

January 2014

The . Insights Review

Financial Services Edition

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Featuring:

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

- Strategy & Transformation
- Regulation & Public Affairs
- Human Capital
- Finance & Risk

- Marketing & Customer Experience
- Operations & Change
- Technology

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About this Report

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

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

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

Access to Full Reports

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

Links are current at time of publication.

Insight Sources

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

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

GENERAL STRATEGIC INTEREST

“The New Reality of GCC Banking” – AT Kearney

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

Useful reading for GCC internal consultant teams and executives. Contains some macro analysis and a short drill-down for each country before some very general prescriptions. The standout insight for those of us outside the region is the amazing profitability of banks in the region before the GFC – this corporate-heavy region reported an average cost-to-income of 29% and low around 26% in Saudi Arabia.

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

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

Not our favorite survey – McKinsey have started this but don't know when to finish it. The only insight worth repeating is the notion that developing market respondents are more confident about growth prospects in their own economy than over the past 6 months when compared to their developing market peers.

KAR – Best Practices in Relationship Management

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

AUD2,000 LOCAL LICENCE, AUD6,000 GLOBAL LICENCE

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“A New Dawn: Reigniting Growth in Central and Eastern Europe” **– McKinsey**

[View PDF \(96 Pages\)](#)

A fascinating and timely deep-dive on the recent economic history and likely fortunes of central and eastern European economies (we couldn't remember them all either, so here they are: Bulgaria, Croatia, the Czech Republic, Hungary, Poland, Romania, Slovakia and Slovenia). The story is one of a well-educated population that provides great value-for-money labour in a strategically located region that could be a manufacturing, outsourcing/offshoring and food hub. Skoda cars, which was revamped by Volkswagen, is a case in point.

McKinsey point to some sensible investments (e.g. road infrastructure and realignment of post-secondary education) to dramatically improve the rebound of these economies, with Poland's proximity to Germany buffering it from the GFC.

RETAIL & BUSINESS BANKING

“Deposits: A Return to Value?” **– Oliver Wyman**

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

Despite the banking sector’s strong push into deposits in recent years, the consulting literature is still playing catch-up. A three-part series from Oliver Wyman on the evolving deposits landscape is therefore a welcome addition.

This article addresses the emerging complexities that will shape deposit businesses over the next few years within a rising rate environment. These include balance leakage, new liquidity rules, competitive pressures and digital disruption. A thought-provoking piece, relevant to product specialists, that raises more questions than answers.

“Digital Payments Transformation: From Transaction to Interaction” **– Accenture**

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

An ambitious 36-page article that opens with a very comprehensive review of key trends reshaping the payments landscape, as well as the emergence of overlapping digital ecosystems centred around consumers, retailers, traditional FIs, or other more dynamic clusters. This is a high-stakes battle with significant prizes available to the winners, although there have been few mass adoption success stories to date (Starbucks and taxi apps are cited as rare examples).

In the following section, Accenture describe how a future-state payments landscape will differ from current card-based systems, and note that banks that lag are at high risk of disintermediation. The authors conclude with a thoughtful review of the most important actions for banks and FIs to incorporate into a digital payments strategy, including the potential for generating revenue through offering their payment interfaces externally to retailers and third parties.

This is an impressive paper, and will provide a number of useful insights to consultants operating across payments and digital technologies.

Article of the Month

KAR – Digitisation of Retail Banking

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

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“Mutuals at a Crossroad: Building a Platform for Growth” – KPMG

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

For those with an interest in Australia’s credit unions and building societies, this survey provides excellent coverage of the sector’s 2013 performance, presented in a light and breezy style that is a pleasant change from the dry tables that populate many similar reports.

The results indicate a mixed year for the sector. While net assets have grown moderately and profitability is flat, customer numbers have fallen, highlighting the need for differentiation and renewal.

The survey includes a qualitative review of key challenges and opportunities facing the industry, and highlights the steps that several participants are taking to introduce product innovation and target a younger demographic.

