

Web 2.0 Introduces New Competitive Vision to Bulge Bracket Bank

Business Challenge

Leading investment bank is a market leader in the pre-Web 2.0 world. Visionary group within bank needed to discover how Web 2.0 and social networks would affect competitive positioning by changing client expectations. Secondly, group needed to motivate business unit executives to respond to enhance market position.

Role

As engagement partner, assisted sponsors to structure engagement and align with short- and long-term goals. Advised engagement sponsors on market dynamics, and partnered with internal consulting team to create vision and strategy. Produced "proof point" case studies to validate researched hypotheses, and made case for action. Advised consulting team on creating marketing approach, focusing on business unit executives.

Rollout

Leveraged significant global network of high-tech entrepreneurs, enterprise executives and professional services leaders to discover emerging phenomena relevant to investment banking, wealth management and corporate financial services. Used appropriate social networks and Web 2.0 resources to reduce transaction costs of discovering and collaborating with people worldwide. Built and launched wiki to provide real-time access to breaking information and increase team collaboration.

Advised consulting team principals on increasing the group's growth within the bank. Counseled on positioning, unique selling proposition, messaging and marketing vehicle design and delivery.

Results

- Discovered several below the radar disruptive businesses that supported hypotheses and case for action. Potentially breakthrough offerings that illustrated threats and opportunities for the bank.
- Created collaborative relationships with entrepreneurs and introduced them to the client consulting team.
- Case studies increased impact of several internal and external presentations to CxO audiences.

Service Line Launch for Alliance of Big Five and Global Internet Consultancy

Business Challenge

Global alliance between Big Five and Internet consultancy required flashpoint service offering aligned with volatile and changing demand for e-business consulting services. To optimize alliance synergies, service offerings needed to transcend existing services of each alliance partner yet be immediately recognizable and deliverable by each party.

Role

Engagement Manager. Led vision and development of new service offering, which offered two-pronged approach increasing profitability of websites: increased revenue-generation by design focused on leading user experience principles while decreasing operational costs. Created, trained and managed 30-person national launch team. Led marketing of new service offering to stakeholders and clients in each alliance partner.

Rollout

Set up and managed skunk works to develop service offering and team to deliver integrated services to clients while minimizing upfront investment. Envisioned complete groundbreaking service offering aligned with strengths of each alliance member but not existing with either partner. Rapidly developed multi-stage analytical and delivery framework to marry design and marketing strengths of Internet partner with Big Five process, strategy and in-depth technology expertise. Recruited, developed and managed national virtual development and delivery team. Developed engagement plan framework, several websites, on-line training program, communications plan.

Led promotion of new offering to clients and executives in each alliance member. Created client presentations and analytical deliverables. Integrated strategy and design aspects of emerging business problem, that websites were producing little quantifiable business value. Brought design/user experience issues to CxO level due to strategic approach and vision of the problem.

Results

- Timed new service offering to coincide with unforeseen uncertainty in e-business consulting market, focusing on fundamental shortcomings of e-business solutions.
- Developed unique analytical framework that quantified user experience analysis criteria and enabled more effective benchmarking and comparison than previous qualitative efforts.
- Identified and capitalized on multimillion dollar opportunity by synthesizing strategy, design and technology strengths of each alliance member. Incurred low opportunity cost by selecting and training unengaged consultants.

U.S. Launch of B2B Accelerator

Business Challenge

Position late entrant consultancy's accelerator in crowded market. Develop and leverage competitive advantages to overcome competitors' lead in time to market.

Role

Director of Strategic Alliances with venture capitalists, law firms, Internet consultancies, marketing firms, executive recruiters, investment bankers, technology firms. Lead role in developing Accelerator's engagement and delivery model.

Rollout

Rapidly galvanized multidisciplinary support around late entering Big Five accelerator launch. Conducted roadshow in which interviewed VCs, attorneys, incubators, marketers and recruiters known for successful portfolios of start-ups. Leveraged pre-existing network to invite select alliance prospects into beta alliance while soliciting their viewpoints on the accelerator/incubator market and advice on positioning the new accelerator. Developed on-point knowledge regarding competitive advantage vis à vis accelerators, incubators and Internet holding companies.

