

# Best Affiliate Forward (BAF®)

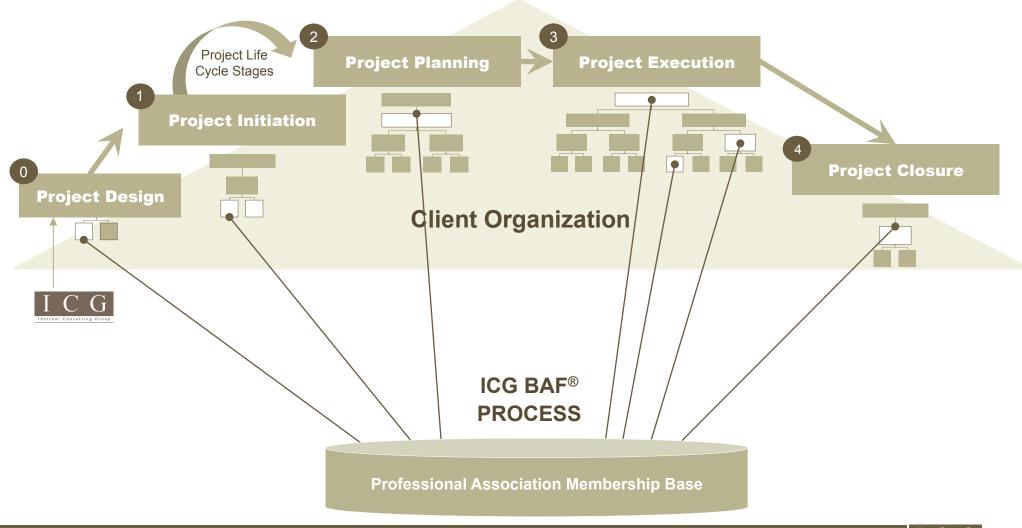
Best fit-for-purpose, unbundled resources, and adhocracies in the market in 48 hours





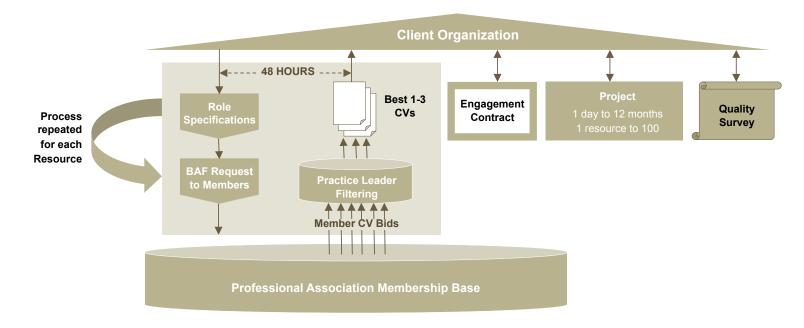
A flexible, adaptable and quality assured way to address changing resourcing needs throughout the project life cycle

ICG fills the capacity and capability gaps in your organization flexibly at all levels of expertise and experience in design, scoping, management, project delivery or other subject matter areas throughout the project life cycle.



ICG is the leading global provider of expert consulting and project resources to allow you to build adhocracies and augment capacity on almost any topic

#### **Best Affiliate Forward (BAF®) process**



#### **Market Forces**

- Matches client request with best market expertise within 48 hours
- Efficiently clears market demand and supply.

# Transparency

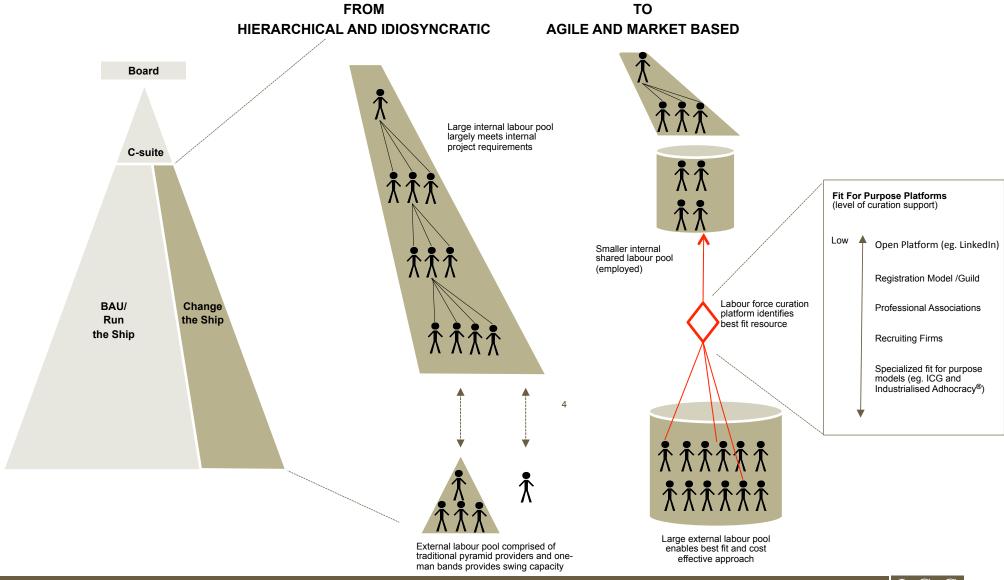
- · Operates using a fully open business model
- · All opportunities are shared with all members
- Clients and members know economics and feesharing arrangements.

#### Opt-In

- · All assignments (external and internal) are opt-in
- · Collaborative and empowering environment
- "Crowd-sourcing" of new members, projects and new initiatives.

