



# 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

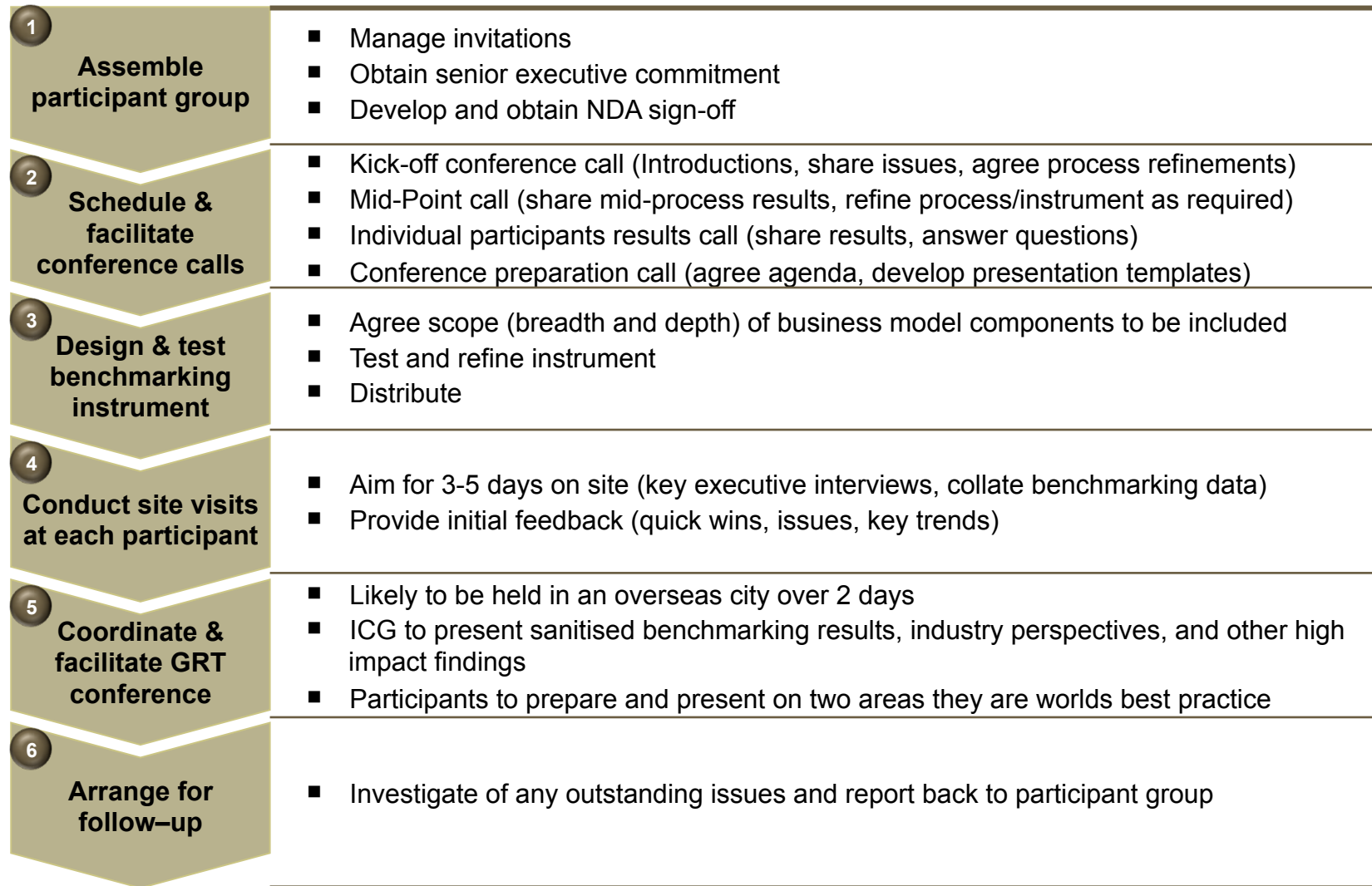
Program type	Typical advantages	Typical limitations
<b>Typical consulting global landscape review</b>	<ul style="list-style-type: none"> <li>▪ Constructed for specific needs of one client</li> <li>▪ Hands on in-office process</li> <li>▪ Implementation of funding to generate specific initiatives</li> </ul>	<ul style="list-style-type: none"> <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▪ Case study intellectual property out of date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>
<b>Surveys and disguised benchmarking exercise</b>	<ul style="list-style-type: none"> <li>▪ Minimal cost</li> </ul>	<ul style="list-style-type: none"> <li>▪ Local competitors access the same information</li> <li>▪ Little transparency, (information disguised), so unable to explain differences</li> </ul>
<b>Temporary transfers of executives</b>	<ul style="list-style-type: none"> <li>▪ Builds deep long-term relationships</li> </ul>	<ul style="list-style-type: none"> <li>▪ Knowledge concentrated in one individual</li> <li>▪ Time consuming</li> <li>▪ Risk of executive departure</li> </ul>
<b>Executive global visit programs</b>	<ul style="list-style-type: none"> <li>▪ Very rewarding for individual executive</li> <li>▪ Exposure to large number of banks</li> </ul>	<ul style="list-style-type: none"> <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

