



# THE INSIGHTS REVIEW

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ARTICLE OF THE MONTH: “10 Principles for Winning the Game of Digital Disruption” – PwC

## 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 their internal 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.

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

- ACC – The Association of Corporate Council
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- AT Kearney
- Bain
- BCG
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- Macquarie University
- McKinsey & Company
- OC&C
- Oliver Wyman
- Parthenon
- Promontory
- PwC
- Roland Berger
- Strategy&



**THE  
INSIGHTS  
REVIEW**

## Message From the Editor,

Wow – what a great start to the year’s reading! This bumper two-month edition is packed with the best of the best insights for you and your teams to read at your convenience. If your team members, your companies’ emerging stars, your board members, and your C-suite executives are not getting *TIR* directly, then isn’t it time you contacted our subscriptions team ([subscriptions@internalconsulting.com](mailto:subscriptions@internalconsulting.com)) for free subscriptions for them? This could be the best thing you do for them and your organization this year.

This month, we have added a short profile for one of our reviewers so you can get to know them a little better, and we will rotate this each issue. Also, during the next month, we will be sending out a special edition which compiles all of the best articles from the past two years – so keep a look out for this in your inbox soon.

Our ‘Article of the Month’ for this edition is from PwC/Strategy& and describes the ten steps to dealing with disruption, supported by some fascinating new case studies. Congratulations to PwC (and thanks to Richard Dale, our reviewer). To jump to this article, click [here](#).

From the team of dedicated reviewers at ICG, the best to you and your loved ones for a safe, healthy, and prosperous year.

**David Moloney**

Global Editor



**David Moloney**

Global Editor

### About

David has enjoyed a stimulating career in the global financial services industry. Unusually for a consultant, he spent the first decade of his career working in banking from retail stores to helping the CEO with consulting firm led transformation projects. Transitioning to consulting via an MBA, he has spent more than two decades serving every segment of the industry in many countries. Importantly, as a global partner at two leading firms, he was well known for developing fresh firm and industry insights and in one firm, was directly responsible for leading the authorship of the most significant global reports for release at the World Economic Forum.



**THE  
INSIGHTS  
REVIEW**

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# Cross-Industry Functional Topics

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Cross-Industry Functional Topics

## Strategy & Transformation

Reviews by: David Moloney | ICG Global Practice Leader Financial Services | [Contact](#)


### “Why Digital Transformation is Now on the CEO’s Shoulders” – McKinsey

[VIEW PDF \(7 PAGES\)](#)

A timely and frightening reminder of the pace of change and resulting disruption in our times. Written by Thomas Siebel (yes the founder of Siebel systems), the insight neatly summaries much of the recent history and better case studies. At its essence, the insight does two things, firstly it calls out that increasingly it is the CEO who is making the big call on initiating and orchestrating the required transformation, and secondly, it observes that too many CEOs are asleep at the wheel and will suffer the same fate as the 50% of the Fortune 500, who have now disappeared. One of the better scaremongering articles we have read, and well worth a skim.

### “The Rise of Business Risk in Banking” – Oliver Wyman

[VIEW PDF \(4 PAGES\)](#)

A refreshingly new insight highlighting that the major risks which have hurt the industry in recent years will be less relevant as a new and bigger risk emerges: the business risk that a bank’s customers will just walk away or, more likely, be *pulled away*, by better and lower-priced digital providers using componentized business technology. The insight also suggests these ‘no stack banks’ can be built for just \$60M in 9-18 months, and their only disadvantages to incumbents are compliance capabilities and capital. The insight includes a short video with the author and a blueprint for the no stack bank. Readers should know that ICG prepared a comprehensive framework on the future of banking two years ago, which included this and other significant insights – if you would like a copy, please contact your local [ICG Hub](#). 



Cross-Industry Functional Topics

## Human Capital

Review by: Michael Roch | ICG Global Practice Leader | [Contact](#)

### “The Yin & Yang of Organizational Health” – McKinsey

[VIEW PDF \(6 PAGES\)](#)

McKinsey presents interesting insights from its organizational health study comprising 51 participating companies.

The article reminds us that healthy organizations focus on long-term value creation (renewal and innovation), while the best long-term performers score highly on (current) organizational health. The authors then remind us of four management practices that foster health and long-term performance. These include setting direction, creating clarity, sparking ideas and innovation, and fostering strong operations – the first two of which remind us of Lencioni’s priorities for a leader.

All in all, this is a very worthwhile read for any C-suite, divisional head, or team leader – everyone can take something away for their organization or function.

### “How to Create an Agile Organization” – McKinsey

[VIEW PDF \(16 PAGES\)](#)

This article focuses on organizational agility.

McKinsey finds that only one quarter of “performance units” surveyed are deemed “agile” – in fact, the firm’s sample is split fairly evenly across “start-up,” “bureaucratic,” “trapped”, and “agile”. The article then does a rather nice job of parsing out which management practices promote stability and which promote dynamism, both of which are needed for overall agility. It then concludes with recommendations for each of the four organizational types.

This article is a worthwhile read for any CHRO and CEO; board members will also benefit and will subsequently want to ask some piercing questions of their senior management.

PS: We did notice the finding that professional services organizations (such as ICG) perceive their sector to be relatively stable and are not far down the track of reshaping for agility. At ICG, our entire business model is based on business model agility and liquid labor/gig economy principles. *Eds Note: For details about how ICG’s model can help your company to be more agile, please contact Michael ([michael.roch@internalconsulting.com](mailto:michael.roch@internalconsulting.com)).*





## Cross-Industry Functional Topics

# Human Capital

Feature Reviewer



## Michael Roch

**ICG Global Practice Leader**

Michael Roch leads two of ICG's global consulting communities (Extended Enterprise and Professional Services) and is ICG Europe's Co-CEO. He helps senior management teams of corporates and large SMEs solve their most critical business challenges around their key partnerships, alliances and joint ventures, and related portfolios.

Michael's advisory work includes competitive strategy and target operating model development, partnership finance and governance, performance and stakeholder management, and conflict resolution. He has served clients (more than a dozen of them market leaders) in over 40 countries across Europe, North America, sub-Saharan Africa, and Asia. As an entrepreneur, Michael is invested in several early stage companies in the "intangible" industries: this includes the professional, financial and real estate services, technology, and energy sectors.

Michael works globally from his home base in Zurich.

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## Cross-Industry Functional Topics


# Risk & Compliance

Review by: Egbert Schaefer | ICG Practice Leader Risk & Compliance Management | [Contact](#)

## “Risk Functions at Banks & Insurers Must Become More Agile” – Oliver Wyman

[VIEW PDF \(5 PAGES\)](#)

According to Oliver Wyman’s article, risk functions need to prepare for a future which is marked by technological innovations, increasing competition, threats to established business models, and shifting client priorities. In order to tackle the challenges inherent with these trends, risk functions must become more agile, focusing on those things formerly considered low priority risks – such as cyber or conduct risks – and utilize state-of-the-art tools such as scenario analysis.

