

A photograph of three business professionals in a meeting. A man in a white shirt and tie stands in the background, pointing at a tablet held by a woman in a dark blazer. An older man in a suit sits at the table, looking at the tablet. The scene is set in a bright office with large windows in the background.

# QUALIFICATION : PROJECT 1005

**All industries | Strategy & Skew to Value**

September 2022 –December 2022

# QUALIFICATION : PROJECT 1005 KEY WORD SEARCH: Consulting Project, Strategy, Skew to Value, Margin Increase

## Summary: ICG to formulate a strategy for a leading business bank

<b>Project description/approach</b>	<ul style="list-style-type: none"> <li>Interviews with CEO and key team members</li> <li>Review and baseline existing business</li> <li>Conduct research into key local and global trends (SWOT/PEST/9-Forces, etc)</li> <li>Build momentum model, establish aspiration, constraints and explore options</li> <li>Recommend strategy and build business case</li> <li>Prepare compelling board presentation and support CEO</li> </ul>
<b>Why ICG was needed</b>	<ul style="list-style-type: none"> <li>Client had build a solid business but growth had slowed due to intensifying competition from the majors</li> <li>The new CEO wished to turn that around, so commissioned ICG to apply a strategy formulation process to jointly develop the new strategy</li> </ul>
<b>Impact delivered by ICG</b>	<ul style="list-style-type: none"> <li>Shared a proven, best practice strategy formulation process with the combined client team.</li> <li>Ability to quickly understand the current business, its performance, strengths and weaknesses and opportunities</li> <li>Inject knowledge and insight from the local market and global trends</li> </ul>
<b>Critical insights/new ICG IP available to new clients</b>	<ul style="list-style-type: none"> <li>Developed a skew to value framework that applies at three distinct levels: Portfolio, Segment, and Customer.</li> </ul>
<b>Client feedback “Would you use ICG again, and if differently, how?”</b>	<ul style="list-style-type: none"> <li>Yes, the client CEO won a rare “ovation” from the board for the strategy and continues to engage with the ICG team on various projects</li> </ul>

## Client

<b>Industry</b>	<ul style="list-style-type: none"> <li>All</li> </ul>
<b>Sector/Function</b>	<ul style="list-style-type: none"> <li>Strategy</li> </ul>
<b>Geography</b>	<ul style="list-style-type: none"> <li>Australian based and head-quartered Bank</li> </ul>

## Project period/duration

September 2022 –December 2022
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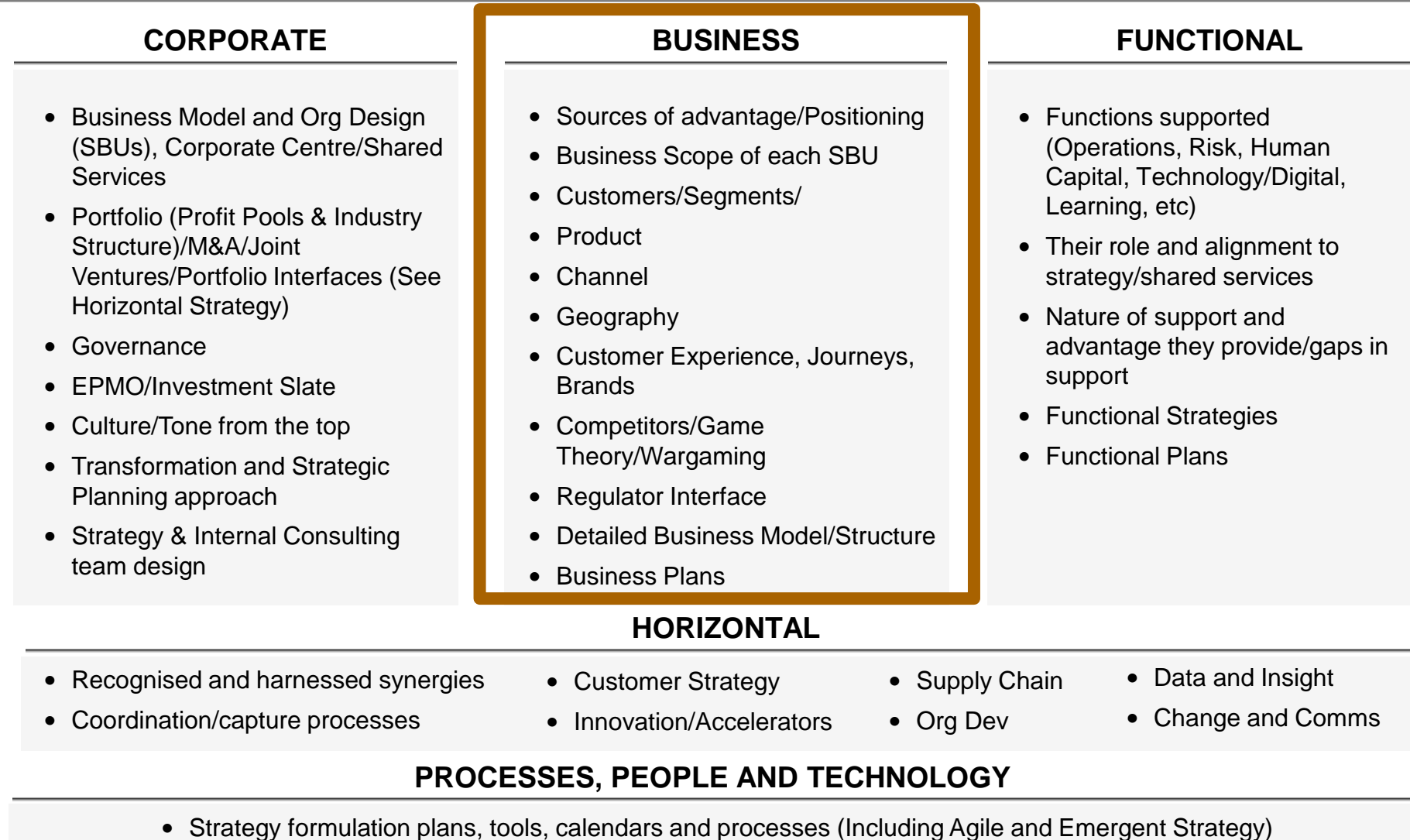
## ICG Contact Partner for more information

