



Knowledge Area Reviews (KAR)

Supporting project kick-offs, deep dives, landscape reviews, best-practice updates and other internal consulting activities



What is a Knowledge Area Review (KAR)?

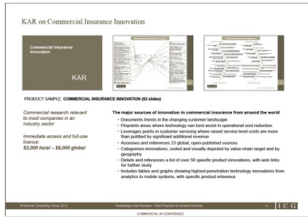
A companion resource to project kick-offs, to the use of ICG consulting resources and to ICG's other publications, like *The Insights Review*.

- Contains information-rich slides, synthesized knowledge, categorized insights, data visualizations — a unique intellectual property on almost any topic, assembled to your personal specifications
- Provides a peerless synthesis of available information (public sources, applied science journals, research databases, public company records)
- Uniquely blends knowledge and insights from across the consulting industry, large and specialist, avoiding bias and NIH (not invented here) issues on your projects
- Combines information from the best available industry sources, from global open-published literature to concentrated subject matter expertise direct from the ICG membership
- Read by senior executive teams and internal consultants from many major companies around the world
- Distributable to every member of your team and throughout your organization
- Affordably priced to encourage frequent use.

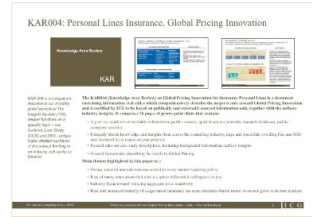
Knowledge Area Review (KAR) Catalogue – Highlights (1/2)

There are currently over 20 titles in our library

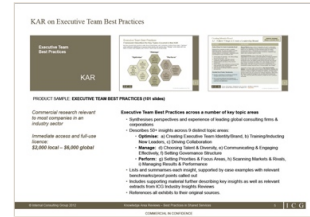
Titles can be purchased from the ICG Store, or can be developed to your unique requirements for **USD 20,000**



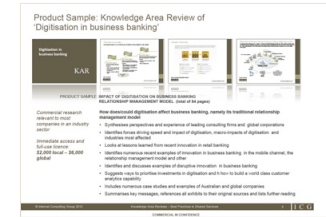
KAR 001 – Commercial Insurance Innovation



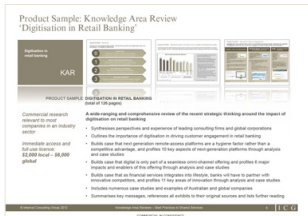
KAR 004 – Personal Lines Insurance: Global Pricing Innovation



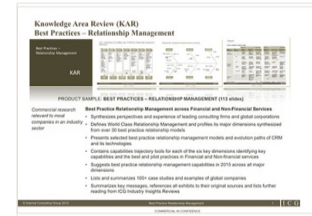
KAR 006 – Executive Team Best Practices



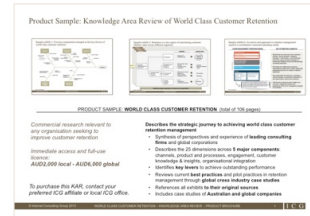
KAR 007 – Digitization in Business Banking



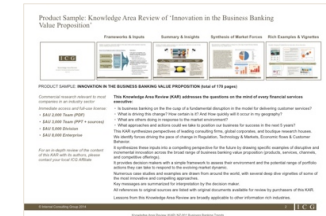
KAR 008 – Digitization in Retail Banking



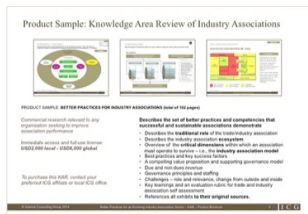
KAR 009 – Best Practices in Relationship Management



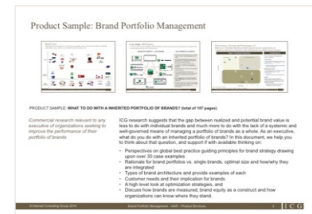
KAR 010 – World Class Customer Retention



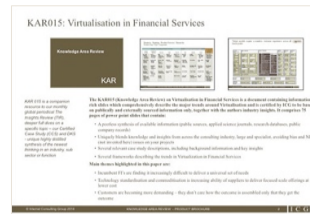
KAR 011 – Innovation in the Business Banking Value Proposition