“Transforming the Capital Markets Firm: Proactive Steps to Profitable Growth” – Accenture

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

Thinly disguised Accenture advertorial. The exhibit at the bottom of page 9 is a useful, generic enough barrier and mitigant slide (Lewin Force Field) for anyone considering a transformation (technology or other).

The photographs are great fun – we hope no gold fish were hurt in the photographing of this insight.

“Can E-trading Revitalize Corporate Bonds?” – McKinsey

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

A quick look into the corporate bond market, especially the mid-2013 sell off, trading and margin history over the past decade, and the relatively slow adoption of electronic trading.

McKinsey don't see many arguments for rapid change. Readers should know the stark difference in frequency and size of trade between equities and bonds: average trading frequency of cash equities at 3,800 trades per day vs corporate bonds at only 65-85, and the relative value difference, USD7,000 for stocks and \$400K-\$500K for bonds.

“The Next Generation” – EY

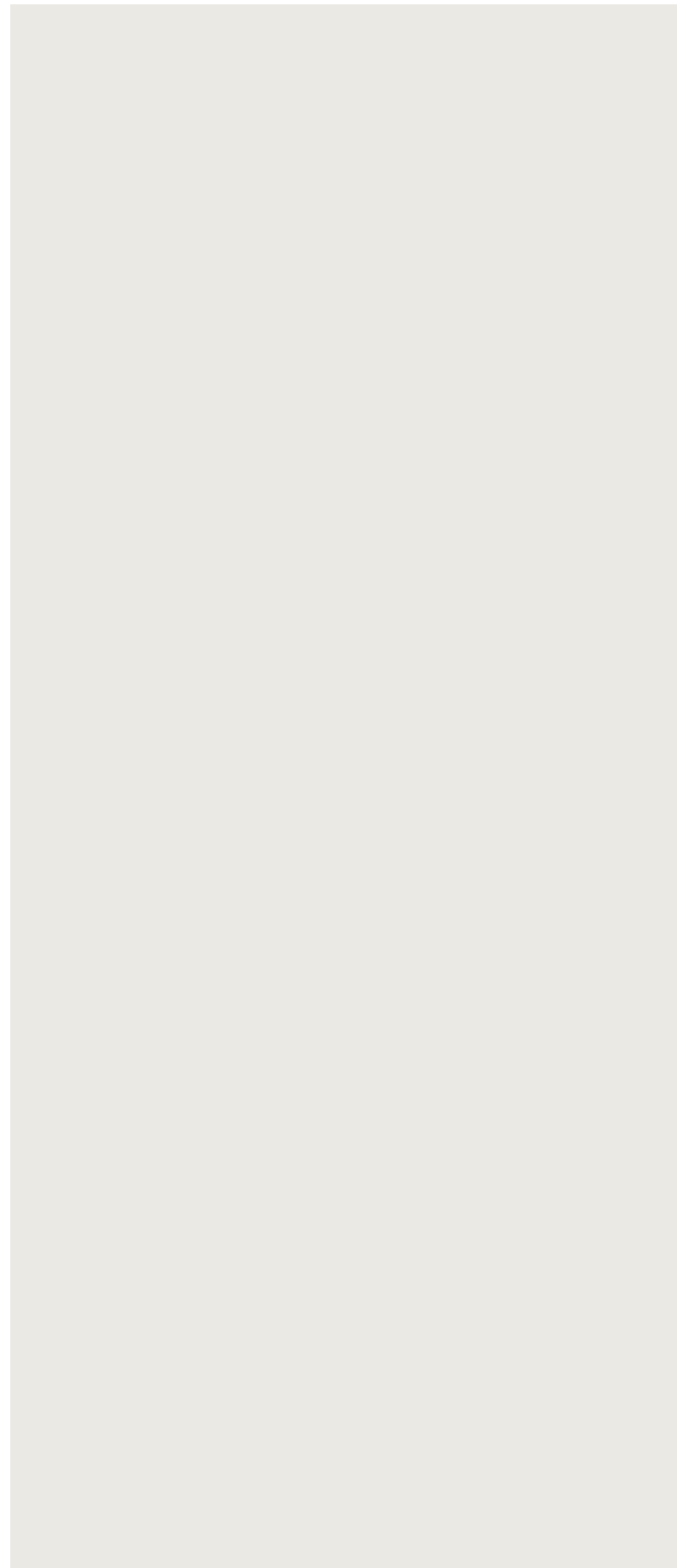
[View PDF \(8 Pages\)](#)

EY present a short, focused analysis of the issue of ‘replenishing’ the financial adviser channel with the next generation of younger financial advisers.

