The difference between

Executive Summary & Introduction

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Introduction

v

executive summary

Contents

customer and staff expectations, and the adoption of new technology make it increasingly challenging for banks to navigate technology strategy alternatives and prioritize technology investments.

To help companies become high-performance businesses in this ever-changing climate, each year Accenture Technology Labs creates a Technology Vision: a comprehensive analysis of how technology trends will impact businesses in the next three to five years. The vision helps businesses discern, anticipate and adapt strategically to the shifting risks and opportunities that lie ahead.

This year's research and analysis helped Accenture envision a time, not long from now, when business capabilities may be essentially "elastic," capable of flexing to adjust to any level of economic volatility and able to catapult an organization to unprecedented levels of performance. Behind such elasticity are four major technology trends: data and decisions; mobility; convergence of collaboration, communication, community and content; and Internet computing. In addition, Accenture sees three factors that could significantly accelerate or decelerate the adoption of these trends in the banking industry: the millennial generation, cyber-security and sustainability.

This paper presents a review of the Technology Vision for Banking by exploring how each of these technology trends and influencing factors will impact banks in the coming years. In particular, we discuss how these trends will affect the four main areas of a bank's operations: the "corporate core," manufacturing, the "hub" and distribution (Figure 1).

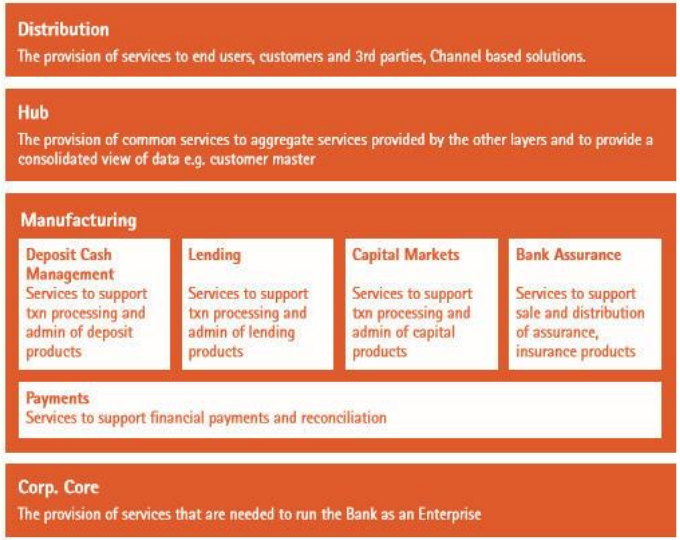


Figure 1. The principal areas of a bank's operations will be affected to varying degrees by the technology trends in the next several years.

The Executive Summary

‘sells’

the main document

3 goals

Be logical
Be interesting
Build trust & credibility

When do I need it?

Academic, studies
Business plan
Grant proposals

FOREWORD

When we declared "every business is a digital business" in the Accenture Technology Vision 2013, we didn't see it as a trend for last year or this year. We saw it as the future. The future of technology. The future of business. The future of our increasingly interconnected and interdependent world.

Last year, we saw the beginnings of business transformation based on a digital model. Organizations looking to reimagine themselves in a technology-driven world set forth on their journey to becoming digital businesses. Many organizations were experimenting, while others were making larger investments. But all were counting on technology to fuel their next waves of growth.

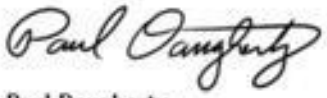
This year, we see a marked uptick in digital. The Accenture Technology Vision 2014 lays out bold trends that are becoming characteristic of larger enterprises, which have been perceived by some as lagging in converting to digital businesses. While social, mobile, analytics, and cloud still drive these trends, the focus now is on new ways that these technologies are being woven into the next generation of business strategies across every industry.

Enterprises are embracing technology in the way they do business and also as a catalyst to create something new—new markets, new products, and new areas of growth and revenues.

The change is revolutionary. Industrial companies are becoming customer service companies. Consumer products companies are becoming Internet companies. Energy companies are becoming information companies. And media and entertainment companies are becoming logistics companies.

For our clients and for any organization, the Accenture Technology Vision 2014 points toward an exciting time of new opportunities driven by the power of technology. We hope that you find the Accenture Technology Vision insightful as you continue on the journey to become a digital business.

Pierre Nanterme
Chairman & CEO



Paul Daugherty
Chief Technology Officer

Write the executive summary AFTER the main document

writing tips

Summarize key points
Don't copy introduction
Make sales pitches
Mirror main document
Generate enthusiasm
Be interesting

Executive Summary

Since 2009, the mobile industry has experienced an unprecedented number of new trends. The current trend sees gadgets providing low-power mobility without compromising performance.

When users realized the advantages of browsing the web, watching HD video, and playing 3D games on a mobile device, they demanded displays with higher resolution and better multimedia performance.