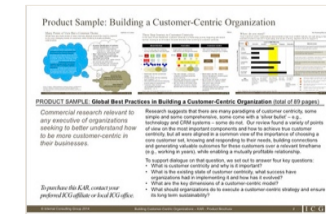
KAR 012 – Better Practices for Industry Associations



KAR 014 – Brand Portfolio Management

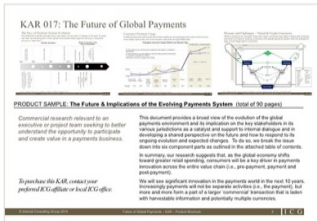


KAR 015 – Virtualization in Financial Services

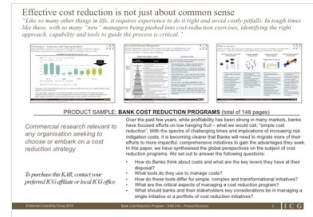


KAR 016 – Global Best Practices in Building a Customer-Centric Organization

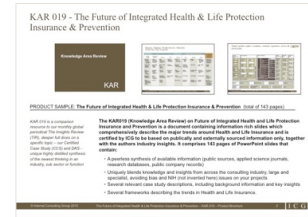
Knowledge Area Review (KAR) Catalogue – Highlights (2/2)



KAR 017 – Future of Global Payments



KAR 018 – Bank Cost Reduction Programs



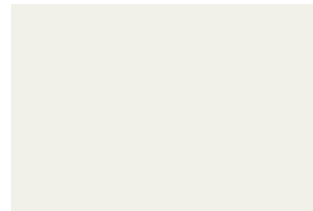
KAR 019 – Future of Integrated Health & Life Protection



KAR 021 – Over 50s Solutions: New Business Models



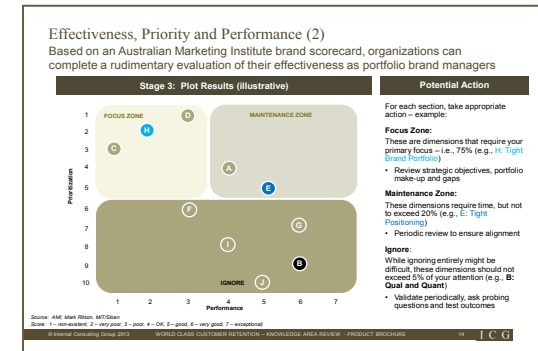
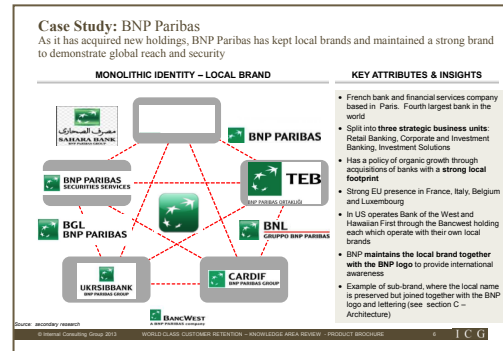
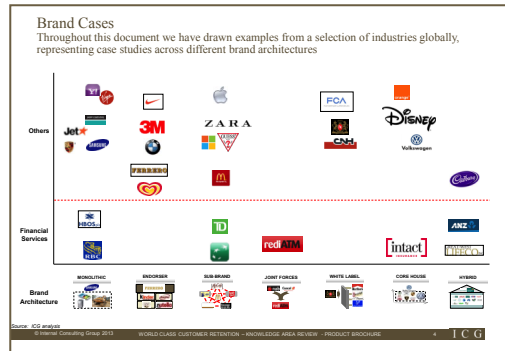
Full KAR Catalogue



More Coming Soon

Knowledge Area Review (KAR) Catalogue – Samples

KAR 014 – Brand Portfolio Management



PRODUCT SAMPLE: KAR 014 – Brand Portfolio Management (total of 107 pages)

Commercial research relevant to an executive or project team seeking to improve the performance of their portfolio of brands

ICG research suggests that the gap between realized and potential brand value is less to do with individual brands and much more to do with the lack of a systemic and well-governed means of managing a portfolio of brands as a whole.

