lessons from other industries; and/or
- Seeking new ways to collaborate with participants across the value chain.

Incumbents can learn from these “mavericks” by discovering the value of new business models and learning about under-penetrated segments of the market, thus showing the potential future direction of their industry.

Understanding “mavericks” is imperative in an environment where open/social platforms and increasingly technology-savvy consumers are driving and enabling rapid change in industries that have long been classified as stable.

At only seven pages and packed with insights, this article is worth the small investment of time required.

“Driving Change: Five Questions Every Bank Must Answer to Justify a Core Transformation” – Deloitte

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

Having tackled core transformation, a number of banks around the world have chalked up significant benefits. Deloitte helpfully distils the justification of large banking core transformation projects into five key questions:

1. Will the transformation reduce operating costs, and by when?
2. Is it required to support future growth?
3. Will it contribute to superior customer experience?
4. Will it accommodate current and future risk and regulatory requirements?
5. How will it impact the people strategy?

These questions are not only being asked of technology executives, but are also relevant to a bank’s C-Suite as core platform transformation can drive the customer experience, efficiency ratios and the reputation of the entire business.

Another short but helpful article for consultants and senior executives in the transformation space.

“Is Your Company Fit for Growth?” – Booz

[View PDF \(14 Pages\)](#)

Having implemented cost optimization during the recession, many companies have better balance sheets and healthy reserves of capital. As these companies shift their emphasis from cost to revenue, they must ensure they are “fit for growth.”

Booz & Co. describe a simple three-question test to determine this:

1. Do you have clear priorities that drive your allocation of capital?
2. Is your cost structure aligned with those priorities?
3. Is your organizational structure aligned with your priorities?

The article provides detail on these three questions and also details situations that should ring alarm bells such as:

- Leaders aren’t consistent in describing major strategic priorities (or the company has so many initiatives that leaders can’t remember them all);
- Leaders can’t name the most crucial or core capabilities of the company;
- Leaders are frequently going to a large number of meetings that don’t relate to strategic priorities.

If your company can relate to the above situation, there are a number of actions that should be undertaken to become “fit for growth” in terms of resource and time allocation. Additionally, a number of insightful case studies are provided to describe how this can be achieved.

“Winning with an IT M&A Playbook” – AT Kearney

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

We are not sure that this is an M&A article – it reads as more of a reminder of the importance of IT success in extracting value from integrations, which is thus a key driver of M&A success.

While in agreement with the importance of IT integration and the statistics raised, we note that for success, the failure to integrate across any core function is likely to lead to poor M&A results.

“Due Diligence in China: Art, Science, and Self-defense” – McKinsey

[View Web Page](#)

This useful article focuses on methods to reduce investment risk in China. The authors suggest that to develop valuable insight into an investee, investors need look beyond statutory and regulatory disclosures to the softer elements of diligence including governance, management and financing.

This technique has far broader application than just China, especially for public company investment where access to detailed information may be limited yet developing views on the softer issues may provide invaluable insight.

“US Regulatory Reform: Key Dates” – PWC

[View PDF \(1 Pages\)](#)

We have highlighted this excellent piece of analysis before – print it out and put it on your wall.

“PWC’s Regulatory Reform Review: An Asian Perspective” – PWC

[View PDF \(62 Pages\)](#)

A useful tabulation of regulatory reform from around the world.

Summaries are provided at four levels: global, regional, and banking and insurance across China, Hong Kong, India, Japan and Singapore.