Designed to keep up with these mega trends, Exynos 5 Dual supports a WQXGA solution.

Exynos 5 Dual key features:

- System-on-a-chip (SoC) based on the 32-bit RISC processor for tablet PCs. Designed with the 32nm low-power process, Exynos 5 Dual provides performance features such as dual core CPU, highest memory bandwidth, WQXGA display, 1080p 60fps video hardware, 3D graphics hardware, Image Signal Processor, and high-speed interfaces such as USB 3.0 and SATA3.
- Cortex-A15 dual core (with each core running at 1.7GHz speed), whose DMIPS is 40% higher than Cortex-A9 core.
- 12.8GB/s memory bandwidth with 2-port 800MHz LPDDR3 for heavy traffic operations such as 1080p video en/decoding, 3D graphics display, and high-resolution image signal processing with WQXGA display. Exynos 5 Dual supports dynamic virtual address mapping, which helps software engineers fully utilize memory resources.
- The best 3D graphics performance with a variety of APIs, such as openGL ES 2.0 and Halti, that can be used for
- Image Signal Processor (ISP) of 8M pixel 30fps with add-on post processing units, such as 3-Dimensional Noise Reduction (3DNR), Vdeo Dgital Image Stabilization (VDIS), and Optical Distortion Compensation (ODC) integrated. Its ISP pipeline supports zero-shutter lag.
- BOM savings by integrating USB Host/Dev3.0, HSIC with PHY transceivers, and eight channels of I2C supporting a variety of sensors.

Use the executive summary to establish authority

Faster analytics means you'll be able to detect changes in customer behavior in real time during digital interactions. In turn, you'll be able to improve customer experiences and make relevant, real-time offers with higher acceptance rates. Faster analytics also mean your predictive modeling results won't just get delivered more quickly – because with optimization techniques, you'll be able to identify the best future action to take considering both financial and organizational constraints. The result? The best opportunity to grow revenue at the lowest cost, leading to increased ROI.

Consider the perspective of Howard Rubin, writing in *Wall Street & Technology*: "In 2006, the average financial services company required 1.29 million instructions per second (MIPS) and .53 physical servers to support the processing needed for each $1 million in net revenue. At the close of 2010, the 1.29 MIPS had increased by 38 percent, to 1.79 MIPS, and the .53 physical servers increased by 46 percent, to .77 physical servers. During the same period, net revenue itself grew at a far slower rate (less than 19 percent). In general, the need for computing power is growing two-times to five-times faster than revenue."[5]

The bottom line: Your IT infrastructure should not impose constraints for analytics. If you manage your abundance of data the right way, you will have the opportunity for incredible business advantage.

By using high-performance analytics, banks can:

- Achieve better operational efficiency, which improves IT while reducing spending.
- Acquire and retain profitable customers by delivering higher value.
- Improve risk management – market, credit, liquidity and firmwide.
- Strengthen the integration of social media with business processes and decision making.
- Differentiate and innovate to stand out in the marketplace.

What Are High-Performance Analytical Computing Techniques?

- **In-memory analytics:** Solves complex problems in near-real-time with highly accurate insights by allowing analytical computations and big data to be processed in-memory and distributed across a dedicated set of nodes.
- **In-database analytics:** Speeds time to insights and enables better data governance by performing data integration and analytic functions inside the database so you won't have to move or convert data repeatedly.
- **Grid computing:** Promotes efficiency, lower cost and better performance by processing jobs in a shared, centrally managed pool of IT resources.

bridge the executive summary to the introduction

1 Context of these reforms

1.1 The worst financial crisis in several generations has caused unprecedented disruption in banking systems and markets around the world. It has exposed many problems within the global financial system and in the way it was regulated and governed.

1.2 Risk was distributed across the financial system and held by institutions that did not fully understand the degree to which they were exposed to such risks. Banks, some with operations spread across the globe, had become too large and too complex.

1.3 Authorities did not accurately identify the degree of risk in the system nor did they have the tools to deal with institutions in serious difficulty. European taxpayers contributed €288bn in bank recapitalisations between October 2008 and December 2010,[1] and are still being called upon to provide support, such as recent injections into the Franco-Belgian bank Dexia and Spanish bank Bankia. This degree of taxpayer support has had significant negative impacts on the European single market.

1.4 The UK has shown leadership in European and global fora in addressing the challenges of the financial crisis, from shaping the vital Basel III reforms, to leading development of the Financial Stability Board's (FSB) *Key Attributes of Effective Resolution Regimes*, and working with our European partners to implement the G20 commitments on derivatives trading, credit rating agencies and banks' prudential standards. At home, the Government has brought forward major reforms of the regulatory framework to replace the failed system of the past. The proposals put forward in this white paper are part of a broader programme of reform.