POWERED BY

With a large liquid pool of professionalised and fit for purpose labour, ICG Clients can reduce the cost and increase the effectiveness of change at a business model level too



# Our Patented BAF® process (and other Industrialised Adhocracy® technologies) provides world leading labour curation via your choice of channel



# Available channels:

- email
- Telephone
- RFP (mini response)
- Relationship Partner(s)
- Desktop Form

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# We have executed 100s of successful BAFs® around the World

The BAF Process can be tailored to suit your specific needs.

Customized to your unique requirements
BAF's are free to clients and range in value from \$4K to several hundred K.

You set the price per labour unit, we maximize the quality from the marketplace

#### SAMPLE

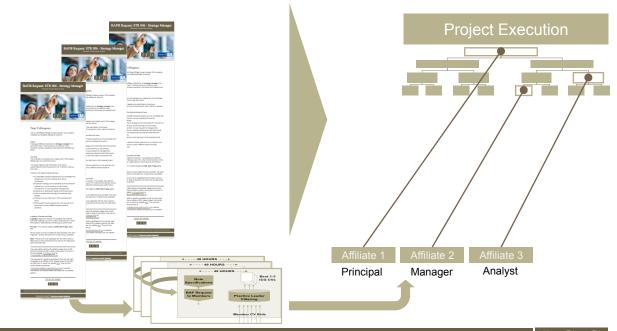
#### Client Requirements

- ...
- Expertise in strategy and fundamental profit improvement projects (e.g. not just sourcing nor just process improvement, nor just programme management)
- Experience in dealing with clients at CxO/ Board level
- Considerable consulting experience
- Financial Services experience especially Asset Mgmt/ Debt Structuring / M&A
- 3 positions 1 Principal / 1 Manager / 1 Analyst level

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# The Best Affiliate Forward (BAF®) Request Process is a fast and effective method to screen and match the highest quality fit for purpose talent available for a defined role or position.

- Provides guick and targeted access to the target resource pool based on a market-based model
- Ensures efficient and effective matching and clearing of demand and supply thus identifying the best talent available for a defined role or activities
- Provides highest transparency of existing opportunities across the existing resource pool
- Opt-in participation in the BAF process ensures that all stakeholders are aligned and informed
- Keeps talent base engaged and motivated in career development by continuously delivering interesting and relevant career options and development pathways
- Can be implemented and operated easily with minimal investment in time and cost.



**BAF® Process** 

## **Client Situation**

- A payments company required a consultant to undertake a confidential market sounding in relation to its overall business strategy and pricing framework
- Due to the sensitivity of the issues, independent facilitation was critical
- Executing the project required an in-depth understanding of the payments industry, and experience in strategic pricing
- Issued a BAF to identify the best resource.

# **BAF Value Proposition**

#### **Action Items**

- Found the best resource for the job
- Conducted workshops with the client's executive committee
- Conducted interviews with the client's key external stakeholders
- Captured detailed responses in relation to a key elements of corporate strategy
- Synthesized the key insights and delivered recommendations to the client.

#### **Results Achieved**

- Delivered recommendations to CEO and independent board members
- Provided valuable guidance in several areas, including customer value proposition and pricing
- Recommendations were adopted by the client, and are being used to progress its strategic agenda
- The confidential market sounding is now an annual process for the client.

Adhocracy Engagement

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#### **Client Situation**

. . .

- ICG was engaged by a major Australian bank to devise a strategy that improved profits of loans sold through their network of third party mortgage brokers
- Third party mortgage channel was a breakeven business as broker commissions were eroding margins
- The majority of the project team was internal staff – but all were part-time which impacted focus and delivery timing
- In addition, capabilities were limited in key areas, viz. longterm industry structuring, competitive insight, and wealth industry parallels
- The client sought two Affiliates to complement the internal team.

# **BAF Value Proposition**

#### **Action Items**

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BAF®

**Process** 

- Conducted an extensive broker interview and focus group program to determine which value proposition maximizes broker loan volume
- Determined which mortgage characteristics drive channel value
- Researched the likely regulatory direction of the mortgage broking sector
- Analyzed how the online channel will impact the economics of the sector
- Postulated how the role of intermediaries would evolve over time
- Researched the value and challenges of broker diversification into financial planning, and how the bank could support this shift.

#### **Results Achieved**

. . .

- Recommended a new "Partner Broker" proposition to skew higher value loans to the bank
- Clarified the broker value proposition to drive profitable loan growth without cannibalizing the higher margin proprietary channel
- Delivered a detailed strategy document inside eight weeks
- Saved client significant consulting fees
  - Project cost through a 'traditional' consulting firm would have cost over \$250k
  - Client paid just \$120k through ICG.

Adhocracy Engagement

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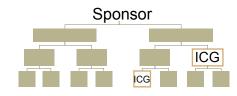
## **Client Situation**

- Large Services client needed a Strategy for a major vertical of a major business line
- They had half the team resources available from within their firm
- No capabilities existed for overall project governance and direction and strategy formulation to provide a compelling story to align story components
- To develop overall strategy in conjunction with individual BUs
- Issue 2 BAF's to fill the vacancies.

# **BAF Value Proposition**

#### **Action Items**

- Found the 2 best resources for the job gaps
- Setup a Steering committee with the client sponsor
- Embedded resources at the right level with the right expertise



Workshop facilitation

BAF®

Process

- Data gathering interviews
- Inventory of Strategic Initiatives.

## **Results Achieved**

- Quick turnaround time of 5 weeks
- Work done as well as would have been done by a global consulting firm
- Saved \$100,000 in consulting fees and \$40,000 in workforce training/man-hours fees
- Strategy documents delivered for C-suite execs by client team
- Full and better engagement and ownership.

Adhocracy Support (White labeled



#### **Internal Consulting Group**

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