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Project Scale	USD \$0-\$50K	USD \$50K-\$100K	USD \$100K-\$250K	USD \$250K-\$1M	USD \$1M Plus
ICG contribution			X		
Total scale					X

# This project was focused on business strategy

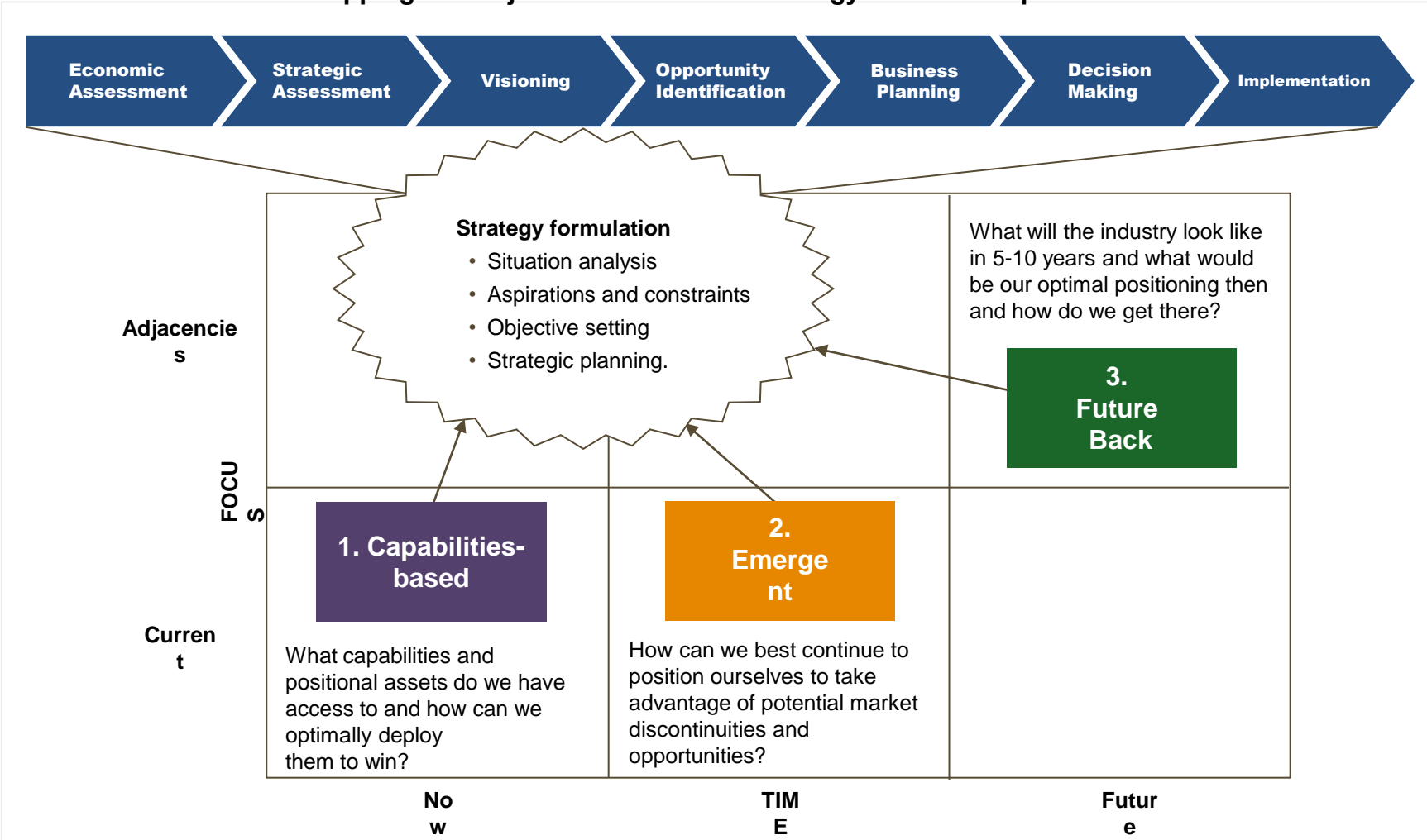