1.5 The IMF has stated that UK financial stability is a global public good.[2] The UK financial sector is a major part of the UK's economy, supporting around 1.4 million jobs nationwide and contributing £63bn in tax in 2010/11.[3] The deep and wide markets and open competition that make the UK the leading European and international centre for financial services[4] must be enhanced through the reforms necessary to secure this country's future stability and competitiveness. These reforms also make a direct contribution to strengthening the European single market by reducing perceived implicit taxpayer guarantees which distort the level playing field in the European Union.

Foreword

The worst crisis in a generation exposed a great many flaws in the financial system. Banks ran risks that they did not understand. Investors did not put sufficient pressure on institutions to manage risk effectively and bought securities that proved to be far from secure. Management oversaw banks that were too complex and intermingled. Non-banks and the shadow banking sector became intertwined in complex ways with the banking system. Regulators, central banks and politicians were not sufficiently robust in supervising firms, nor were they equipped with effective resolution tools to resolve banks without resorting to huge amounts of capital injections. European taxpayers have provided billions in capital to their banks, and trillions in liquidity support. In short, the crisis, as well as causing a global recession, exposed a range of problems which required action, most crucial of which is the perceived implicit guarantee enjoyed by banks and other financial firms.

A wide range of issues means a wide range of solutions is necessary. Internationally, the UK has led the way in shaping European legislation to reform the regulation of insurers, derivatives trading and better capital and liquidity standards for banks. Domestically we are overhauling the regulatory architecture, ensuring that the new authorities have the tools they need to deliver effective macroprudential regulation, and have taken steps on excessive remuneration in the banking sector. Good progress has been made, though there remains more to do, notably in resolution of non-banks and investment banks, and promoting effective competition in banking.

Banking reform is therefore one – albeit fundamental – part of the work the Government is taking forward to create a safe and stable UK banking sector. Sir John Vickers and the Independent Commission on Banking (ICB) provided compelling recommendations for creating a stronger and more competitive banking sector and maintaining Britain's place as home to world-leading banks, without exposing British taxpayers to the unacceptable costs of those banks failing in a disorderly manner.

The financial services sector is an important part of the UK economy, employing around 1.4 million people and, in 2010/11, contributing £63bn in tax. The UK will continue to be a leader in the global economy of the future – this year in the UK, the first Renminbi bond was issued outside Chinese sovereign territory.

In the same way that action we have taken has meant that UK debt is currently seen as a safe haven asset by investors around the world, we will ensure that British banks will be resilient, stable and competitive, and so attractive to investors, depositors and borrowers everywhere. This will enhance the UK's reputation as the world's leading financial centre.

More writing tips

No emotional language
Avoid jargon, clichés
Consider your readers
Stand over everything
1 idea per paragraph
Use sub-headings

EXECUTIVE SUMMARY

As a reaction to the Global Financial Crisis of 2007-09, the Basel Committee on Banking Supervision (BCBS) has reformed in depth its recommendations for the prudential regulation of international banks: Basel III will gradually replace Basel II. These reforms are essentially of two types:

- Reinforcing capital requirements, especially for systemic institutions.
- Introducing new regulations, such as liquidity ratios and resolution procedures.

Swiss regulatory authorities have decided to go further for Swiss banks, and impose more stringent capital and liquidity requirements, improved risk diversification and additional organisational measures. These new measures are particularly restrictive for the banks that have been deemed "Too Big to Fail" by the Swiss regulators (UBS, Credit Suisse and, as of November 12th 2013, the Zürcher Kantonalbank).

The first objective of this report is to evaluate the costs and benefits of these additional regulations, sometimes called the "Swiss Finish on Basel III". We focus on the long term impact of the main additional capital requirements[2], amounting to up to 9.2% common equity (instead of 7% in Basel III) for non-systemic banks and 19% total capital (instead of 13%) for systemic banks.

The second objective of this report is to evaluate the pros and cons of strengthening the leverage ratio, a reform that is part of the Basel III framework and that is planned to be implemented within the following years. However, some Swiss politicians are currently advocating for a leverage ratio that is higher than foreseen in Basel III.

Our main conclusions are as follows:

- All the impact studies that have been made in different countries suffer from serious methodological weaknesses that cannot be corrected easily. Thus it would be hazardous to precipitate another round of regulatory reforms, given that we know so little about the long term impact that such reforms would have.
- The social benefits of the Swiss Finish are difficult to evaluate precisely. However they are likely to outweigh the long term social costs, which are probably small. Imposing stricter regulations than the BCBS seems to have contributed to restoring the safety reputation of the Swiss banking system without really hampering credit and GDP growth.
- In spite of these stricter capital requirements, some commentators have argued that Swiss banks might not yet dispose of enough capital. Two political parties propose to increase the 3% minimum leverage ratio of Basel III to 6% or 10%. Their presumption is that risk weights might underestimate the real risks and that the three Swiss banks that have been deemed "systemic" might still be "Too Big To Fail" or even "Too Big To Save".