Some US-based broad brush analysis sets out the challenges of responding to demand growth for investment services whilst delivery channels are impacted by the same demographic trends – ageing and retiring financial advisers. Some ‘supply-side’ strategies are presented, albeit more as a set of potential initiatives to attract, develop and retain younger financial advisers.

The analysis would benefit from a more complete assessment of financial adviser requirements in the context of business models that reflect a clearer segmentation of client servicing needs/preferences – as well as pricing – with delivery of services through an optimal mix of physical and digital channels, that is both effective and profitable.

CEOs and heads of strategy, distribution and HR should skim to improve their understanding of the issue and ‘sense check’ their current strategic responses.



KAR – Commercial Insurance Innovation

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

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INSURANCE

“Telematics: The Test for Insurers” – BCG

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

BCG is playing catch-up in the field of telematics. The deeper penetration in Italy will be news for many, however most readers would do better reviewing previous articles on the topic – there is little new insight here, except the implications of differing telematics device costs on the value proposition (Exhibit 1).

“Trends in Insurance Channels 2013” – Capgemini

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

A journalistically-styled report that is well worth reading for the excellent case studies and references. Two are must-reads: Generali have opened the dam by creating mini group buying incentives for up to a maximum of 15 participants; Castlight Health are revolutionizing the integration of price comparison into health insurance plan spending.

“Are Underwriters Smarter than Predictive Models?” – EY

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

This reads like appeasement fodder to underwriters annoyed at previous articles suggesting they will be automated out of existence. The *‘History of automation and modelling in underwriting’* on page 4 might be of some use to internal consulting teams articulating a capability trajectory.

“Property-casualty Insurers Focus on Margin Protection” – EY

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

A thoughtful and well-written article for US readers and those looking for broader trends. Also contains a simple but powerful technique for showing directionality of trends, plus a quick update on new classes of risk from nanotechnology and sensor technology spending.

“2014 US Life Insurance-annuity Outlook” – EY

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

This meandering insight is poorly edited, e.g.:

“The value of shared services is exclusive to expense savings”.

It therefore serves best as light and general background reading for those internal consultants getting up to speed with the main issues in the industry. One nice touch is the use of confronting one-liners such as 40% of executives supporting digitisation but only 10% of current budgets being aligned to business and IT/digital initiatives.

“The 2020 Insurance Challenge” – EY

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

This likeable article is for CFOs from any industry and those relying upon them to add broader value to the enterprise. EY drill down on three areas: Performance through business partnering; cost reduction; and better internal and external reporting. Ignore some of the misalignment between sections and instead turn to the frameworks on the last three pages, which we believe would sit well within most CFO's own 2020 plans for their function.

“Understanding the Role of the Chief Strategy Officer” **– BCG**

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

This article is based on a survey of 48 chief strategy officers (CSOs) and will be of most interest to prospective CSOs.

It establishes four CSO archetypes: portfolio manager; strategy orchestrator; internal consultant; and CEO delegate. Each archetype has a particular combination of the 15 typical responsibilities of the CSO and reporting lines to either the CEO or CFO.

Three factors are listed as key to CSO success, with early relationship building – recognized in hindsight by the survey participants – seen as crucial.

The role of the strategy department in developing future leaders is touched on and two opposite paths emerge: a springboard or a dead-end.