The article recommends the application of agile methodologies to prepare risk functions for the future. This requires organizations to hire risk experts with a broad knowledge base and networks not only in risk, but also in business. While the article points out some drawbacks of using agile methodologies – for example, decision-making with limited information – other risks of using agile methodologies are not elaborated. The article is recommended for readers who would like to understand how risk functions can meet the challenges ahead, however, additional research about inherent risks of transforming risk functions with agile methodologies is recommended. 



## Cross-Industry Functional Topics

# In-House Legal

Review by: Elizabeth Burns | ICG Subject Matter Expert | [Contact](#)


## “Make Technology Your Teammate: Legal Tech Skills You Need to Stay in the Game” – ACL

[VIEW PDF \(3 PAGES\) p10-13](#)

This article provides common sense advice on ways in which lawyers can embrace technology to make their day-to-day work lives more efficient: “*Quite simply, the broader your tech mindset, the more effective your legal capacity*”. Reference to specific applications provides a useful starting point for those who are less tech-savvy to investigate “tiny tech hacks” for themselves. The article may be less relevant to “digitally-born” millennials than to traditionally trained lawyers, but a table on the last page is a useful quick reference for anyone to gauge where their tech abilities sit in relation to other in-house lawyers. It also identifies specific areas in which skills can be enhanced. Worth reading.

## “Leading Dispersed Teams: Critical Tools, Tip & Challenges” – ACL

[VIEW PDF \(1 PAGE\) p14-15](#)

This article explores the complexity and challenges in managing dispersed legal teams. As businesses increasingly adopt dispersed models within and across regions, it is useful to reflect on the sort of personal characteristics that work best in this environment, as well as some of the pitfalls to be aware of. While there are no great surprises in the tips provided here, a key takeaway is that the legal team report directly to the general counsel and not the local leadership, in order to ensure that the team has an independent, unified, and consistent voice. This article would appeal to general counsel looking to adopt a decentralized structure, or lawyers looking for increased flexibility and a more autonomous work environment. 



Cross-Industry Functional Topics

## Marketing & Customer Experience

Review by: Lisa Hickson | ICG Subject Matter Expert | [Contact](#)

### “Putting the Right Price on Customer Interactions” – McKinsey

[VIEW PDF \(5 PAGES\)](#)

This article highlights the challenge of working out where customers are most willing to pay more for superior experiences, what additional value these experiences add to consumers, and how much extra can be charged for them. McKinsey uses some actual research to demonstrate that new customers value different interaction options when choosing a new supplier, and that existing customers are prepared to pay more to access traditional channels like phone.

### “NPS: No Panacea Sadly” – Oliver Wyman

[VIEW PDF \(3 PAGES\)](#)

This concise and well-written article explains why NPS is a dangerously blunt measure of customer satisfaction. It outlines several reasons why NPS can deliver a biased picture of actual customer satisfaction, most of which come down to a lack of context about what the customer is doing when asked to provide an NPS score.

One of ICG’s Global Thought Leaders, Stephen Hewett, is an expert on NPS and has developed an enhancement which addresses a number of NPS shortfalls – called NetNCS. For more details, please contact Lisa Hickson ([lisa.hickson@internalconsulting.com](mailto:lisa.hickson@internalconsulting.com))






Cross-Industry Functional Topics

# Marketing & Customer Experience

Review by: Lisa Hickson | ICG Subject Matter Expert | [Contact](#)

## “The Meaning of Consumer Centricity” – Oliver Wyman

[VIEW PDF \(7 PAGES\)](#)

This article highlights the fact that the healthcare industry is not typically customer centric, despite the wealth of customer data it controls. It recommends a simple approach to becoming more customer focused: rather than blindly adding adjacent services or options, healthcare providers should apply the simple discipline of seeking to understand customer context and need. Specifically – and inline with the ICG customer journey mapping process – the author recommends seeking to identify what job the customer is trying to do before starting to develop or improve service offerings. The article goes on to detail some key needs across the healthcare journey, making it a worthwhile read. 

## Virtualization in Financial Services

KAR 015



75 pages

A peerless synthesis of available information (public sources, applied science journals, research databases, public company records).

[VIEW KAR 015 >](#)



Cross-Industry Functional Topics

## Technology

Reviews by: Christophe Amoussou | ICG Practice Leader IT & Transformation | [Contact](#)  
Karen Ryan | ICG Practice Leader IT Strategy | [Contact](#)

### “The New Digital World: Hegemony or Harmony?” – BCG

[VIEW PDF \(6 PAGES\)](#)

At ICG, we particularly like articles that elevate the debate beyond the usual “what and how” of technology. This report from BCG clearly takes the discussion to the next level by painting the big picture of the next economic era. It invites the reader to reflect on how the fruits of the digital creation – value, wealth, and power – will be shared, as US and China are the clear superpowers dominating the new digital world. Cleverly to substantiate its statements, the authors draw a parallel between the historical physical colonial age and the current digital era.

As witnessed at the Davos summit with the interventions, amongst others, of the Indian PM and French president, this is a very current and hot debate. Will these fruits be kept for a few, or distributed for better equality?

BCG provides its own response to the question by detailing 3 scenarios as possible outcomes.

Well-written and eye-opening with key data points, this article underlines the limits of the hyper-concentrated tech bubble we are in. To be read by all executives.

### “Top-10 Technology Trends in Retail Banking: 2018” – Capgemini

[VIEW PDF \(28 PAGES\)](#)

This article from CapGemini recaps all tech and digital trends we’ve seen emerging in the past few years. It provides a comprehensive overview of how retail banks could shape their future digital transformation in an attempt to combat digitally born disruptors.

No new news in this report, yet everything is there. From Cloud to RPA, CX to AI, Analytics to Distributed Ledger and fintech partnership, all trends are presented with background, key drivers, and implications. We particularly like its bite-size format – easy to read and easy to digest while commuting from and to work.

The article is a really good cheat sheet for every consultant willing to converse with their retail banking client or for CIO/CDO(s) willing to drive a digital transformation agenda in their incumbent bank. IR

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Cross-Industry Functional Topics

## Operations & Change

Reviews by: Marc Potter | ICG Practice Leader Operations & Change | [Contact](#)  
John LaVacca | ICG Practice Leader Operations | [Contact](#)

### “The Seven Decisions that Matter in a Digital Transformation: A CEO’s Guide to Reinvention” – McKinsey

[VIEW PDF \(7 PAGES\)](#)

This McKinsey article covers digital transformation with a focus on the important decisions facing CEOs. It takes a strategic perspective to help ensure digital transformation deliver optimal outcomes.

The authors examine four phases of the transformation journey: Discovery, Design, Deliver, and De-Risk. Each of these phases suggest one or more questions to consider to guide the journey’s success. The questions help frame what is important for the CEO and C-suite to consider, and provide structure for digital transformation initiatives. The concentration is on defining and delivering the program rather than technical considerations. Its value lies in provoking the appropriate big picture thinking to help ensure success.

### “Digital Transformation: The Final Chapter” – Russell Reynolds

[VIEW PDF \(10 PAGES\)](#)

This high level Russell Reynolds report is based on a global cross-industry survey of over 1500 digital-savvy executives combined with more in-depth interviews of 50 senior executives.

The survey results highlight trends by industry and suggest a four-step process for the digital transformation journey. The survey responses also point to an acceleration of disruption that cuts across industries, with no one immune to this pace of change. It also compares the results to a 2014 survey in order to identify changing perceptions.