By rapidly mobilizing alliances, quickly brought outside expertise into the accelerator, which enabled ramp-up of dealflow. Worked with launch team to pioneer accelerator model for several other locations worldwide.

Devised new accelerator engagement model that focused on managing start-ups' and (corporate) spin-offs' life cycles by coordinating all resources to minimize transaction costs among alliance partners. Leveraged engagement model as unifying principal for alliances and clients, for all parties would win, the more rapidly the start-up/spin-off client got to market dominance. Organized technology partnerships to build pilot extranet to deliver the model.

Results

- Successfully developed value proposition that quickly brought world-class executive recruiters, law firms, VCs and marketing firms into the accelerator within weeks of launch.
- Developed competitive vision based on previously undiscovered competitive advantages posed by business structure.
- Created community based approach to attracting alliances by focusing on unifying value proposition: all players with start-up clients would win when their clients got to market more quickly and none of them addressed the client life cycle in its entirety.
- Attracted several world-class start-ups to the program.

Global Knowledge Strategy for Big Five IT Strategy Practice

Business Challenge

Determine global knowledge strategy for IT strategy practices in three theaters worldwide. Engagement began with U.S. national scope and was expanded while in progress, which required a “two-track” approach. Other challenges were developing a unifying strategy that could serve diverse practices globally and working with an all-volunteer implementation team.

Role

Engagement Manager with ownership of the engagement approach, team organization and budget.

Rollout

The goal of the engagement was to change the habits of consultants worldwide rather than hiring a team of knowledge managers to perform KM; therefore pursued a highly participatory approach from the outset, thereby giving consulting community ownership of the solution. Kicked off engagement in the U.S., while bringing Europe Middle East Africa and Asia Pacific on-line. Convinced EMEA and AP partners on the validity of a global KM program. The team conducted interviews globally regarding KM practices and needs.

Developed KM participation roles for various consultant profiles in order to maximize participation. Led teams through development of models for communities of interest, and managed cross-cultural aspects of forming communities. Utilized iterative approach to KM that focused on sharpest points of pain to create value and demonstrate program value to skeptical community. Managed multiple tracks with people flowing through the team.

The engagement was begun as an “administrative” effort; however, its value proposition then assumed an exciting turn: we discovered (no surprise in retrospect) that ITS practices were in all stages of maturity across the globe, as they found themselves in diverse economies. We learned that targeted global knowledge sharing would make a strong financial impact on ITS: products, services, methodologies and approaches could be managed across a life cycle model globally. An approach that might be perceived as somewhat stale in one market would be cutting edge in another. Targeted sharing could drive much faster growth in newer practices.

Results

- The project, begun as a “nice to have” KM project to make important but incremental enhancements, realized a far greater strategic vision and benefit.
- Succeeded in engaging practitioners at all levels to make fantastic contributions.
- Recognized by Americas KM leadership for our approach, and pioneered KM methods for organizing KM within consulting groups.

E-Commerce Vision for Big Three Automaker

Business Challenge

Big Three client was uncertain about urgency posed by e-commerce, which delayed e-business initiatives and enabled pure-play competitors to extend their lead on owning the on-line customer.

Role

Subject Matter Expert to automotive practice for marketing, Internet and e-business strategy. Played key role in leading Big Three client through vision and discovery process that enabled executives to understand sense of urgency of e-commerce imperative.

Rollout

In SME role, educated engagement team, which was largely created from Automotive Center of Excellence, on Internet-driven market development and its impact on the offline world. Explained and illustrated examples of the relevant “new rules,” drew out and culled key assumptions from the traditional automotive business, and collaboratively synthesized a vision. Aggressively extended the team’s “imagination horizon” to produce breakaway vision that would engage the client and properly position executives’ scope of thinking, playing key role in creating vision for automotive e-commerce.

Developed and designed visionary presentations to illustrate Internet’s impact on how to use e-commerce to produce value in new ways; for example, focused on the value platform of car owners’ ownership experiences. Contributed Internet market strategy knowledge to numerous engagement team brainstorming sessions. Authored key deliverables for major client presentations.

