

# Global Round Tables (GRT)

Providing deep and lasting insight into the strategy, business models, products and processes of like non-competing organisations globally



## Global Round Tables have the following defining characteristics

- The Network is exclusive (members are prohibited from sharing this expertise outside the consortium)
- Participants are comparative peers, sharing a similar level of sophistication, and therefore common issues and capability challenges
- Participation is by invitation only; initial members can guide invitations to subsequent members
- Costs are shared equally by participants
  - Each gains access to the world's best intellectual capital base for a small fraction of the costs of alternate methods
- ICG facilitates the process but the participants shape the agenda
  - Members reach consensus on all aspects of program design, from subject depth and breadth trade-offs to the timing of participation
- Participants are domestically focused peers from different geographies, that do not compete with each other

# A Global Round Table combats the limitations of existing knowledge sharing programs and incorporates the best features

Program type	Typical advantages	Typical limitations
Typical consulting global landscape review	<ul> <li>Constructed for specific needs of one client</li> <li>Hands on in-office process</li> <li>Implementation of funding to generate specific initiatives</li> </ul>	<ul> <li>Impossible to access breadth and depth of knowledge of GRT</li> <li>Case study intellectual property out of date</li> <li>Extremely expensive</li> </ul>
Surveys and disguised benchmarking exercise	<ul><li>Minimal cost</li></ul>	<ul> <li>Local competitors access the same information</li> <li>Little transparency, (information disguised), so unable to explain differences</li> </ul>
Temporary transfers of executives	<ul> <li>Builds deep long-term relationships</li> </ul>	<ul> <li>Knowledge concentrated in one individual</li> <li>Time consuming</li> <li>Risk of executive departure</li> </ul>
Executive global visit programs	<ul> <li>Very rewarding for individual executive</li> <li>Exposure to large number of banks</li> </ul>	<ul> <li>Knowledge concentrated in one individual</li> <li>Time consuming</li> <li>Typically only captures knowledge at a superficial level (Outcomes can be exaggerated)</li> <li>Relatively expensive</li> </ul>

# The GRT delivers three major categories of value to participants

### **Deliverables**

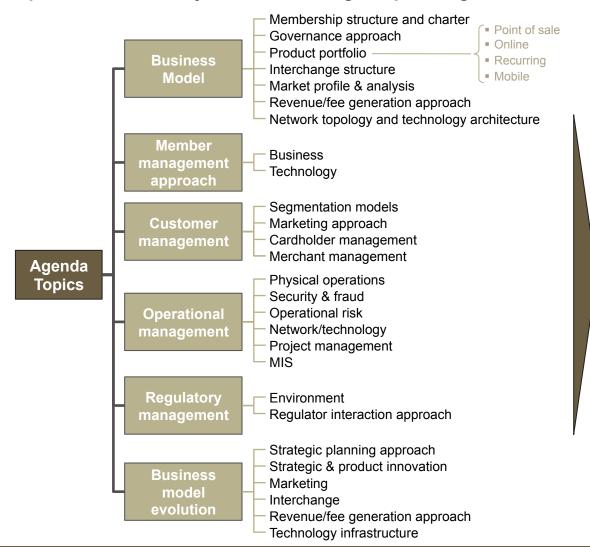
Delivery category	Details
Networking	<ul> <li>Deep professional relationships with five to seven global peers</li> <li>Cascading of these relationships through to relevant line management and functional managers</li> <li>Relationships will be developed through a combination of:         <ul> <li>Global conference calls (kick-off, mid-point, preliminary results)</li> <li>Global 2-3 day conference</li> <li>Bilateral contact through a network address book</li> </ul> </li> </ul>
Benchmarking	<ul> <li>World's most accurate and detailed quantitative and qualitative knowledge base in the target area</li> <li>Quantitative benchmarks carefully selected for ability to produce a robust comparison</li> <li>Qualitative data presented in an easily accessible format, that describes either a capability spectrum for a given business model component, or the universe of alternate models with observed advantages and disadvantages</li> <li>Detailed case studies describing particular areas of outstanding knowledge or innovative thinking</li> <li>Customised individual reports that score capabilities relative to global peers and outline a strategic plan for quick wins, tactical priorities, and strategic opportunities</li> <li>Knowledge provided on paper, DVD, and potentially extranet</li> </ul>
Global analysis	<ul> <li>Synthesis of findings, global trends, likely industry evolution and key strategic opportunities and threats</li> <li>Additional relevant insight and expertise from ICGs's own research</li> </ul>

# ICG's role

Assemble participant group	<ul> <li>Manage invitations</li> <li>Obtain senior executive commitment</li> <li>Develop and obtain NDA sign-off</li> </ul>
Schedule & facilitate conference calls	<ul> <li>Kick-off conference call (Introductions, share issues, agree process refinements)</li> <li>Mid-Point call (share mid-process results, refine process/instrument as required)</li> <li>Individual participants results call (share results, answer questions)</li> <li>Conference preparation call (agree agenda, develop presentation templates)</li> </ul>
Design & test benchmarking instrument	<ul> <li>Agree scope (breadth and depth) of business model components to be included</li> <li>Test and refine instrument</li> <li>Distribute</li> </ul>
Conduct site visits at each participant	<ul> <li>Aim for 3-5 days on site (key executive interviews, collate benchmarking data)</li> <li>Provide initial feedback (quick wins, issues, key trends)</li> </ul>
Coordinate & facilitate GRT conference	<ul> <li>Likely to be held in an overseas city over 2 days</li> <li>ICG to present sanitised benchmarking results, industry perspectives, and other high impact findings</li> <li>Participants to prepare and present on two areas they are worlds best practice</li> </ul>
Arrange for follow-up	Investigate of any outstanding issues and report back to participant group

### "Strawman' knowledge capture agenda are shaped in conjunction with GRT executives

#### **Example - Debit Card Payments Knowledge Capture Agenda**



#### **Comments**

- Topic agenda will evolve to reflect the network's highest priority issues
- . An alternative approach could be taken to focus on a single topic first



#### **Internal Consulting Group**

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