The report is very high-level and easy to consume. While there are no standout new insights, it does reinforce the significance of digital disruption, evolving new business models, and the need to adapt to this accelerating change. It also helps to remind executives that this is a cross-industry trend requiring a shift in strategy and heightened sense of urgency.





## Cross-Industry Functional Topics Innovation & Disruption

Reviews by: Richard Dale | ICG Subject Matter Expert | [Contact](#)

### “More than a Feeling: Ten Design Practices to Deliver Business Value” – McKinsey

[VIEW PDF \(9 PAGES\)](#)

This insight recaps the spirit of Design Thinking and, as an internal consultant always should, overlays the structure, culture, and performance management factors that are needed to turn the idea into practice. These include creating the conditions for collaboration to arise, and for cross-functional teams to form and perform. A light read.

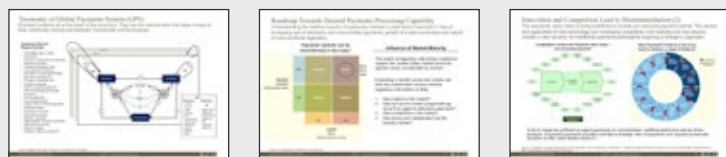
### “How Organizations Can Plot Their Own Route Through Digital Disruption” – EY

[VIEW PDF \(6 PAGES\)](#)

One of a plethora of articles this month about organizations needing to face up to the challenge of digital disruption, this one started promisingly with a focus on utilities – an industry where firms already have an internet of things in the millions (meters, smart homes and buildings, smart grid, demand response, etc.). However, the article doesn't say much about these. Rather, it describes addressing digital disruption as “a journey”: first recognize you have a problem/opportunity, then generate innovative ideas, choose your strategic response, and do the strategy execution/change management thing. Of course, EY would like to help you with the journey. Skip.

### Impact of Telematics on Automotive Insurance

KAR 030



98 pages

Featuring the business models and alliances driving innovation, as well as their successes, failures and key learnings.

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Cross-Industry Functional Topics

## Innovation & Disruption

Reviews by: Richard Dale | ICG Subject Matter Expert | [Contact](#)

### “Eight Megatrends Driving Disruption” – EY

[VIEW PDF \(46 PAGES\)](#)

Regardless of whether eight is the right number of megatrends, this article is a useful high-level overview, the kind of thing you might want to skim as background before a strategy workshop where you will have licence to sit back, think big, and ask “what if?”. While you can read about megatrends in any number of articles in business magazines, or listen to their implications in TED talks, having a collection of them conveniently pulled together under a disruption theme in one readable package is useful to any internal consulting team.

### “Getting Ready for Disruption: Five Practical Approaches” – EY

[VIEW PDF \(7 PAGES\)](#)

Similar to the utilities disruption article reviewed above, this one is short and light on content. It begins by making the observation that corporate half-lives (measured as years listed in the S&P 500) have reduced dramatically over the last 50 years. While there is no question that technology has increased the pace of change, not all of the rise and fall of companies is due to disruption. Most of it has been caused by ordinary competition, albeit at a faster tempo. In any case, the rest of this short article recommends that companies develop their nervous system to sense the weak signals of future disruptive threats, and encourage a lean start-up culture where teams will generate and experiment with potentially disruptive innovations, testing them in low-cost, low-risk pilots. This advice, while directionally correct, is not particularly original. Skip.



## Cross-Industry Functional Topics

# Innovation & Disruption

Reviews by: Richard Dale | ICG Subject Matter Expert | [Contact](#)

## “The Discipline of Innovation” – Capgemini

[VIEW PDF \(32 PAGES\)](#)

A report on the findings from Capgemini’s annual international survey of corporate “innovation centres”, which seems to bundle together a range of different concepts – from a corporate R&D lab located away from head office in another city or country, to a hub where a company collaborates with others. While greater clarity about the types of innovation centres studied in the survey would have been helpful, the findings of the survey are interesting. In short, establishing an innovation centre is not a panacea for making a company more innovative; all the usual advice about the difficult job of changing culture still applies. The survey is worth skimming over to understand the kinds of impacts innovation centres can have on the wider organization, and the KPIs to measure their progress by.

## ARTICLE OF THE MONTH

## “10 Principles for Winning the Game of Digital Disruption” – PwC

[VIEW PDF \(16 PAGES\)](#)

Another article imploring management to wake up to the digital disruption threat/opportunity for their business. Thankfully, this one is more helpful and describes 10 themes to analyze for potential disruption, possibly helping you generate new ideas similar to way Blue Ocean Strategy’s Six Paths Framework does. Each of the 10 themes is also illustrated with examples of disruptors and incumbents.

This is an excellent insight with some great case studies, and is our worthy winner of ‘Article of the Month’. Ir



Cross-Industry Functional Topics

# Payments

Review by: Ryan McQueen | ICG Global Payments Practice Leader | [Contact](#)

## “Global Payments 2017: Amid Rapid Change, an Upward Trajectory” – McKinsey

[VIEW PDF \(35 PAGES\)](#)

The article is available through McKinsey’s request portal and contains past and future expectations of how payments are continuing to be a larger portion of global banking revenues. It contains some good analysis and views of the value of cross-border payments, as well as how consumer payments are now generating and expected to generate more revenue (transactional and fee-based) than business payments for the first time. Analysis is generated from a comprehensive view of payments across 40 countries.

## “Global Payments 2017: Deepening the Customer Relationship” – BCG

[VIEW PDF \(26 PAGES\)](#)

A good summary view of the impact of technology in payments allowing for increased competition in payments from non-traditional banking players. From an established bank perspective, the article lays out the house view of how banks should leverage their scale and experience to effectively challenge new entrants. Four base areas are addressed: customer journey, open banking, personal data monetization, and, importantly, when to build and when to partner.





Cross-Industry Functional Topics

# Payments

Review by: Ryan McQueen | ICG Global Payments Practice Leader | [Contact](#)

## “Merchant Payments Digest: 9th Edition” – Oliver Wyman

[VIEW PDF \(3 PAGES\)](#)

A good collection of changes in payments over the last quarter of calendar 2017. Highlights include General Motors’ launch of Marketplace, a commerce platform which allows merchants to build apps for GM’s car-driver interface. Of note, a number of merchants have already signed up (Starbucks, Dunkin Donuts, ExxonMobil, etc.) to allow ordering and paying for services. Regulation (including Amex doing away with signatures), biometrics consumer sentiment, and the expiry of Amazon’s one-click patent are also discussed.

## “Biometric Authentication in Payments” – Promontory

[VIEW PDF \(42 PAGES\)](#)

A detailed report commissioned by Visa to look at customer adoption, benefits, and risk mitigation with biometric technology in payments. Based on interviews which covered a broad set of stakeholders in the payments industry, the report outlines the expected continued growth with biometric authentication and tackles the areas which are still in need of attention.