Results

- Visionary presentation repositioned the Firm as strategy player within Big Three client that had traditionally perceived Firm as technology and process consultant.
- Contributed to client development efforts for succeeding engagements that brought hundreds of millions to the Firm.
- Repurposed key content from vision deliverables to educate hundreds of Firm consultants globally, leading to e-business strategy adoption in the Firm.

Business Strategy for Supply Chain Software Start-up

Business Challenge

Provide strategic advice to visionary CEO of start-up aiming to revolutionize supply chain through a knowledge-based approach to collaboration.

Role

Lead strategy consultant and relationship manager. Extensive input on strategic alliances and forming working relationships with professional services firms.

Rollout

Advised CEO on broad array of strategic issues for Valley-based start-up operating in stealth mode. Scope encompassed value proposition, competitive position, build v. buy for the web-based software solution, go-to-market strategy. Introduced the company to several VCs, and provided professional opinions to VCs in their evaluations of the company.

For the go-to-market strategy, advised on bowling pin client targets and timing of offerings in staged approach to drive adoption strategy. Helped to recommend strategic alliance partners, and suggested points of engagement.

Held numerous brainstorming sessions in which discussed vision, value proposition for client segments at various stages of adoption and launch plan. Co-developed marketing and engagement plans for professional service firm alliance partners.

Results

- Pilot implementations underway in several bowling pin clients.
- Management team consistently attaining milestones.
- On track for Series A funding.

Knowledge Strategy for Global Electronics Company

Business Challenge

Global leader for communications and electronics was losing its leadership position due to an engineering-dominated culture and the inability to understand consumer markets. The Internet and rapid consumer adoption of wireless electronics had blindsided the company, which found itself unable to bring to market products that excited the consumer market.

Roles

Dual role as strategy Subject Matter Expert for global knowledge vision and knowledge solution designer. Member of national engagement team comprised primarily of knowledge management (KM) consultants. Core team member, having helped to win the engagement.

Rollout

Played key role in adding market-oriented e-business thread to KM engagement with internal focus: introduced to the team the link between e-business and knowledge, adding dynamism to the engagement. Identified engineering culture disconnect with company's sudden position in consumer limelight, and illustrated the necessity to adopt a consumer-focused initiative around knowledge. Advanced the idea that the company had to develop a new kind of knowledge to enable it to rapidly develop consumer knowledge with which to infuse engineering and marketing teams.

Designed rapidly deployable KM dashboard prototype to deliver knowledge to client management via user-configurable interface. Created iterative, three-stage life cycle plan: 1) pilot launch with small highly motivated user community to provide real-time user research and to develop client champions; 2) a rapid scale-up and promotion, largely driven by client champions, that featured pre-configured "knowledge templates" designed for targeted "bowling pin" user groups; 3) launch spin-off communities in which client could create original content.

Results

- Successfully repositioned knowledge initiative away from client's existing viewpoint that it was "important to capture"; advanced idea that client could respond to the consumer knowledge gap by developing a new kind of knowledge to redefine itself with respect to its market position and product development mechanisms.
- Lead role in selling \$1.7 million phase one engagement.
- Researched and authored client's global knowledge vision on behalf of client executive. Published in book of knowledge case studies of Fortune 50 corporations.

Global Marketing Alliance for U.S. Launch of Paradigm-shifting Technology

Business Challenge

Position consulting firm for rapid expansion by attaining highest profile alliance level with Internet-focused global technology company. Develop high performance working relationship to capitalize on unique opportunity to leverage consulting firm's pioneering software development effort.

Role

Chief marketing executive for consulting firm and marketing lead for alliance with global technology company; chief interface with executives within two of global company's marketing organizations and several of its PR and marketing agencies.

Rollout

Created and managed strategic marketing alliance between leading edge consultancy and global hardware/software/services company. Utilized consulting firm's pioneering implementation of new technology with Fortune 500 client as success story to validate new technology, to "cross the chasm." Executed aggressive campaign to promote success of new technology as well as consulting firm's prowess.

Played key role in visioning and realizing the execution of marketing alliance: conducted needs analysis, and created processes to optimize contributions of the consulting firm and the global company and drive promotion of new technology's robustness and suitability for enterprise applications. Co-managed joint media activity and national barnstorming tours: directed consultancy's participation in highly visible conferences, seminars and roadshow appearances as well as interviews with national press. Created partner relationships with global company's marketing groups and several vendors that enabled joint execution of program with tight deadlines. Educated consulting firm's technologists regarding necessary responsiveness to requests for interviews, cut sheets and conference appearances.

