

Independent Management Consultancies Network IMCN

European

Professional

Personal



Name of the firm

ValueQuest

*Full address
(incl. Phone, Fax etc.)*

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Established

2015

*Responsible person for the
network*



Stéphane Blard

*Name of managing partner(s),
executive director(s)*

**Stéphane Blard
Stéphane Leroy
Jérôme Delebecque**

Total number of consultants

9

*Number of associate
management consultants
(at least one entire assignment
together)*

2

May 2018

(The profiles of the members are permanently up-dated. Please ask for the latest version.)

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ValueQuest

*Specialisations
(FEACO classification/
main fields of activity)*

Digital & multichannel

Digital strategy; Distribution models; Customer journey; Mobile banking; Big data

Growth

Business strategy; New products / markets; Innovation steering; Customer segmentation; Sales efficiency; Research and implementation of partnerships; External growth (due diligence, assessment of synergies etc.)

Risk & regulatory framework

Risk management; New regulations impact analysis; Compliance audits and remediation plans; Organisation of control functions

Programme management

Master plans; IT implementation; Operational transformation; Managerial transformation; Post-merger integration

Operational efficiency

Cost reduction; Organisation & Process; Shared service centres, outsourcing, offshoring; Straight Through Processing; Purchasing optimisation; Lean management; Balanced scorecards, management dashboard

*Type of clients/branches
(industry areas)*

Retail banking

Investment banking

Asset management

Wealth management

Specialised financial services

Property & liability insurance

Personal insurance

*Consulting products or service
packages (self-developed)*

Accelerated Strategic Design (ASD): methodology designed to conduct a strategic thinking process under time constraint, and assist the top management in their decision-making process

Innovation Maturity Assessment (IMA): framework to assess the maturity of a company and their ability to be efficient in the field of innovation (culture, process, governance, talent management, open-innovation etc.) and to design a path for improvement.

Language ability in the firm

French

English

Spanish

Portuguese

German

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ValueQuest

Mission statement / consulting philosophy

ValueQuest is a boutique consultancy fully dedicated to financial institutions.

Our "quest for value" is expressed in several ways:

- Our project teams consistently combine consulting know-how and industry knowledge.
- We strongly believe in the importance of human relationships and trust, so that our professional practices reflect integrity, intellectual honesty, humility, mutual respect with the client as well as commitment.
- Our added value is based as much on the relevance of our recommendations (the "what"), as on our ability to grasp the complexity of each organisation, and to define the most appropriate methodological approach and implementation path (the "how").
- Beyond concepts and ideas, we strongly focus on the impact of our missions. We measure the success of our projects through our ability to mobilise client teams to foster commitment and to provide an impulse to create a transformation dynamic within the organisation.

All of our consultants are able and used to working in an international environment.

Credentials (short description of some typical assignments)

- Type of client / branch (industry area)
- Field of activity
- Assignment summary and results

ACCELERATE DIGITAL INITIATIVES AND DEVELOP THE CULTURE OF INNOVATION WITHIN A LARGE WHOLESALE BANK BY LINKING TO STARTUPS

Our client was the Strategy Department of a major bank, wishing to create an incubator aiming at strengthening the links with the Fintech community. We have clarified the goals and stakes of the different business lines (Corporate and Investment Banking, Specialized Financial Services, Insurance...) in order to enable informed decision making by the Execom, through the analysis of various scenarios in terms of operational and financial model, and the establishment of partnerships.

REVOLUTIONISING CLAIMS MANAGEMENT TO IMPROVE CUSTOMER SERVICE AND GENERATE TECHNICAL GAINS

The project aimed at redesigning the way an insurance company would handle claims in the future, taking advantage of digital opportunities such as IoT, big data and mobile apps development. This implied identifying the most structuring trends in the insurance industry, revisiting customer journeys, defining high level functional requirements and designing a roadmap to replace the legacy (in-house) by a package software. We set up a detailed business case, including the potential productivity gains and technical costs in order to submit the investment decision to the Board of Directors.

OPTIMISING TERRITORIAL COVERAGE OF A NETWORK OF NEARLY 500 POINTS OF SALE

Our client owned a network of almost 500 branches of various characteristics. We were requested to work out a segmentation of these branches in order to identify those that had to be upgraded (or downsized), relocated or closed. Our recommendations were based on criteria such as business potential of each catchment area, distance to other points of sales, competitive pressure, local market share etc.

SECURING THE TRANSFER OF LIFE INSURANCE SALES SUPPORT AND BACK-OFFICE ACTIVITIES FOR A LEADING FRENCH RETAIL BANK

Our client wished to outsource their life insurance back-office activities to a different group subsidiary. The challenge was to create a platform on a greenfield site in less than eight months, while securing the continuity of operations. This required bringing together all the stakeholders of the project, such as HR in order to hire a team, logistics to design and fit-out the premises, IT to deploy infrastructure and tools, etc. The project was delivered on time and on budget, without any disturbance for the banking network.

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Selection of important and well known clients (location)

BNP Paris
Crédit Agricole
Credit Agricole Assurances
La Médicale
LCL
Natixis
Predica
Société Générale

Partners / senior consultants short profile

STÉPHANE BLARD – Founding Partner

Graduate of the Ecole Polytechnique, Stéphane B. has been working as a consultant in the financial services industry for almost 30 years. He has spent most of his career at leading consulting firms (Bossard, BCG, Roland Berger, Kea) before founding ValueQuest at the end of 2015. Endowed with a strong IT background, he has been primarily involved in retail banking, specialised financial services and insurance on a broad variety of topics: multi-channel distribution, customer relationship management, post-merger integration, transformation programs, operational efficiency, innovation management, package software selection and implementation.

STÉPHANE LEROY – Founding Partner

Graduate of the Ecole Polytechnique and ENPC, Stéphane L. has more than 15 years' experience in financial services as a consultant and as a banker, after having spent 5 years at the French Ministry of Equipment and 6 years at McKinsey. Prior to founding ValueQuest, he held several senior positions (notably Head of Strategy, Head of Emerging Countries EMEA) at Natixis in France and in the USA. His fields of expertise include: Corporate and Investment Banking, Finance and Risks, International Development and Private Banking.

JÉRÔME DELEBECQUE – Founding Partner

As a consultant, after graduating from HEC in 2000, Jérôme worked primarily for Gemini Consulting and Kea for more than 15 years, before joining ValueQuest in 2016. Specialised in the Financial Services sector since 2004, Jérôme has worked for large international banking groups as well as for mid-size financial institutions, on topics ranging from general organisation to governance, operational efficiency, innovation, design and implementation of strategic and restructuring plans. More specifically, he has developed a strong expertise in bancassurance issues.