## Engage Your Peers (EYP)



Harnesses ICG’s international network and research capabilities to provide a structured approach to introducing organizations in one country to their non-competing peers

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Cross-Industry Functional Topics

# Payments

Review by: Ryan McQueen | ICG Global Payments Practice Leader | [Contact](#)

## “How Blockchain Can Help Create Better Public Services” – EY

[VIEW PDF \(9 PAGES\)](#)

The article is a Q&A interview with MIT’s Brian Forde – the Senior Lecturer for Bitcoin and Blockchain at MIT, and former White House senior advisor for mobile and data innovation during the Obama administration – on his view of how blockchain can impact government services. It provides short and focused answers with examples of how US government (state and federal) is starting to use the technology to tackle expensive and complex processes. Some examples sighted are company incorporation, notarization of documents, taxes, passport services, as well a view on if the technology can be used in emerging countries to leapfrog standard services available.

## “Top 10 Trends in Payments: 2018” – Capgemini

[VIEW PDF \(28 PAGES\)](#)

Published early December 2017, this provides a good go-to list on a page of trends expected to continue in 2018. Four main areas are addressed including payments ecosystems, industry consolidation, security, and next-generation payments. For each topic, a well-written introduction, background, key drivers and trends are laid out. Well worth the quick read on such a topic of interest.



Cross-Industry Functional Topics

# Payments

Review by: Ryan McQueen | ICG Global Payments Practice Leader | [Contact](#)

## “The Confluence of the New Payments Platform & Open Banking” – EY

[VIEW PDF \(3 PAGES\)](#)

Written specifically for Australia, this short article raises a number of risk management-related questions for those adopting the New Payments Platform as a method to move money as well as a shift to open banking. The questions are from a bank perspective and provide a good starting point to assess its risk management practices and readiness for real time transactions. [lr](#)



Cross-Industry Functional Topics

## Cyber Security

Reviews by: Mike Trovato | ICG Practice Leader Cyber Security | [Contact](#)

### “NIST Readies Final Cybersecurity & Privacy Controls” – Promontory

[VIEW PDF \(2 PAGES\)](#)

This must-read white paper gives a good overview and simply explains the evolving National Institute of Standards and Technology (NIST) Security and Privacy Controls for Information and Systems Organizations. A key focus of the new Joint Task Force Special Report is on making the security and privacy controls more *outcome-based* by changing the structure of the controls – thereby pointing towards an increased focus on resilience. The Task Force notes that the cyber threat is outpacing efforts to reduce pervasive vulnerabilities, like the recent Spectre and Meltdown hardware vulnerabilities, so a more systematic approach is needed.

### “Every Business Will Be Hacked: Protect Your Data First” – Promontory

[VIEW PDF \(8 PAGES\)](#)

This link takes you to Dr. Phyllis Schenk’s op-ed in Bloomberg Law explaining a range of things that boards and executives need to keep in mind and action in today’s rising threat environment to differentiate their business for the desired outcomes. Make sure to watch the video at the bottom (skip to the 2.30 mark) and hear her lucid and pointed remarks summarizing what boards need to action and the outcomes to focus on.





Cross-Industry Functional Topics

# Cyber Security

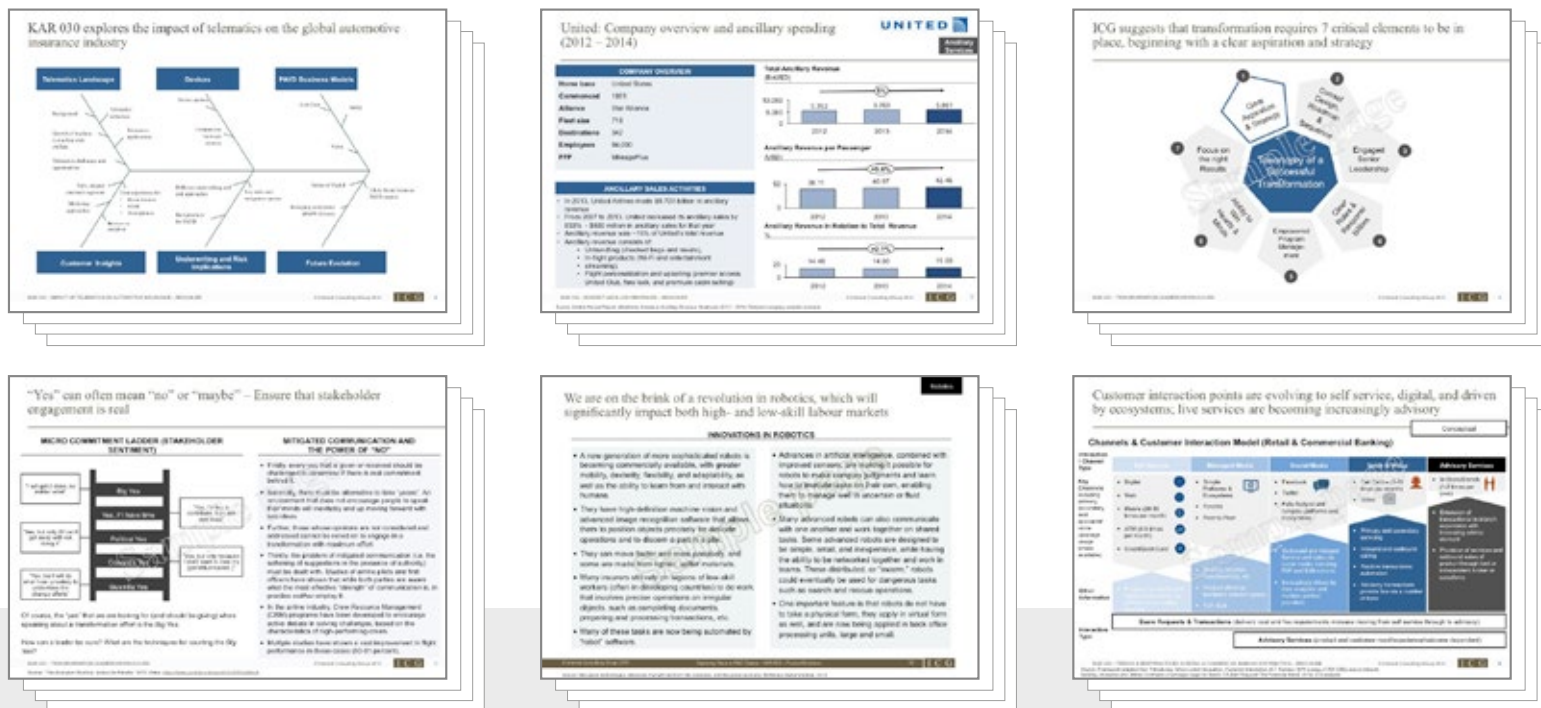
Reviews by: Mike Trovato | ICG Practice Leader Cyber Security | [Contact](#)

## “Fortifying Insurers’ Defenses in an Era of Cyberrisk” – BCG

[VIEW PDF \(24 PAGES\)](#)

This somewhat Euro-focused paper can give insurance industry leaders in IT, operations, and business a better understanding of how their day-to-day choices affect their organization’s defenses and what can be done from a governance, strategy, risk and HR perspective. Based on responses from executive managers, CROs, and CISOs, it also gives an overview of insurance organizations’ structures and demonstrates impacts of breaches and how they could be measured. It appears to leverage lessons learned from the banking sector and it could also be applied to other wealth sectors, like superannuation. However, the authors missed an opportunity to truly make this global by including Asia Pacific in their comparisons. **lr**

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# Industry-Specific Topics

In this Section:

[Macro Financial Services](#) | [Retail & Business Banking](#)  
[Fintech](#) | [Corporate & Investment Banking / Institutional Markets](#)  
[Wealth & Advice and Investments and Fund Management](#)  
[General Insurance](#) | [Life Insurance](#)



Industry-Specific Topics

## Macro Financial Services

Reviews by: David Moloney | ICG Global Practice Leader Financial Services | [Contact](#)

### “Open Banking: A New Chapter in Driving Customer Value” – Capgemini

[VIEW PDF \(4 PAGES\)](#)

A disappointing insight that is little more than a collation of many current buzz-words. One to skip.