Results

- Successfully promoted new Internet technology that has since changed the way in which information is organized, managed and delivered on a global scale.
- Positioned consulting firm as the leading development partner for global company's most advanced technologies and applications by combining consulting firm's leading development expertise with impactful marketing execution.
- Achieved overnight transformation of consulting firm's media profile: scored dozens of hits in national technology, business and verticalized publications.
- Authored white paper, "Adding Marketing Value as a 'Global Company' Partner: the 'Consulting Firm Case Study,'" which defined best practices for strategic partners and contributed to Global Company's ability to scale new marketing alliance program to Europe/Pacific Rim.

Knowledge Management Infrastructure for Big Five Consultancy

Business Challenge

Transform marketing and business development processes of Big Five practice that was losing significant marketing power through duplication of effort and lack of coordination.

Role

Engagement Manager, working for board of director body and marketing team. Director of marketing and knowledge development. Oversaw design and implementation of intranet to serve twelve states.

Rollout

Conducted knowledge needs assessment in light of marketing and business development goals. Reengineered marketing and communications processes to drive cross-selling among service and product groups, to allow broader scope of employees to leverage marketing activities and to streamline business development activity. Built intranet to serve as knowledge repository and distribution network. Trained and mentored project staff in intranet development and workflow analysis.

Developed real-time information sharing model by deploying project management tools on intranet for all marketing activities across the region. Trained regional marketing team to develop distributed, real-time Internet work habits.

Results

- Lower marketing and practice management costs driven by centralized information storage/sharing as well as reduction in communications cycle time.
- Lower administrative costs due to direct authoring by knowledge experts.
- Lower infrastructure costs due to pull communications' lower demand for disk space.
- Enhanced responsiveness to business development and client service opportunities since marketing and information tools will be available on demand from the field.
- Reduction in marketing collateral production and distribution costs by delivering digitized proposals, marketing documents and brochures.

Business Strategy for Corporate Spin-off Launching B2B Marketing Services Website

Business Challenge

Rapidly develop robust business strategy for software company spinning off marketing services business. Guide executives in distinguishing between two scenarios that appeared similar but were actually quite different:

- 1) Servicing corporate clients of marketing software with a website
- 2) Building a community-driven marketing services website to target corporate clients

Role

Subject Matter Expert-Internet strategy, working closely with CeO and VP Marketing. Assisted executives in preparing business plan necessary to win funding from software company's board of directors, working with project team and client executives.

Rollout

In accelerated, intensive process, held brainstorming sessions on vision and strategy for the business. Partnered with client executives to create competitive position, customer segmentation, value propositions, proposed services and the logic by which services would be offered on the website. Conducted analysis showing numerous differences between a corporate software business and a website services business, as the client had extensive knowledge of the former and little knowledge of the latter.

Contributed knowledge of the Internet and electronic communities to the discussion and strategy as well as key ideas into how to drive adoption. Created rapid development implementation plan for e-business and IT strategy: prepared business launch plan that encompassed: concept refinement, strategy development, IT strategy, PR/advertising/sales plans and staffing plan.

Organized competitive intelligence, and helped to manage rapid dynamic teaming process that focused start-up's unique resources to create high growth potential unique selling propositions. Advised CeO on presenting business proposition.

Results

- The team made the deadline and presented the business plan at the quarterly board of directors meeting.
- Executives succeeded in gaining funding and in launching the business.

E-Business Strategy/Transformation for Market Leading Software Company

Business Challenge

Executives of market leading software company knew that they wanted to upgrade their technology architecture, but they did not realize that the new architecture would transform the company in surprising ways.

Role

Engagement Manager, working for Chief Technology Officer. Advised executive team on transitioning software product line from proprietary, mainframe-based architecture to open, web-ready, Object Oriented Technology architecture.

Rollout

The company had had a COBOL-based, feature rich product with an 18 month life cycle for the past ten years. The CTO's team was implementing a Java architecture in a UNIX/Linux environment, which was to lead to a continuous, innovation development environment that would enable the company to transform how it created value for clients. In addition, they built a data center to deliver an ASP version of the product. To capitalize on the technology financially, the company had to transform its core processes, including corporate strategy, customer service, marketing and professional services.