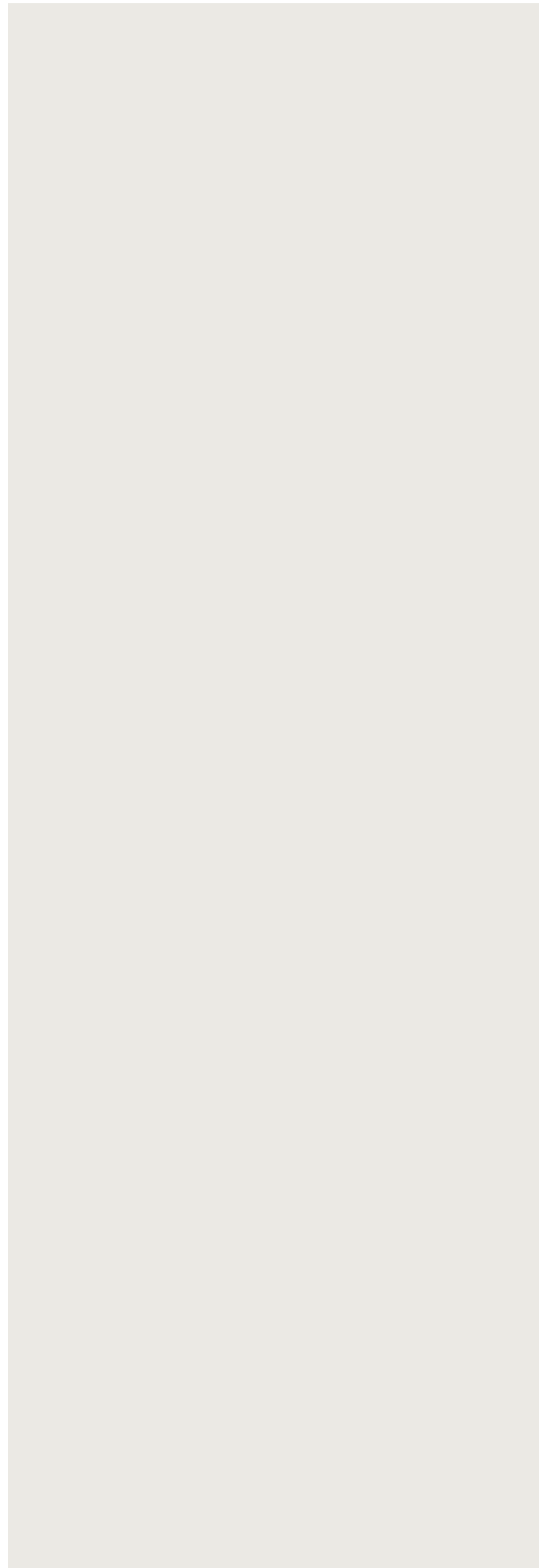
Beyond these helpful tables, the report is a meandering potpourri of regulatory updates from around the world.

***“Mutuals: Proposed New Capital
and Remuneration Disclosures
Under APS 330” – KPMG***

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

Of value only to Australian readers.

Notable for its simple-to-follow schedules and helpful examples of quantitative disclosure reports.



“Fighting Corporate Hubris” **– BCG**

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

This article is written by BCG’s former CEO, Hans-Paul Burkner, who ran the firm for eight years through 2012. It exhorts leaders (CEOs in particular) to avoid the pitfalls of hubris, in other words the ‘pride that comes before a fall’.

Central to the article’s premise is the ‘Perpetuity Principle’ and how it can help develop profitable, sustainable and trusted businesses.

Overall, a noble piece in which a number of laudable concepts and aspirational ideals are discussed in turn; however, the high-level treatment and lack of tangible examples/case studies diminish its impact.

“High-Performance Culture” **– BCG**

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

A must-read for those human capital leaders and consultants embarking on widespread cultural change in organizations. The article does a nice job laying out a four-step process that answers as many key questions. In doing so, the authors also tackle a number of key myths that can often impede true cultural change.

Two or three disguised client case studies are helpful in illustrating some of the points; however, as always, more examples would help here.

“Mending the Gender Gap: Advancing Tomorrow’s Women Leaders in Financial Services” – PWC

[View PDF \(22 Pages\)](#)

A good, hard-hitting article that starts with the all-too-familiar premise that the gender gap is still not closing as fast as it should be, but goes on to offer some practical advice on how financial services firms in particular can develop an effective talent strategy that addresses the issue.

A lengthy read, however, the article contains sufficient detail on the ‘how’ along with some useful case studies to illustrate the positive effect of executing well.

“The Point Podcast: The Talent Challenge in Insurance” – Accenture

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

The article starts with a bang, outlining some startling statistics on how rapidly the insurance workforce is likely to change over the coming ten years (not for the better unfortunately) with an ageing workforce, retention issues, and industry reputation all contributing to the malaise.

However, the article falls short on delivering innovative or groundbreaking solutions that address the issue head-on. Instead, many of the suggestions are a bit ‘ho-hum’ and/or generic, leaving the reader looking for more.