“Outlook for Financial Markets Regulation and Supervision for 2014” – Deloitte

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

This is a ‘Top 10’ list that highlights what progress will be made in regulation in calendar 14. We’ll save you the time in reading this by summarizing the key insights here:

1. Banks will begin to make concrete decisions about how to structure their business models in response to regulation
2. The ‘cascade’ of second order impacts of regulatory change & new metrics will be faced in financial markets such as OTC derivatives, recognition of the systematic importance of centralised structures such as CCP’s (Centralised Clearing Parties); Trade finance will also play a role in implementation paths of BASEL III
3. Inevitable tensions, between advocates of simple and comparable leverage ratio & internal models, rise to the top of the Agenda? Key question is whether potentially responses by regulators remain consistent key geographies, or some watering down results in a wholesale step backwards?
 - Progress on regulation of insurers and particularly GSII will increase
4. Pressure on conduct of wholesale banks in relation to customers will dramatically increase potentially unleashing further regulatory moves (e.g. LIBOR, iR SWAP controversies)
5. European Banking Union will make its first real steps with the creation of the Single Supervision Mechanism (SSM) and the operationalism of the ECB
6. Operational risk comes under full scrutiny – given the wave of ‘digitisation’ of banking globally and the pre-eminence of ‘Trust’ as the foundation of banking value, cyber-security must become a C-Suite & Boardroom issue.
7. Customers first or what we at ICG call culture focused on customer outcomes will influence new-found powers of regulators to intervene in specific product markets.
8. Will a focus on individual accountability result in changes in behavior or simply further attestation by overburdened mid managers.
9. Regulators attempt to enable ‘competition’ in wake of dramatically raising the financial services industries regulatory barriers of entry. Consequently the focus will be on reducing an individual customers barriers to exit (account portability, switching service levels). Practices of wholesale banking will be under the regulatory spot-light with the Wholesale
10. The implementation of DoddFrank & FATCA will clarify tensions between global and local regulatory impacts.

To Deloitte’s credit they also review the performance of their top ten predictions from 2013.

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“Volcker Shrugged” – PwC

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

Summarizes the Volcker rule as:

You no longer need “a lawyer and a psychiatrist” to comply with the rule’s trading provisions. Rather than prescribing what is or what is not a prop trade, the rule puts the onus on banks to prove that they are not prop trading and gives the regulators wide latitude to decide if the banks are meeting their burden of proof.

The name of the game is to “demonstrate” that the bank is not prop trading: the final rule and its preamble use the word in some form 145 times.

While this introduction may lead the reader to believe that Treasury functions will be presumed guilty until they prove themselves innocent, PwC goes on to describe the comprehensive simplification of this rule that will be music to most capital markets players’ ears.

CEOs, on the other hand, will have to personally certify the effectiveness of their compliance programs on an annual basis.

For the busy reader, start at the back as the Appendix provides a useful précis of the contents of the paper and helps indicate where you should direct your focus.

“The Final Volcker Rule: What Does it Mean for Banking Institutions?” – Deloitte

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

Deloitte’s authors offer a comprehensive and succinct summary of the operational impacts of the final Volcker rule, nicely summarized on two pages. A must-read for all senior bank executives.

KAR – World Class Customer Retention

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

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“Smarter Incentives: Turning the Regulatory Shake-up to Your Advantage” – PwC

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

A very nice precis of the UK: FSB principles and standards regarding Sound Compensation Practices is outlined at the beginning of the article (Figure 1).

The authors begin with a synthesis of the current industry response, key risks and challenges, which can be summarized in a few bullets:

- So far, tepid and tactical response to compensation changes (focusing on specified risk takers)
- Risk of fragmentation in regulation of FS compensation (and implied potential of regulatory arbitrage)
- European Banking Authority is likely to require a significant broadening of the definition of specified risk takers (from ~400 people in a typical bank to >3000)

Then they get to the opportunity to take a strategic approach to compensation, and provide a concise, but not helpful framework of seven key concerns. Frankly missing the heart of the matter, that the nature of employment is changing in Financial Services as well as the rest of the world.

As a result an inherent conflict between the behavior in the interest of shareholders and consumers that regulators are seeking to incent (best described as ‘ethical’ and values based); and the nature of today’s employment contract with the average expected tenure and time horizon for employees who fit the ‘specified risk takers’ definition.