## ICG's Strategy Taxonomy



Source: ICG

# Business strategy approaches can be categorised in many ways, the approach used by ICG uses a simple 3 segment time model

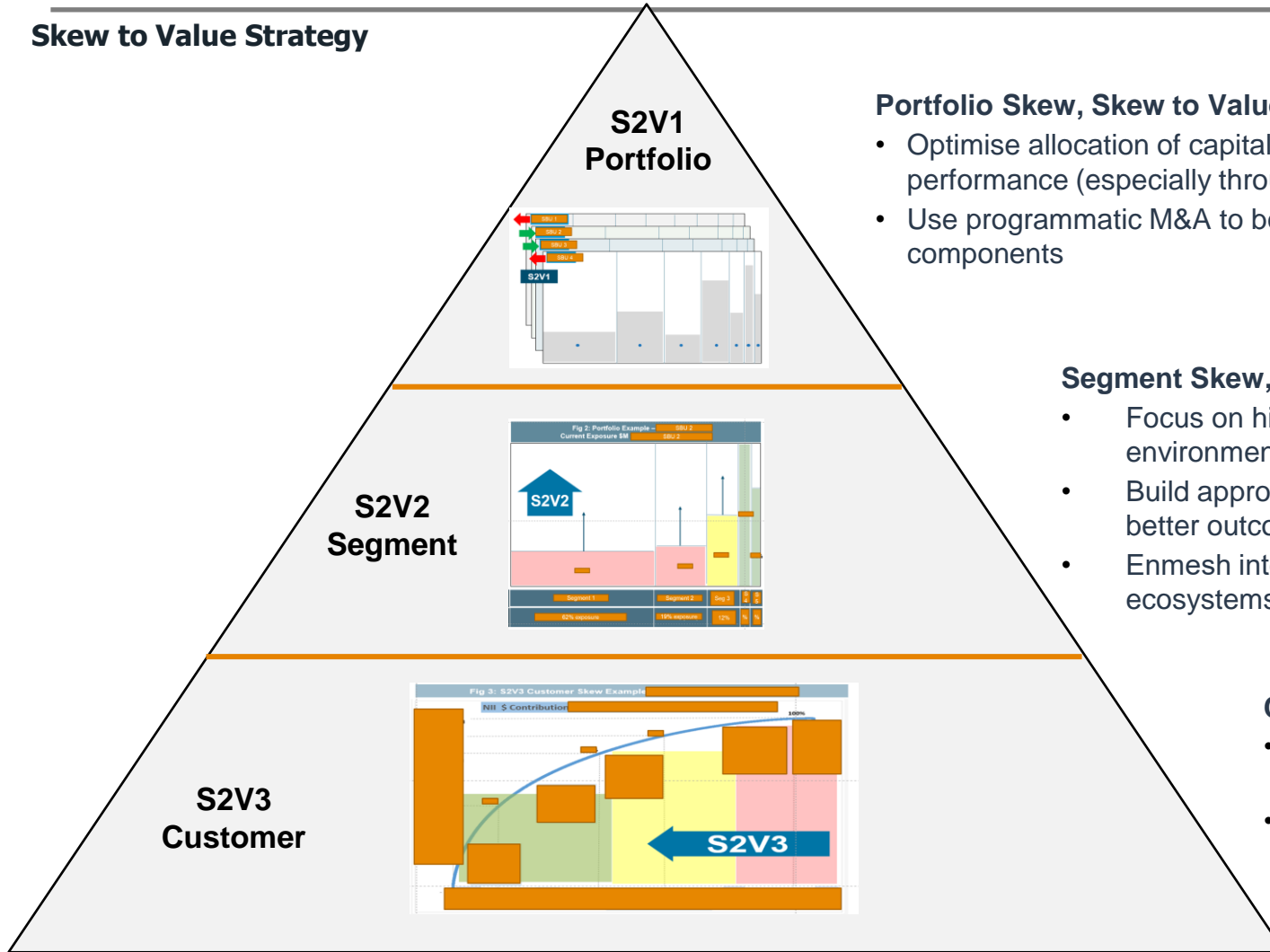
Mapping the major 'schools' to the strategy formulation process