### “Evolving the Customer Experience in Banking: ‘Alexa, Move my Bank Accounts to ...’” – Bain

[VIEW PDF \(15 PAGES\)](#)

An important and must-read research report from Bain, based on a survey of over 130K customers around the globe. The report combines prose synthesis and PPT analysis pages in a very effective way.

The report covers a lot of ground, but the major newer messages include:

- The early and inconsistent way tech companies have entered financial services (the absence of consistency isn't mentioned by Bain, but fortunately reduces risk and provides more breathing space to incumbents)
- Some new terms such as 'digital lag' and 'customer episodes', which provide a taxonomy for granularizing broader customer journeys. Importantly, Bain distinguishes between normal and emotive episodes and the very different channel and customer feedback dynamics at play.
- The notion of hidden defection (current clients buying other products from other banks – particularly prevalent in the US and among the digital and young) and the easy opportunity for banks to follow the lead and customer expectations of sending proactive sales messages to ask for the business (survey forecasts 50% effectiveness here, but this reviewer would expect an even higher number).

This is a good and very important insight from Bain and should be read by all our readers – especially internal consultants and executives in channel and customer experience.





Industry-Specific Topics

## Macro Financial Services

Reviews by: David Moloney | ICG Global Practice Leader Financial Services | [Contact](#)

### “The Cognitive Bank” – IBM

[VIEW PDF \(24 PAGES\)](#)

An important insight from IBM. Using past and new global survey data, they make the predictable and self-serving case for ‘cognitive-lag’ – not a term they use, but parallels Bain’s ‘digital-lag’ nicely.

The report has a small amount of material explaining some of the new technologies like natural language programming, but they are not defined – so read for basic familiarity only. There is also a blueprint for the cognitive bank which is centered around data exploitation using newer and better analytical and cognitive tools to personalize the experience in a proactive way (Figure 11). Surprisingly Bain say much about virtual voice interfaces, and nothing of the new real-time graphic avatar interfaces that the biggest banks are building based on the technology from the movie of the same name.

Worth a skim for those with an interest and looking for a few minor new insights, or as a general read for those who haven’t encountered these topic areas before. However, it is somewhat heavy-going and lacking too much of the answer for our liking. **lr**



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Industry-Specific Topics

## Retail & Business Banking

Reviews by: Julian Cappe | ICG Practice Leader Retail & Business Banking | [Contact](#)

### “A Consumer-centric Approach to Retail Banking Sales” – McKinsey

[VIEW PDF \(7 PAGES\)](#)

Retail banks across many geographies are looking to revise their sales practices in response to intensifying regulatory scrutiny. This tidy article sets out to review how banks could adapt these processes to become not just compliant, but significantly more customer-centric. Key focus areas include salesforce incentives, sales practices (tools, target-setting, reporting, and other related processes) and change management, and thus represents a useful checklist for consultants working on salesforce transformation programs.

### “The Transformative Power of Automation in Banking” – McKinsey

[VIEW PDF \(7 PAGES\)](#)

A second **wave of automation and AI** in banking processes is emerging and over the next few years is likely to deliver significant improvements in capacity and productivity for leading banks. McKinsey here lays out the key components of a strategic transformation program focused on delivering the benefits of automation across the enterprise.

The building blocks will be familiar to bankers and consultants that have worked within more generic banking transformation programs. The authors have applied some thought to how these might operate within the specific context of an automation program – for example, the end-state definition should anticipate both currently available and distantly emerging automation capabilities.

## Innovation in the Business Banking Value Proposition

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Industry-Specific Topics

## Retail & Business Banking

Reviews by: Julian Cappe | ICG Practice Leader Retail & Business Banking | [Contact](#)

### “The 2017 Retail Banking Radar” – AT Kearney

[VIEW PDF \(21 PAGES\)](#)

**A**T Kearney’s annual report reviews trends in the European retail banking industry, with insightful case studies that showcase change champions. However, for a report that seeks to provide trend data and analysis, its release is somewhat dated – the current edition describes 2016 industry performance, thus diluting its impact and immediacy.

The report highlights a year of under-performance for the sector, with declining revenues and rising cost-to-income ratios, as banks struggled to adapt to the low interest rate environment. In addition, a downfall in credit quality has also impacted on returns.

Nevertheless, some individual banks emerged as either revenue or cost champions, based on their superior relative performance. Case studies are provided across both categories. For example, Austria’s BAWAG has remarkably reduced operating costs by 42% while also improving revenue, achieved through divesting non-core assets, reducing product complexity, and encouraging use of digital channels. Other case studies include ING-DiBa and Banca Transilvania (revenue champions) and also Danske Banke and Lloyds Bank (cost champions).

### “Retail Banks Build Innovation Systems to Win for Home Loan Customers” – KPMG

[VIEW PDF \(4 PAGES\)](#)

**R**etail banks are increasingly trying to differentiate themselves through their home loan service offerings. This article presents the findings from KPMG’s survey of home loan customers on the key factors most valued by customers as part of their home loan experience. These factors include integrity (being trustworthy), simplicity (minimizing customer effort and creating frictionless processes) and resolution (recovering from a poor experience). Further elaboration is lacking, limiting the value of the study to our readers. **lr**





Industry-Specific Topics

## Fintech

Reviews by: Richard Dale | ICG Subject Matter Expert | [Contact](#)

### “Fintech: Did Someone Cancel the Revolution?” – Accenture

[VIEW PDF \(16 PAGES\)](#)

Complete with historical allusions to the French Revolution, this article asks why the incumbents are still safe in their palaces and in control of the financial services markets. Where are the fintech unicorns?, it asks. While the enabling technologies of fintech (e.g. blockchain) are being selectively deployed by institutions, the disruptive startup business models that were promised have struggled to scale. The article ends with an appeal to governments, regulators, and investors to give fintech startups more freedom, capital, and time to grow – because the Revolution is necessary. This is one for the coffee table, not for analysis.