“Business Pulse-exploring Dual Perspectives on the Top 10 Risks and Opportunities in 2013 and Beyond” – EY

[View PDF \(48 Pages\)](#)

Sometimes the simplest approaches can be the best, and simply replaying what their clients are telling them is an honoured staple in this tradition – the focus here is on insurers, and a survey of global participants to establish the top ten risks and challenges facing the industry.

The results are stark, with few growth opportunities, challenges to meeting return hurdles, the burden of increased regulation, limited talent pools, and concerns about growing operational risk all giving the impression of insurers having few illusions about the challenges ahead.

Despite this, participants see some opportunities remaining in optimising ALM and capital structures (we would say making a virtue out of necessity) and more interestingly in innovation in product design and customer behaviour management – the end of ‘one size fits all’, as the authors put it.

Each risk and opportunity is dealt with in a succinct summary style which, taken altogether, make this a well-written and worthwhile read.

“Taking Control of FATCA: Building Effective Internal Controls and Process to Promote Compliance and Certification” – PWC

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

For foreign financial institutions (FFIs), the requirements of the US FATCA have proved to be a considerable systems challenge. This ‘back-to-basics’ document from PWC proves to be a timely checkpoint, with a clear focus on the governance challenges facing successful certification.

The role of the responsible officer in establishing a common controls framework together with useful examples of certification frameworks (particularly where multiple FFIs must be certified and monitored) round out a nice document that crisply communicates its chosen viewpoint with a minimum of fuss.

“Model Risk Mitigation and Cost Reduction Through Effective Documentation” – PWC

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

The second of a series of articles about model risk – the first dealt with effective design – this is a stout take on the subject of model documentation. Even those passionate about model risk (and there are a few of us) have to admit that this is one of the hardest things to get right.

PWC’s US financial services model risk team have done a good job of defining documentation requirements and best practice across each stage of the model lifecycle.

It is difficult to review a series without knowing what is still to come, however we would have added two key elements: firstly, the need for documentation of the model governance process itself (model procedures, in other words) and secondly, documentation of the model selection process, since the models one doesn’t build are often as important as the model actually built.

Perhaps model governance will get an article of its own – something to look forward to. In the meantime, there is plenty here to be going on with.

“It Takes Two to Tango: Managing Technology Risk is Now a Business Priority” – PWC

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

PWC are doing well this month at pressing our risk hot buttons – and this take on establishing a centralized technology risk framework touches another one.

We’ll start with a statistic of our own: 15% of systems projects in large corporations succeed, and 15% fail. The remaining 70% fall somewhere in the grey zone, usually requiring remediation, rescoping or similar. And the single common denominator of these grey zone projects is inadequate definition of the business requirements.

PWC present a very thorough take on the subject of a technology risk framework, including a reasonably at-length treatment of how to work with individual businesses technology teams through a common structural framework, and replete with (sadly too short) descriptions of best, common, and poor practices in each area.

More information about addressing the challenges would have helped. For example, the risk assessment process described is completely generic, whereas IT systems throw up unique challenges and, yes, opportunities around (for example) how to develop risk metrics and early warning indicators.

Integration with incentive structures is an important part of the equation – with core systems, even ‘on time and on budget’ is still not good enough.

PWC present an interesting take on an important subject. Frameworks are just a start of course, but anyone emerging on the good side of PWC’s practice guide could feel reasonably confident of addressing the challenges.

“iConsumer: Digital Consumer Altering the Value Chain” – McKinsey

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

A huge shift in consumer behavior that promotes the growth of digital activities is disrupting existing industries and creating new market opportunities.

Supported by extensive primary research and exclusive industry insights, McKinsey & Company presents six major ongoing customer trends that are reshaping the high tech, media and telecom sectors (TMT).

With first a small introduction that contextualizes what it means to be digital, the report explains (with the use of hard data) the six trends for TMT, highlighting some of the most relevant challenges and opportunities.

Several insights that managers should keep in mind when they evolve and reshape their business plans are presented, with some illustrative examples that clarify the need of micro segmentation, the unequal distribution of value, and the rapid turnaround in digital media. McKinsey concludes by highlighting the core capabilities needed to strengthen and renew the position in this new digital world, focusing on the need of a customer-oriented approach.