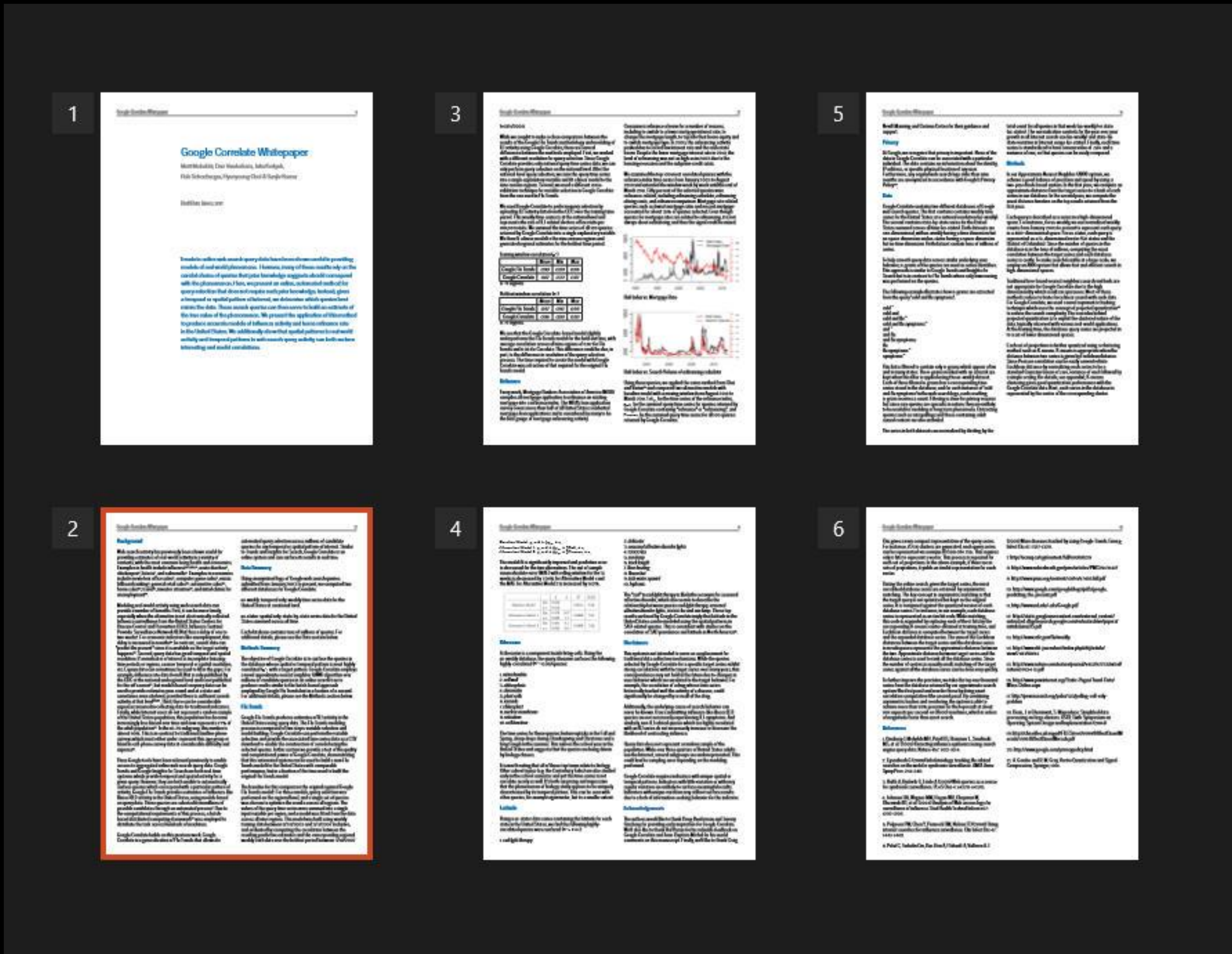
Where does it go?

After table of contents
Before Introduction
Bridge both chapters

Don’t forget – Your executive summary is for decision-makers

the executive summary goes from big to small

the Introduction goes from small to big


1
3
5
2
4
6
Google Correlate Whitepaper

Write the executive summary so it can be read independently of the main document.

How long?

1-2 pages but..
Can I make a decision?
Or 5-10% of document

Business writing tactics

1. Short sentences
2. Link ideas
3. Build interest
4. Be inclusive
5. Watch the tone

Paragraph structure

Short paragraphs
One idea per paragraph
Make it scannable

No one reads the business proposal

if

the executive summary sucks

Takeaways

1. Write several drafts
2. Be interesting
3. Make connections
4. Revise in waves
5. Work to the finish line

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