Source: ICG

# The resulting strategy assertively skewed the business to value at three levels

## Skew to Value Strategy



### Portfolio Skew, Skew to Value 1: S2V1

- Optimise allocation of capital and resources across our four businesses to maximise performance (especially through accelerated digitisation )
- Use programmatic M&A to both build the portfolio and enhance cohesiveness across its components

### Segment Skew, Skew to Value 2 S2V2

- Focus on high value, faster growing niches that are more resilient to disruption, environmental and regulatory threats
- Build appropriate talent and intellectual property to help our customers create better outcomes for their business
- Enmesh into our customer's business through complementary segment focused ecosystems

### Customer Skew, Skew to Value 3 S2V3

- Target bankers and other resources to acquire and retain customers that we can most help to prosper
- Create opportunities to build a stronger bridge with the retail Bank

Source: ICG

The ICG logo consists of the letters 'ICG' in a bold, white, sans-serif font, centered within a dark blue rectangular background.

ICG

Contact your Partner for more information

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# David Moloney: Senior Partner Strategy & Transformation



## Current Work

### 20+ years global consultant

- Strategy formulation, blueprinting and implementation (Board level facilitation, or integrated as part of c-suite, or leading internal and external consulting teams on small and large refreshes)
- Key topics: winning strategy, strategic execution, organisational transformation, regulatory response, platform based ecosystems, jvs, big data/analytics, customer centricity, loyalty & recognition, profit pools, open data, distribution management, product and service innovation
- Augmentation and optimisation of internal consulting and strategy teams through training, capability benchmarking, targeted skill building and training, and team member coaching and supplementation.

### Geographies:

- 100's of projects for over 80 entities around the globe
- UK, Canada, South Africa, Scandinavia, Australia, New Zealand, Singapore, Korea, Japan

### Client sectors:

- Banks (Retail, Business, Corporate), Wealth Distribution,, Insurers (P&C, Wealth, Life), Regulators, Industry Associations, Asset Managers, Sovereign Funds, Payment companies, Retailers, Downstream Oil

## Before and Outside ICG

**Banker:** From branch savings examiner to working directly for the CEO of Westpac as part of it's transformation program

### Consultant:

- Joined Booz Allan as a summer intern in their New York office. Worked in London, Singapore and Sydney and rose to global equity partner leading several global practices (Mortgages and JV's)
- Led Oliver Wyman in Australia from inception to become a major force in the market. Promoted to lead Oliver Wyman's major report to the World Economic Forum and present annually at Davos
- Founded and led the development of Internal Consulting Group (ICG), a leading global platform, now leads the FS Practice globally

### Credentials:

- Comp Sci First Class Honours and University Medal Sydney
- MBA MIT Sloan School (Awarded 2 full annual scholarships for academic merit)
- Founding editor and contributor to ICG's Insight Review - (100K+ subscribers)

**Community:** Chaired a major national financial literacy initiative (Money Smart Advisory Board)