As an executive, what do you do with an inherited portfolio of brands? In this document, we help you to think about that question, and support if with available thinking on:

- Perspectives on global best practice guiding principles for brand strategy drawing upon over 30 case examples
- Rationale for brand portfolios vs. single brands, optimal size and how/why they are integrated
- Types of brand architecture and provide examples of each
- Customer needs and their implication for brands
- A high level look at optimization strategies, and
- Discuss how brands are measured, brand equity as a construct and how organizations can know where they stand.

To purchase this KAR, contact your preferred ICG Affiliate, local ICG office, or the ICG Store.

KAR 016 – Global Best Practices in Building a Customer-Centric Organization

Many Points of View But a Common Theme
 Definition & Content

While there are many points of view, most are aligned around the need to respond to the ever-changing needs of customers, while building mutually profitable relationships

Proactive identification of customer interests, likes/dislikes by listening to sentiment posted in communications — External (e.g., social media, web)

Major improvements in customer service, loyalty, successful targeted upselling/cross-selling

Reduced customer churn, higher revenue per customer and wallet share

Customer databases and unstructured content freely integrated, correlated

It is about translating deep customer insights into tailored-made products and services. A superior research approach is needed to achieve this goal, yielding deep insights on customers and their needs!

Source: (1) Aaker: A Marketing Model for Customer Centricity; (2) McKinsey & Company: Barriers in Customer Centricity; (3) Harvard Business Review: How to Deliver Customer-Centricity; (4) Harvard Business Review: How to Deliver Customer-Centricity

Three Step Journey to Customer Centricity
 History

In the view of one researcher, customer centricity is a three-step journey beginning with brand-tactical, moving to an innovation focused structure, then evolving to customer centricity

Brand-Tactical

- 10 or 15 years ago, the marketing function resided within the brand team.
- Brand team held the promotional budget – i.e., 1
- Worked directly with the marketing tactic suppliers – i.e., 2
- Who partnered with internal marketing science teams for measurement
- Customers often received uncoordinated messages, poor experience – i.e., 3

Innovation

- Organizations recognized the inefficiencies and changed structures
- Two main changes – a focus on creating a centralized group that owned marketing
- Security improvements in roles and responsibilities to improve clarity
- But, this model is still limited in that marketers are focused on channel partners and not a focus on clients

Customer Centric

- With marketing centralized, the next evolution is changing the go to market
- Brand teams own P&L, product lifecycle management, positioning and message development
- But no longer own the go-to-market which moves to a customer centric team which owns customer experience, analytics, etc.
- All brand teams use the customer team to develop, deliver and optimize promotion

Source: Mark DTC Perspectives, Summer 2013, pp4-17

Where do you stand?
 The Roadmap/Execution

Truly customer centric organizations demonstrate a high level of EBD maturity, are well along in their business model to execute it impeccably, and exude a strong, aligned culture to support it.

| Level of EBD Maturity | Interested | Invested | Committed | Engaged | Embedded |
|----------------------------|------------|----------|-----------|---------|----------|
| Clear beliefs | Low | Low | High | High | High |
| Constant communications | Low | Low | High | High | High |
| Collaborative celebrations | Low | Low | High | High | High |
| Compelling stories | Low | Low | High | High | High |
| Committed to employees | Low | Low | High | High | High |
| Consistent trade-offs | Low | Low | High | High | High |

EBD Description

- Customer Experience (CX) is a central focus of the organization, not merely a marketing tactic.
- CX is a cross-functional effort across the entire organization.
- CX is a core part of the company's strategy.
- CX is a primary driver of the company's success.
- Employees are held personally responsible for delivering great customer experiences.
- Employees bring to work that customer experience is an important component of their daily lives, where they are.
- No one owns customer-centric culture.

Source: Adapted from The Customer Experience Journey, Forrester, Sept 2008

PRODUCT SAMPLE: KAR 016 – Global Best Practices in Building a Customer-Centric Organization (total of 89 pages)

Commercial research relevant to any organization seeking to better understand how to be more customer-centric in their businesses.

Research suggests that there are many paradigms of customer centricity, some simple and some comprehensive, some come with a ‘silver bullet’ – e.g. technology and CRM systems – and some do not.