TECHNOLOGY

“The Digital Insurer: Insurance User Experiences by Design” **– Accenture**

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

Accenture has recently published a white paper on user experience design for the insurance industry. The paper references research from 2011 and 2012 and does not go much beyond the motivation of the need for better UI design. The article links different user types to common usage patterns and expectations of these users.

No really new insights and not particularly specific to the insurance industry – a good-looking marketing brochure, but unfortunately not much content.

“Profiting from the Cloud: How to Master Software as a Service” **– BCG**

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

BCG has surveyed 80 US CIOs and key software decision makers to better understand expectations and buying patterns for SaaS (software as a service) platforms.

SaaS appears to be a valid strategy for up to 60% of enterprise software budgets, and the “pay by the drink” paradigm of the SaaS offering seems to be compelling for more and more organizations in financially difficult times.

The article gives a good overview of key considerations of software platform decision-makers and gives valuable insights for vendors considering the switch to SaaS solutions.

A good read for IT professionals involved in IT platform and selection decisions.

KAR – Best Practices in Shared Services

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

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“It Takes Two to Tango: Managing Technology Risk is Now a Business Priority” – PWC

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

PWC have come up with a comprehensive view on business case for IT risk management and pragmatic implementation approaches and road maps.

The paper includes good considerations and motivations to help organizations focus and build business cases for investing in better technology risk management. More importantly, the paper includes some very useful and usable models, as well as implementation approach options to better align technology risk management with business strategy and imperatives.

An easy (and must-read) lecture for all decision makers in IT and business alike.

“The Price Isn’t Right: How to Better Understand Your IT Investment and Get More Out of It” – PWC

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

Another article out of PWC’s “Point of view” series, which is very worthwhile reading and keeping. The paper includes a sensible management summary on how to drive better value out of IT and includes some very tangible implementation approach suggestions and best practice considerations.

An easy read for executives and leaders in both IT and business management.

“The Data Gold Rush: Companies Need the Right Models and Capabilities to Monetize Data” **– Booz**

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

Booze reminds us that sometimes the best ideas are hiding in plain sight. Making use of the value inherent in transactional and behavioural data streams is a prime example.

Nothing new in the exposition, just one more framework for approaching the business opportunity of our age – mining the “gold” collecting in enterprise databases.

“Analytics: The Real-world Use of Big Data in Financial Services” **– IBM**

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

IBM takes an unpromising approach to gaining real insight into uses of Big Data in financial services: a multiple-choice survey, responses to which are benchmarked against responses from other industries.

To this reviewer, only one disappointingly bland insight emerges: that financial services firms tend to have and work with more structured transactional data than do other industries, based on such indicators as their relative high use of scalable storage infrastructure and relatively low deployment of NoSQL engines.

“Infobesity: The Enemy of Good Decisions” – Bain

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

Love them or hate them, buzzwords gain currency for their knack of saying in a few syllables what everyone has been thinking.

Today’s buzzword is “Infobesity” and, in true buzzword style, we don’t need a dictionary to know what it means or why it is bad for enterprises everywhere.

A short, pithy article which is the equivalent of a short water cooler grumble about this modern peril.

“Designing the Digital Workplace: Connectivity, Communication, Collaboration” – Booz

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

The article falls into the “light but worthwhile reading” category, and puts up the hypothesis that in order to be competitive going forward, companies need to view the workplace itself as a strategic asset.

The authors argue that companies need to acknowledge three fundamental socio-economic trends that are changing the business environment. Despite many advances in workplace technology, Booz & Company refers to six different productivity challenges that companies are facing in implementing new digital tools. Further, the strategy firm suggests a “digital office framework”, which allows companies to adopt a holistic approach.

“Using Analytics in Banks: Smarter Continuous Monitoring” – Deloitte

[View PDF \(13 Pages\)](#)

This is a very detailed and rather technical article, elaborating on the opportunity for banks to leverage contemporary data analytics in a more proactive and sustainable way.

The intention of the authors is to highlight the benefits of reduced operational and compliance risk by adopting a continuous monitoring approach.

Deloitte concludes by proposing four recommended actions, which are centred around improving their banking clients’ monitoring and data assessment capabilities.

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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- 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.

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