Given that the time horizon of employment is becoming much more short-term and performance based, and expected behavior from regulators is becoming much longer; This challenge will require compensation and long-term pay to last much longer than the average employment term, or a reversal in recent trends in the employment contract (shift to longer duration, higher base pay and lower variable pay).

Either of these choices will be a significant challenge for Banks, and will require cross-industry collaboration in its implementation to not set off a talent war.

“Integrating Cultures After a Merger” – Bain

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

This quick read sets up why culture matters, provides logical steps for tackling the challenges of culture integration, and gives relevant examples.

Unfortunately, the ‘new cultural integration tools’ promised are not really new and are likely to already reside in the kit bags of all organization development practitioners worth their salt, whether in-house or with a consulting firm. Conversely, the techniques highlighted are simple and effective, can be used to generate awareness, and certainly will fuel ‘fruitful discussions’ as advertised.

Valuable reminders:

- Accountability for corporate culture sits squarely with the CEO
- Must consider culture in the context of how it contributes (or detracts) from expected transaction outcomes
- Managing cultural integration successfully requires the same rigour as financial and operational aspects of integration.

Not addressed meaningfully:

- Critical role played by business leaders (openness to change themselves and ability to role model expected behaviors)
- Requirement to influence personal beliefs, feelings, ideas, bias, etc. in order to change behavior sustainably
- Quantitative measurement options.

“Who’s Responsible for Employee Engagement?” – Bain

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

Two key insights from the piece from Bain:

1. Employee NPS, which essentially extends Net Promoter Score (NPS) to employees, tracking employee engagement on a quarterly basis, rather than using the often-ineffective standard annual employee survey.
2. Ownership of engagement lies with line management, not HR. Rather than focusing on bolstering engagement scores, the thrust needs to instead be on high impact dialogue and action that is gradually embedded into daily priorities.

To bolster their points, Bain references useful anecdotes from client engagements throughout the article – not bad overall.

“How Group Dynamics Affect Decisions” – Bain

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

A short but useful reminder of some of the pitfalls of decision making by groups rather than individuals (e.g. an investment committee). It closes with a few suggestions on tools one can use to help mitigate against adverse outcomes.

A decent read for anyone who will be chairing a steering committee or other major decision-making body.

“Using Digital Tools to Unlock HR’s True Potential” – Capgemini

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

A somewhat superficial view of leveraging digital in driving HR outcomes – lots of quasi-interesting stats and client example soundbites but overall lacking teeth and depth on articulating the ‘how’.

That said, this reviewer appreciated the nods to cutting-edge technologies such as gamification of learning and development; crowdsourcing performance assessments, and using a multichannel experience to drive employee brand engagement.

FINANCE & RISK

“Accenture-Chartis Study: The Evolution of Risk Technology in Financial Services” – Accenture

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

A rare deep-dive (with stunning accompanying photographs) into the question of technological risk growth in financial services from someone who should know. Helpfully identifies the major streams of technology and news forms of risk, but the majority of the article is survey-based results that are surely designed to heighten anxiety – i.e. a form of advertorial – rather than address the issues.

“Achieving Near-Real-Time Risk Monitoring” – Towers Watson

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

An excellent how-to guide for addressing typical shortcomings in insurance risk appetite statements. Uses a combination of educational tools, conceptual frameworks and a consolidated case study to demonstrate possible improvements.