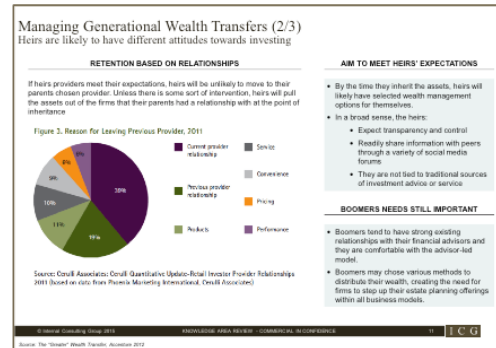
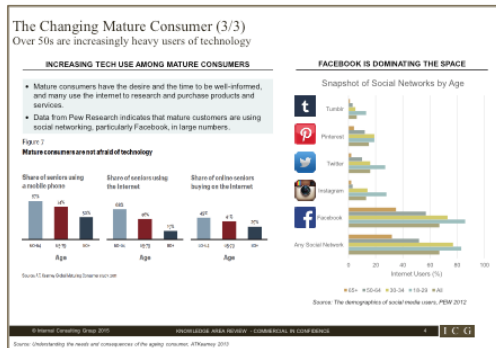
Our review found a variety of points of view on the most important components and how to achieve true customer centricity. However, all were aligned in a common view of the importance of choosing a core customer set, knowing and responding to their needs, building connections, and generating valuable outcomes for these customers over a relevant timeframe (e.g. working in years), while enabling a mutually profitable relationship.

To support dialogue on that question, we set out to answer four key questions:

- What is customer centricity and why is it important?
- What is the existing state of customer centricity, what success have organizations had in implementing it, and how has it evolved?
- What are the key dimensions of a customer-centric model?
- What should organizations do to execute a customer-centric strategy and ensure its long term sustainability?

To purchase this KAR, contact your preferred ICG Affiliate, local ICG office, or the ICG Store.

KAR 021 – Over 50s Solutions: New Business Models



Platform Cases

In the upcoming section we have provided a selection of business platforms, which fall into three categories based on the development of three key features

| Platform Development | Niche Interest Communities | Proprietary Platforms | Fully Fledged Ecosystems |
|--|--|--|---|
| Description | • Focal point for user-to-user discussion, and content aggregation for a particular group (e.g. retirees) | • Providers of content and products with user-to-user and user-to-business discussion channels, tailored to a particular group (e.g. retirees) | • Fully fledged multisided platform |
| Marketplace Development | • No discernible marketplace, although targeted advertising may feature | • Marketplace drives sales of platform owners' goods and services | • Marketplace connects consumers with 3rd party as well as platform owners' products |
| Content/Service Development | • Limited segment related content creation, aggregation, and curation by the service provider | • Extensive related content creation, aggregation, and curation by the platform owner | • Extensive related content creation, aggregation, and curation by the platform owner |
| Discussion Channel Development | • Discussion channels that connect users with other users and the platform owner | • Discussion channels that connect users with other users and the platform owner | • Discussion channels that connect users with other users and the platform owner |
| Cases Examined of Examples Provided | <ul style="list-style-type: none"> http://findage.com/ http://findseniors.com/ http://www.seniornet.org/ http://senior.com/ | | |

Source: ICG Analysis

PRODUCT SAMPLE: KAR 021 – Over 50s Solutions: New Business Models (total of 181 pages)

Commercial research relevant to any organization seeking to understand trends surrounding the Over 50s Market

The mature consumer is not one cohesive unit - there exist many types.

Until recently marketers struggled to address this heterogeneous segment with success. Now, for the first time, technology is allowing segmentation down to the level of the individual. The internet has multiplied the number of opportunities for communication, not only *at* the consumers but *with* them. These advances in technology are allowing for business models that were simply not possible only a few years ago.

At this stage, much of the publicly available literature still makes generalizations of a group who are diverse and don't seem to gain significant value from traditional marketing approaches. We have identified a number of trends that are shaping the over fifties market. We also have located market exemplars from industries that are capitalizing on new market opportunities in ways that can be applied to Over 50s. Of particular interest are the trends and success stories surrounding platform-based business models. We explore in depth the nature of platforms, their evolution, and what it takes to make a platform successful.

To purchase this KAR, contact your preferred ICG Affiliate, local ICG office, or the ICG Store.



Internal Consulting Group

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