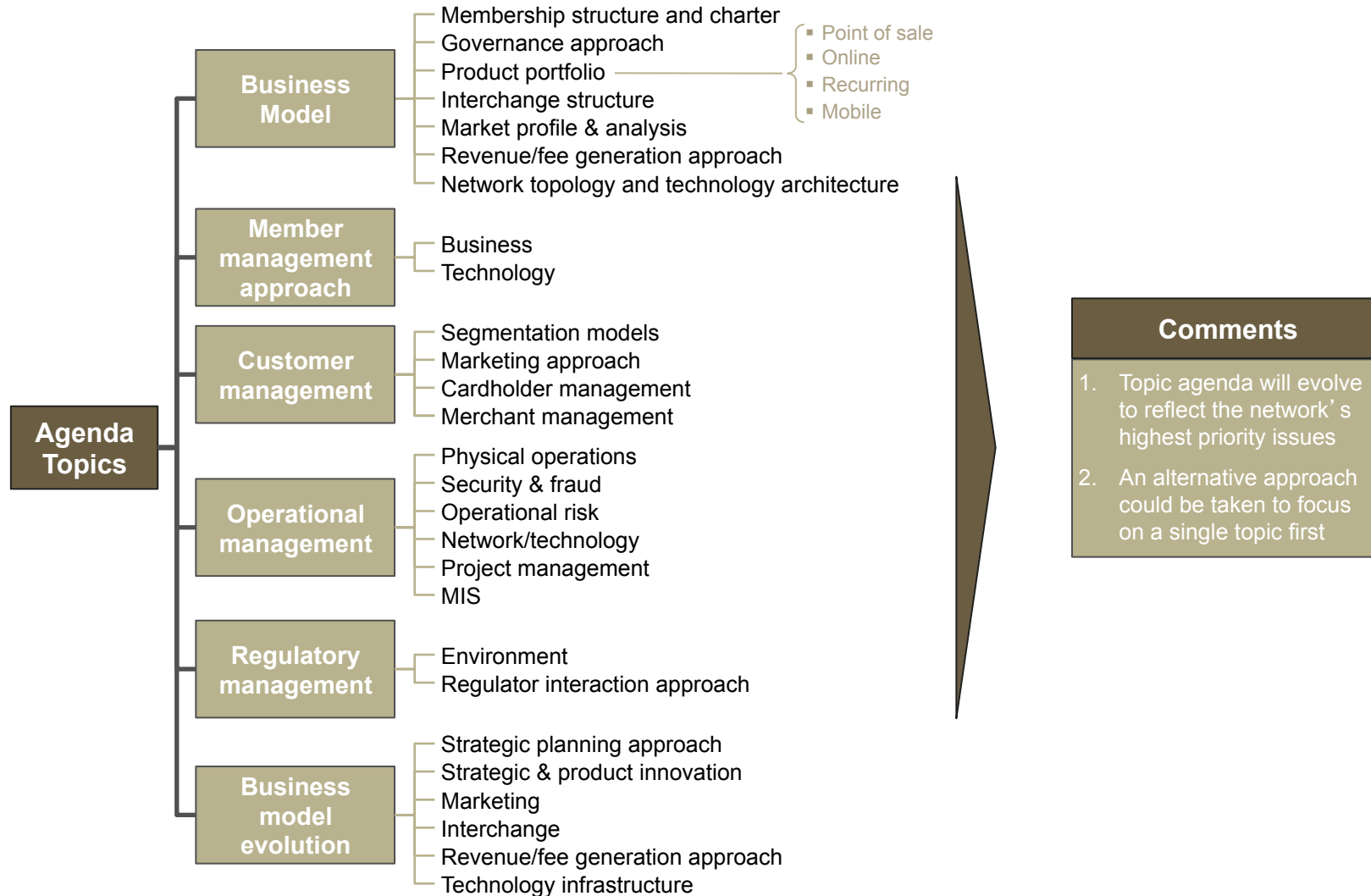
Delivery category	Details
<b>Networking</b>	<ul style="list-style-type: none"><li>■ Deep professional relationships with five to seven global peers</li><li>■ Cascading of these relationships through to relevant line management and functional managers</li><li>■ Relationships will be developed through a combination of:<ul style="list-style-type: none"><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>
<b>Benchmarking</b>	<ul style="list-style-type: none"><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>
<b>Global analysis</b>	<ul style="list-style-type: none"><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



“Strawman’ knowledge capture agenda are shaped in conjunction with GRT executives

### Example - Debit Card Payments Knowledge Capture Agenda





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