Built strategy platform for transformation by researching industry trends and showing the market demand for the capabilities that the new architecture would deliver. Researched insurance trends for Internet-based transactions as well as customer reactions to major technology initiatives. Delivered results in very compressed time frame. Consulted to executive team on using findings to generate enthusiasm within organization to mobilize for major change.

Created strategic framework for transforming client relationships, impacting marketing, development, customer service and professional services functions. Introduced several new profit opportunities. Tactically, designed engagement to leverage highest-quality available research on client's segment of banking software, procured research and used for industry background, minimizing duplication of original research and reducing time to delivery. Conducted literature survey, produced analytical presentation, and created various knowledge products to communicate findings through client organization.

Results

- Attained broad support for paradigm shift by involving majority of functions and departments in information gathering and interpretation.
- Moved the executive team “a year ahead in its thinking,” enabling the company to significantly enhance its market leadership.
- Created knowledge opportunity through which the company could leverage its learning process by offering “transformation knowledge” to clients.
- Enabled management to be proactive in educating strategic partners and customer base on opportunities gained by change in technology profile.
- Executives’ understanding of the new value proposition contributed to a tripling of the stock price during the period.

Knowledge-driven Customer Care Solution for Big Five Consultancy

Business Challenge

Drive conversion, penetration and retention goals of major services organization through implementing knowledge management-oriented customer intimacy solution delivered through customer extranets.

Role

Engagement manager, taking the lead in designing engagement and pitching to existing client. Devised innovative R&D engagement to be a hybrid between customer care and business development.

Rollout

Designed engagement with two strategic goals: 1) to reduce cost of service by enabling clients to access work as it was being performed and 2) to drive additional revenue through high-value clients and to convert prospects away from competitors. Projected involvement of Firm project professionals as well as 16 high-value clients and prospects in the engagement, inviting them to participate in R&D beta extranet program.

Targeted complex service/product delivery processes that were very interactive between Firm project teams and their counterparts within client organizations. Designed extranet prototypes to serve as repositories for all project documents, minimizing version control problems and tightening cycle times by providing real-time access to project information as it flowed between the Firm and its clients.

Responded to Firm clients' and prospects' needs for high-quality knowledge to support strategic decision-making processes. Within extranets, designed centralized knowledge repository for relevant white papers, market information and newsletters to which targeted clients and prospects could be given access. Real-time, exclusive access to high-quality information was very desirable to clients.

Projected Results

- Significant increase in productivity (at least 20%) of Firm project professionals, through reduced time spent in version tracking, emailing documents to clients and waiting for clients to email corrections to documents.
- At least 25% increased engagement profitability due administration efficiency gains.
- Increased satisfaction of Firm professionals and clients due to enhanced responsiveness and less frustration.
- Significant number of new clients among prospect participants, who develop close working relationships with project managers and learn how Firm collects and delivers value-added information to clients.
- Enhanced client relationships among participants and other clients as they are given access to extranets.

E-Business Strategy Services Framework for Management Consultancy

Business Challenge

Rapidly develop e-business strategy consulting services that both maximized traditional Firm competencies and stretched beyond traditional services. Deliver four-month project in one month by leveraging engagement manager's former technology services development experience and the e-business strategy services framework that I had developed several months earlier.

Role

E-Business strategy Subject Matter Expert with lead role for strategy services.

Rollout

Met very aggressive schedule by dividing and conquering the material. Took the lead in creating several deliverables, notably the core offering of the e-business strategy consulting services framework and the special market-driven offerings of the e-business strategy consulting services framework. During research phase, leveraged significant internal network to identify major e-business initiatives and resources relevant to the project, contributing to reaching project goals in far less time than originally projected.

Results

- Completed the engagement on time, with a far lower budget and fewer resources than were originally planned for it by leveraging team members' complementary experiences.
- Worked double time on the project: by day participated in team discussions to work through concepts of the service offerings; did extensive work at night on the deliverables.
- Team's work was of high strategic value to the Firm in that it provided guidance as to what kinds of e-business strategy services practitioners could offer and deliver in the field.