### “The Revolution of Money” – Accenture

[VIEW PDF \(24 PAGES\)](#)

Continuing with its Revolution theme, Accenture in this article implores the world’s central banks to embrace cryptocurrencies and shape them so they become fit for purpose payment utilities, rather than speculative assets like Bitcoin. An introductory explanation of how cryptocurrencies are implemented on blockchain is provided, and of the decentralized and centralized models that would be suitable for a central bank to get involved with. This is a good summary of the different models and the state of play. Worth reading. [lr](#)



Industry-Specific Topics

## Corporate & Investment Banking / Institutional Markets

Reviews by: Andrew Boyes-Varley | ICG Financial Services Practice Leader (UK) | [Contact](#)

### “Digital in Corporate Banking Reaches the Tipping Point: Is Everyone Ready?” – BCG

[VIEW PDF \(8 PAGES\)](#)

There is not much new in this call-to-action for corporate banks to get going on their digital offerings in either the imperative or the approach. The corporate banking marketplace (among many others) is at the stage of “just do it” – else others will take your clients from you. Your reviewer concurs with BCG in this.

### “The Case for AI in Capital Markets” – Accenture

[VIEW PDF \(8 PAGES\)](#)

A concise exposé of the application of Artificial Intelligence in capital markets that is worth reviewing, even by those not in the capital markets. It provides a neat description of the features and applications of AI that is more broadly relevant. **lr**



Industry-Specific Topics

## Wealth & Advice and Investments and Fund Management

Reviews by: Barry Johnston | ICG Practice Leader Wealth Management & Superannuation | [Contact](#)

### “From ‘Why’ to ‘Why Not’: Sustainable Investing as the New Normal” – McKinsey

[VIEW PDF \(10 PAGES\)](#)

From its niche beginnings, sustainable investing is becoming a generally accepted factor explaining some variance of investment performance. The challenge for many asset managers has been how to capture ESG more rigorously throughout their investment processes, so this 10-page article from McKinsey provides a reasonably comprehensive description of how leading firms are thinking about implementation. Good reading for asset managers implementing ESG into their businesses; you can find a brief summary in Exhibit 1 if you want to skip the detail.

### “A New Paradigm for Investment Performance Measurement” – Accenture

[VIEW PDF \(8 PAGES\)](#)

A short article from Accenture focused on the continually evolving demands for customized performance reporting from institutional asset management firms. Despite its title, it reads like a pitch for a consulting gig into a review of end-to-end performance management processes – little new thinking here. Mid-level managers new to the function may find some value, if only as a starting point for further and far deeper subsequent research. Otherwise, skip this one.




Industry-Specific Topics

## Wealth & Advice and Investments and Fund Management

Reviews by: Barry Johnston | ICG Practice Leader Wealth Management & Superannuation | [Contact](#)

### “Top-10 Trends in Wealth Management: 2018” – Capgemini

[VIEW PDF \(28 PAGES\)](#)

This is the 2018 edition of the annual trends report from Capgemini – an excellent snapshot of the primary issues facing the WM space. The big change over last year’s report is a far deeper insight into use cases, particularly in the areas of Artificial Intelligence (eg Next Best Action) and Robotic Process Automation (eg ChatBots). Their examples provide readers some tangible areas for their own follow up. Two new trends make the cut this year – marketplace models where clients pick and choose their preferred unbundled services (great opportunities for incumbents here), and genome-based segmentation (basically analytics-based mass-customization). A quick read, the article summarizes the challenges facing the industry globally, without going into detail about potential solutions. Useful insight for both industry executives and internal consultants. 





Industry-Specific Topics

## General Insurance

Reviews by: Peter Dale | ICG Subject Matter Expert | [Contact](#)

### “Global Digital Small Business Insurance Survey: This Time it’s Personal” – PwC

[VIEW PDF \(11 PAGES\)](#)

This is a very interesting article updating a conundrum often inherent in the provision of business insurance – namely, the need to attract (in an efficient way) attractive SME business. Some companies have done very well by adopting a focus on small businesses and enhancing this with an affinity approach, often working through trade bodies. Thus, this article’s premise is correct in that this sector is attractive and that insurers have to address the need for a good online capability.

The article mentions the need for advice, which is a little underplayed (albeit not ignored). Executives should read this article, but also think very clearly around the advisory provision to support purchase provision. If you note Exhibit 6, the article shows that those entities whose revenue is greater than USD 100,000 prefer more face-to-face interaction. This might be a generational issue in that younger and possibly smaller businesses reflect their personal buyer behavior and go direct, or a fact that the larger the business, the more complex it becomes and the greater the need for advice. Looking at Exhibit 5, the picture looks more nuanced in terms of preference, but the question asked appears to relate to what you would like to do in future. This reviewer suggests that world peace would be a nice achievement, but this is not going to happen unless certain predicates are met. The same goes for online purchase – current behavior appears to be the larger you are, the greater the need for assurance or advice. Thus to turn this future buying intent into actual intent, there is a need for some form of buyer assurance – and if this can be successfully done, a big prize could be seized.

In conclusion, a good article to read. Whilst beyond the scope of this review, executives could turn their minds to some of the interesting work done around eco platforms. Finally, don’t forget large insurance brokers and aggregators might also be thinking exactly the same.

### “SME Insurance in Australia: A Market Ripe for Change” – McKinsey

[VIEW PDF \(24 PAGES\)](#)

This reviewer found this article interesting and worthwhile – not only from the local perspective discussed, but also in relation to non-Australian players. Clearly, the similarities exist with other SME markets, so if you are an executive in this sector, change is going to have to be addressed. Two key sentences stood out around success, namely:

*“The winners will be those that apply a sharp customer segmentation, demonstrate a deep understanding of their customers’ needs, and find a cost-efficient way to serve the diverse segments.”*

And

*“Insurers will need to learn from the best consumer-oriented institutions how to build their brand and how to communicate the right emotional message, at the right time and via the right avenues.”*

Finally, the article touches on price being a key determinant of parties changing insurer, and insurers need to be aware of how to effectively communicate any change to avoid unnecessary churn. As a former industry practitioner, this reviewer can advise that even in today’s market, many insurers are no better in this than they were 20 years ago.




Industry-Specific Topics

# General Insurance

Reviews by: Peter Dale | ICG Subject Matter Expert | [Contact](#)

## “The Growing Importance of Pricing” – BCG

[VIEW PDF \(3 PAGES\)](#)

This follows on from the last sentiments of the previous review, covering effective pricing and the cost of not getting it right. It is brief, to the point, and worth the read in conjunction with the other two articles in this section. 

## Transformation Leadership

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## Industry-Specific Topics

# Life Insurance

Reviews by: David Moloney | ICG Global Practice Leader Financial Services | [Contact](#)

## “Unlocking the Next Horizon of Growth in the Life Insurance Industry” – McKinsey

[VIEW PDF \(10 PAGES\)](#)

With industry growth at two percent, McKinsey makes a compelling argument for attacking the mass (US\$25K-\$100K in investable assets) and middle market (\$100K-\$250K) segments with four key strategies.

1. Reposition the policy as living insurance and recognize the buyers' needs to save in early life stages and minimize expenses later to contribute more to protection;
2. Approach the customer around key life episodes where the penetration rate is 2-3 times higher;
3. Ensure the brand is in the initial consideration set; and
4. Orient to a multi-channel experience rich in digital.

While clearly an insight that summarizes a major client engagement, internal consultants and executives working on their own strategy would do well to read this well-written and well-researched article.