KAR – Executive Team Best Practices

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

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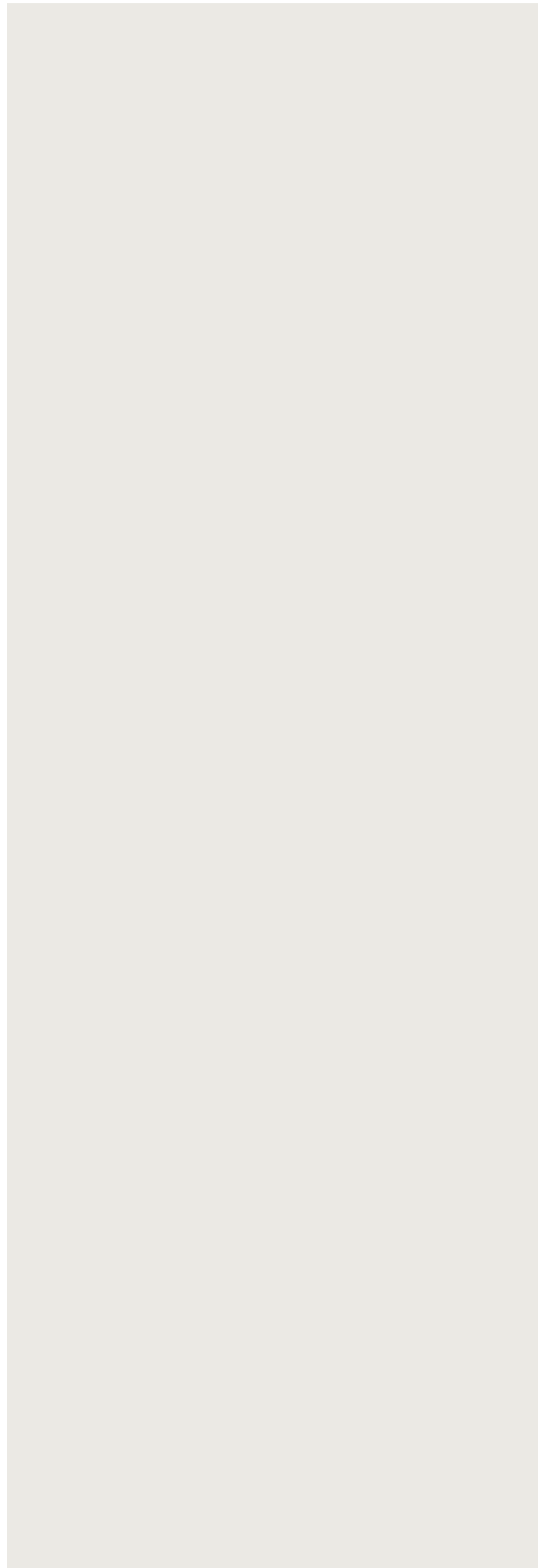
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“Extreme Risks: Insurance Sector Survey 2013” – Towers Watson

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

A short and fascinating look at the most likely extreme risks that will impact on insurance companies and therefore most readers. An important insight because it also introduces a new tool – WikiSurvey – that uses a combination of seeded thoughts and recipient-introduced thoughts as the survey virals its way around the world. Important input data to your next major risks or risk planning day, and a useful new tool for internal consulting teams.



“Marketing Excellence in a Globalizing World” – BCG

[View PDF \(21 Pages\)](#)

More than \$1 trillion a year is spent on marketing globally and the total is escalating. BCG supply insight into the little-analyzed evolution in the steady increase in marketing spend in rapidly developing economies (RDEs); the spend in RDEs now exceeds the amount spent on digital media globally.

The authors point out the hidden costs and risks associated with measuring the return on marketing investment in RDEs. Difficulties include lack of data, poor quality customer insights, opaque cost accounting measures, and high staff turnover, all of which hinder data tracking and analysis.

For those with an interest in marketing in RDEs, BCG offer five practical steps that you can take to jump-start your ability to measure marketing effectiveness.

“Fueling Growth Through Word of Mouth” – BCG

[View PDF \(21 Pages\)](#)

This article focuses on BCG’s new Brand Advocacy Index. Brand advocacy is a leading indicator in revenue growth, with brand advocacy through word-of-mouth communications – from trusted online and real-world sources – having a greater impact on sales than any other source of information. The BCG survey of 32,000 consumers in Europe and the U.S shows the growing relevancy of brand advocacy in every industry. The article explores the difference between product and service industries and highlights the importance of a consistent customer experience.

The authors offer three primary actions that brands can take to prioritize critical areas of brand strategy and customer experience as part of a business transformation journey.

Valuable reading.