## “Top-10 Technology Trends in Life Insurance: 2018” – Capgemini

[VIEW PDF \(28 PAGES\)](#)

Classical Capgemini – a 101 report reviewing technologies such as gamification, blockchain, robo advice, analytics, and insure tech using a standard 1-2 page template of background, drivers, trend overview, and implications. None of the individual sections jumped out as especially insightful, however, they are generally informative for those newer to the industry, and collectively they will provide internal consulting teams with help and confidence as they build their own trend analyses. IR



REVIEWS OF THE WORLD'S LEADING INSIGHTS



# THE INSIGHTS REVIEW

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**ARTICLES OF THE MONTH**

**THE BEST INSIGHTS OF THE PAST 12 MONTHS**





## Articles of the Month

The Best Insights of the past 12 months

NOVEMBER 2017

### “Memo to the CEO: Are You the Source of Workplace Dysfunction?” – McKinsey

[VIEW PDF \(10 PAGES\)](#)

**T**he title is being polite.

Once you get past the benign title, this entertaining and highly readable article asks CEOs the following question: Is it your fault that your company is full of jerks?

The article provides a nice seven-factor self-assessment and then five ways to tackle the problem. Highly insightful and entertaining at the same time – a recommended read for all, especially those who want to do something about how they affect others.

OCTOBER 2017

### “Where is Technology Taking the Economy?” – McKinsey

[VIEW PDF \(11 PAGES\)](#)

**F**irst, a big thanks to W. Brian Arthur – independent professor – for bringing McKinsey and us (ICG readers) thought leadership on the highly talked about subject that is the socio-economical impact of the new industrial era.

What a refreshing and thorough article this is! The author goes beyond the common debate of whether or not the 4th revolution will destroy or create more jobs, instead positioning the debate on the need for adequate distribution of the production/productivity gain from this revolution. He makes reference to the universal revenue trial in the Scandinavian countries, and to John Keynes predictions back in the 1930s, and provides plenty of relevant examples.

Lastly, the author also reminds the politicians that if they don't act on new social policies, they will most likely be forced by the people to do so – as has been the case throughout history.

A very interesting and compelling article that you will enjoy reading.



## Articles of the Month

The Best Insights of the past 12 months

SEPTEMBER 2017

### “Build & Protect Firm Reputation” – Accenture

[VIEW PDF \(12 PAGES\)](#)

This is a great step-up article by Accenture in a field they are not famous for. Accessible and containing some excellent new material, this insight is well worth reading for executives and internal consultants needing to be across all the major frameworks required to manage conduct risk.

The headline here is that the aggregate misconduct bill across the industry over a 7 year period is a staggering US\$300B!

Of more utility to internal consultants and their clients is a well-engineered reputation driver framework that highlights governance and community as the two key drivers that are directly related to conduct and behavior.

The insights include five thematic challenges for a conduct program, a powerful inherent conduct risk danger framework (that we haven't seen before), some myth busters, and an approach framework and overview of three lines of defense that everyone should keep on their hard drive.

AUGUST 2017

### “Sizing the Prize: What’s the Real Value of AI for Your Business & How Can You Capitalise” – PwC

[VIEW PDF \(24 PAGES\)](#)

PwC examines the improvement potential of AI and how it can be applied to generate specific benefits. As with Accenture's report also reviewed here, the authors define AI as systems that can sense their environment, think, learn, and act autonomously. PwC goes on to classify AI in four ways: process automation, human assistance, augmented intelligence, and autonomous actors.

The report focuses on the value that can be created, and outlines the economies and businesses with the greatest potential for improvement. PwC sees AI as a big game changer that possesses the greatest potential to transform operations and business models. The report cites specific opportunities to reduce cost through process automation, improved decision-making, and revenue growth driven by more personalization, innovation, and improved CX.

This is a high quality report from PwC, building on its extensive experience with global surveys. The report projects specific improvement potential for select economies and industries. Similar to the Accenture report, the value lies in raising awareness and as a call-to-action rather than the precise percentage improvement reported.



## Articles of the Month

The Best Insights of the past 12 months

JULY 2017

### “Technology Vision for Insurance 2017” – Accenture

[VIEW PDF \(56 PAGES\)](#)

Longish but very powerful must-read annual survey based review of how technology is reshaping insurance. It is brimming with cutting-edge case studies, thumbnail technology applications, and useful factoids. The last page of each section ends with startling predictions.

The authors cover five main trends:

1. **AI is the new UI** (which observes that AI is hitting the front office and substituting for humans, or augmenting them, to give even better advice).
2. **Partnership models are evolving to powerful ecosystem plays.** A great summary of much of the platform material we have seen before, but adds the idea that voice activated platforms will lead.
3. **Workforce marketplace.** Outlines the role of the various liquid labour platforms within the insurance industry, with bold predictions for labour changes.
4. **Design for humans.** Summaries the way the insurance proposition is being embedded into the customer journey and augmented with new technology.
5. **Invent new industries and set new standards.** Describes how industry boundaries are blurring through ecosystems and how principal agent economics are being transformed with blockchain-like technologies supporting performance-based contracts.

Definitely worth a read for all internal consultants and all executives (insurance and other sectors), and a worthy winner of our ‘Article of the Month’ award.

JUNE 2017

### “The Business Logic in Debiasing” – McKinsey

[VIEW PDF \(9 PAGES\)](#)

Have you ever wondered where overconfidence exhibited in financial markets comes from (e.g., from personal traits or from experience)? And is it selected by, or limited by, organizational design? Or, can psychological theories of strategic naiveté (which were developed to fit controlled laboratory experiments based on game theory), also help explain naiveté in financial decisions?

This excellent article aims to provide you with insights into biases that effect decision-making, both at a personal level as well as at a system level. It also shows you some ways to de-bias your decision-making.

It’s a great read for board members and Executive leadership across many industries, and especially financial institutions.



## Articles of the Month

The Best Insights of the past 12 months

APRIL - MAY 2017

### “What Deep-Tech Startups Want from Corporate Partners” – BCG

[VIEW PDF \(12 PAGES\)](#)

“Deep-tech start-ups” are built around unique, differentiated technologies that are hard to reproduce. They are different from start-ups that are merely technology-enabled. This distinction matters because their business and revenue models tend to be complicated, and investors thus evaluate them differently. BCG surveyed more than 400 deep-tech start-ups to understand their needs of preferred partners, such as venture capitalists, corporate VC funds, incubators and the like.

The article does a superb job explaining what it takes for an ecosystem of incubator, university, corporate support, VCs and the public sector to meet a deep-tech start-up’s thirst for funding, market access, technical and business knowledge, facilities access and – importantly – talent (see Accenture’s excellent study on the modern work force elsewhere in this edition of *TIR*).

BCG’s article is a particularly excellent read for the C-suite and platform executives of large corporates who seek to accelerate their innovation by collaborating with start-ups.

MARCH 2017

### The New Battleground for Marketing-led Growth – McKinsey

[VIEW PDF \(14 PAGES\)](#)

An impressive article from McKinsey. It re-presents the consumer decision journey, a systems dynamics approach to customer purchase behavior backed up by an increasing body of evidence which drives internal consultants to help their organization focus on what matters. Loyalty programs are expensive and less important as loyalty amongst customers falls. Instead, organizations should focus on ensuring they are within the initial consideration set and create a centre of gravity through ongoing product, service, and brand news.

This insight is a worthy winner of our ‘Article of the Month’.





## Articles of the Month

The Best Insights of the past 12 months

JANUARY - FEBRUARY 2017

### “Top 10 Trends in Wealth Management 2017” – Capgemini

VIEW PDF (28 PAGES)

A well-structured follow-up to last year’s excellent report providing a brief snapshot of the major trends impacting wealth firms globally. The trends this year are significantly different to last year’s list. Some may turn out to be well ahead of the game, e.g. AI-based analytics is a bridge too far for most wealth firms. Others making the list this year have been around for many years, e.g. inter-generational wealth transfer, and the pressure to shift from asset-based fees. One trend not discussed is the emerging challenge of data ethics, in particular the amount of external data to capture on clients and how to use it in ways that clients deem acceptable. Profit-for-member pension funds are just beginning to realize this is an area where they can sustain significant competitive advantage over their profit-for-shareholder competitors. Overall, the article is a good summary of the challenges facing the industry globally, without going into detail about potential solutions. Useful reading for industry executives and internal consultants.

DECEMBER 2016

### “Digital Transformation in Financial Services” – Deloitte

VIEW PDF (28 PAGES)

A worthy winner of our ‘*Article of the Month*’, this is an excellent ‘Act Now!’ insight. In order for FSI firms to survive and thrive, (digital) evolution is inevitable and DNA mutation is part and parcel of that evolution. This is the essence of Deloitte’s argument. It addresses all the typical types of mutation (albeit in business language) viz., substitution, insertion, deletion and frame shift. Preparing your organization, culturally, skills, and capabilities-wise, for such mutation is at least as critical as strategizing to evolve.

The article provides very good content to understand which evolutionary branch type your firm fits and also outlines a robust approach to rewiring your firm’s DNA. A must-read for senior management, particularly those who have been appointed as Head of Digital Innovation. Make your read even more interesting by following the case studies in the article in more detail. Also, learn about customer-centricity (one of the key attributes of the Digital DNA) from ICG’s own Global Thought Leader – Stephen Hewett. ([stephen.hewett@internalconsulting.com](mailto:stephen.hewett@internalconsulting.com)).





## Articles of the Month

The Best Insights of the past 12 months

NOVEMBER 2016

### “Insurers Need to Plug into the Internet of Things – or Risk Falling Behind” – McKinsey

[VIEW PDF \(10 PAGES\)](#)

A well-written 10-pager which recognizes that this theme dates back to 1999, and there are already more things connected to the internet than people. Some staggering data shared!

The article considers four product segments – car, home, health, and commercial – and covers some familiar territory. The emergence of co-opetition is well set-out, as are the needs for clear visioning by boards and executives to ensure traction. Whether companies consider they can innovate forward or embrace real disruptive change head-on is the key question being posed again.

Given the powerful introduction and scene-setting, this article is a must read for senior executives. Some themes are not new, but the overall journey steps and the five fundamental assets in the McKinsey “Global IoT in Insurance” framework are very well set out. A worthy winner of our ‘Article of the Month’ award.

OCTOBER 2016\*

### “Capital Markets & Investment Banking 2016: Time for Tough Choices & Bold Actions” – McKinsey

[VIEW PDF \(48 PAGES\)](#)

Regular readers of the CIB section of *The Insights Review* will recognize that this paper by McKinsey is another in the stack by all the branded consultants on the same set of issues facing this sector. As the title suggests, many participants have not yet made their choices, never mind put them in to action.

The paper is of the high quality one would expect from this firm. It starts out with data, analysis, and insight to succinctly lay out the challenges facing the sector. This is followed by four mutually exclusive, potentially winning business models to choose from – based on the organization’s capabilities (or put another way, resources and strategic purpose). Finally, it concludes with eight action initiatives, irrespective of which business model fits best.

In your reviewers opinion, this is the most comprehensive, insightful, and pragmatic action-oriented paper on this topic he has reviewed. It is highly recommended for CIB leaders and their advisors/internal consultants.

To quote from the paper, “*The road to a sustainable future remains open for CMIB banks, but only if they make tough choices and take bold actions now.*”


A worthy winner of our Article of the Month award.



## ***The Insights Review – Financial Services 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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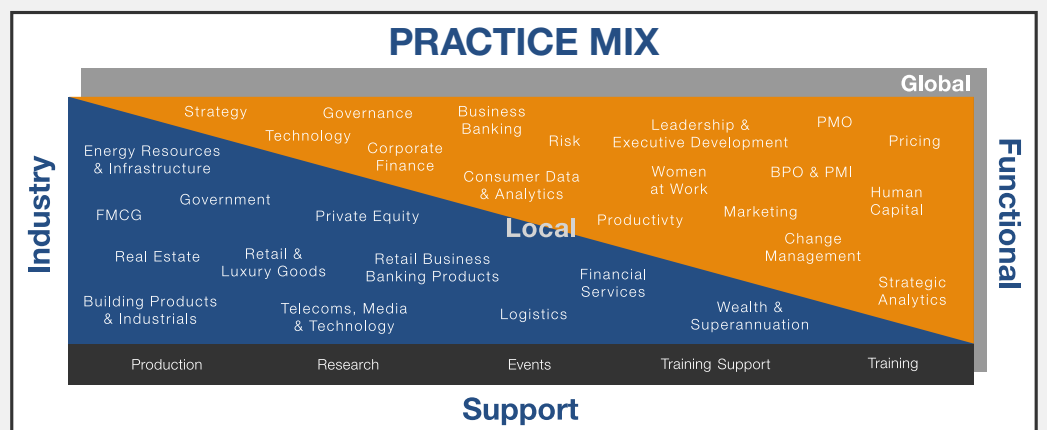
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Source: <http://techcrunch.com/2015/03/03/in-the-age-of-disintermediation-the-battle-is-all-for-the-customer-interface/#.lq0izjZzBr>; Adapted by ICG

## MEASURABLY IMPROVE BUSINESS IMPACT BY COMBINING COMPONENTS ACROSS 5 PLATFORM PILLARS

	<b>1 PROFESSIONAL LABOUR</b>	<b>2 PUBLICATIONS</b>	<b>3 METHODS</b>	<b>4 LEARNING &amp; DEVELOPMENT</b>	<b>5 SERVICES</b>					
<b>SAMPLE COMPONENTS</b>	 Best Accredited professional Forward®	 Global Thought Leaders	 The Insights Review	 Knowledge Area Review®	 Global Industry Radar	 Monitoring Brand Assets	 Internal Consultant Training	 Blue Ocean Strategy®**	 Qual & Quant Benchmarking	 Internal Consultants Workbench

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<p><b>EXCEPTIONAL QUALITY (Matched &amp; Curated Talent Pool)</b></p> <ul style="list-style-type: none"> <li>Senior consulting and advisory experience</li> <li>Industry experience</li> <li>Subject matter expertise.</li> </ul>				<p><b>UNBUNDLED</b></p> <ul style="list-style-type: none"> <li>Professional Labour</li> <li>Publications</li> <li>Methods</li> <li>Learning &amp; Development</li> <li>Services.</li> </ul>	

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REVIEWS OF THE WORLD'S LEADING INSIGHTS

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