OPERATIONS & CHANGE

“Corporate Responsibility Reporting Survey 2013” **– KPMG**

[View PDF \(82 Pages\)](#)

Likely the definitive annual report on corporate responsibility reporting. KPMG own up to accusations of greenwash and polishing of corporate halos, but then deep dive into a survey-based benchmarking tool that is part annual award magazine and part light but useful benchmarking. For internal consultants and executives charged with creating a CR report or finding ways to better link CR to business performance, turn to Figure 20. The key messages are that countries like India are catching the CR reporting bug and many more CEOs and developed market companies are taking CR more seriously.

Of additional note is the very elegant chart innovation on Page 16 – we haven’t seen this style before, and it is worth a quick look.

“Taking Captive Offshoring to the Next Level” – McKinsey

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

McKinsey survey of 1200 users of captive offshore centres. With over half a million employees and annualized growth of 13%, McKinsey reveal that they are seriously delivering on their promise. There are some useful factoids, such as the portion of complex work has risen from 10% to 25% in just 4 years, suggesting higher and higher value-adding activities can be transferred. The crux of the article is that these centres have been set up to incrementally improve on cost and service level agreements, not manage across increasingly complex organization boundaries to refine the business model and therefore allow them to increase business outcomes. McKinsey don’t offer solutions, but they do include a useful graphic that suggests that the labour arbitrage opportunity already captured represents just a quarter of the total opportunity available from a broader outcome set such as revenue and improved end-to-end experience.

KAR – Best Practices in Shared Services

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

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TECHNOLOGY

“Time-based Competition with Fast Data” – BCG

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

A clever article in many ways. Resurrects and renames George Stalk’s Time-based Competition, as Time-based Competition with Fast Data to fit the Big Data era. Also highlights the need for B2B enterprises to harness the power of the rapid response to data input that we are starting to see in online B2C businesses. Will bring a wry smile to those who lived through the data warehouse fad and to those who have seen Gartner’s term owned mostly by McKinsey in the consulting industry.

“Increasing the Odds of Success in IT Outsourcing” – BCG

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

This is a very clever piece of consulting advertorial.

BCG studies 40 complex outsourcing initiatives to uncover the secrets of success. They rate and correlate 25 variables to identify the five explanatory variables that create the coca formula for outsourcing success. No surprises with capabilities such as pricing transparency and ability to manage outsourcing contracts. As they don’t reveal the 25 variables nor the maturity scale to rate yourself, those with high levels of dissonance about existing or imminent contracts might just need to call BCG.

“Grabbing Value from Big Data: Mining for Diamonds in Financial Services” – Capgemini

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

Lots of you have heard it before: conceptualization with some heavily disguised case examples with euphemistic-sounding outcomes. The notion of sentiment analysis is new and the application of analysis of speech and social media to highlight fraud holds appeal, but overall the article is too much advertorial and not enough insight.

“Using a Plan-Build-Run Organizational Model to Drive IT Infrastructure Objectives” – McKinsey

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

An interesting take on the classic tale of the pendulum swinging from a vertical orientation to a horizontal orientation. This one applies to so called technology towers (large globally- or regionally-centralised capabilities for mainframes, storage, or network management). As you read the article, you get a good sense that it is only relevant to a small number of very large global enterprises and you start to wonder if this is an article designed to get the pendulum to change, not one that presents a well-considered and two-sided argument for the many downsides of moving from vertical to horizontal.

KAR – Digitisation of Business Banking

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

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“IT Resilience: Restoring Confidence in Banks’ Service Delivery” – PwC

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

A superficial and incredibly conceptual look at the question of IT resilience in banks.

Of use only to internal consultants with little or no experience in the area.

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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Chris Brideson

ICG Practice Leader Wealth Management
& Superannuation

Julian Cappe

ICG Practice Leader Retail & Business Banking

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ICG Practice Leader Marketing

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- Unbundled Research Services – desktop reviews to detailed drill downs
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- 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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Vision: To be the world's leading supplier of unbundled consulting, project services, capability building and professional association in the management consulting industry.

Confidentiality & Intellectual Property

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

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

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

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

Insurers, Bankers, Accountants & Management

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

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

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

Further Information or Enquiries:

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



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