

**business tips for smart people**

# **What is a White Paper?**

**[www.KLARITI.com](http://www.KLARITI.com)**

**Hi, I'm Ivan Walsh**

**[www.Klariti.com](http://www.Klariti.com)**

**Why should I write a  
White Paper?**

**White Papers  
establish authority**

**White Papers  
build influence**

# White Papers

=

\$ \$ \$



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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).

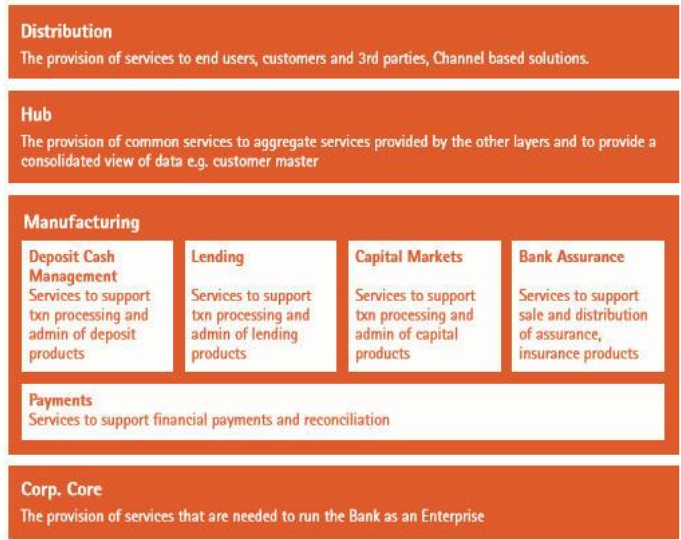


Figure 1. The principal areas of a bank's operations will be affected to varying degrees by the technology trends in the next several years.

Who reads them?

Decision makers

experts (**not technical**)

Tech Journalists

Time **poor**



# Open Data White Paper

Unleashing the Potential

**#opendata**

*@uktransparency*

*@cabinetofficeuk*

## 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

**How to  
write your  
white paper**

# 3 goals

Demonstrate **authority**

Be **interesting**

Build **credibility**

A white paper answers

The problem to be **solved**

The **potential** solutions

A **recommendation**

Persuade the reader by

One idea per **paragraph**

**1<sup>st</sup> sentence** **intro topic**

**2<sup>nd</sup> sentence** **links next**

## 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 12<sup>th</sup> 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<sup>2</sup>, 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”.

**Start by**

**Orienting the reader**

**Avoiding assumptions**

**Answer in one sentence**



Language to use

**Specific, concrete**

**Active voice**

**Positive phrasing**

# White paper structure

Provide **context**

Define scope (**in/out**)

Explain approach

In a **nutshell...**

You're **recommending?**

It **stands alone**

## Chapter 3

# Building trust

Enhanced  
access

Building  
trust

Smarter  
use

3.1 The UK Government is recognised as being one of the most open in the world. Alongside our commitments to unlock the benefits of Open Data we are currently co-chair of the [Open Government Partnership](#)<sup>1</sup> (OGP), a multilateral initiative that aims to secure concrete commitments from governments to promote transparency, empower citizens, fight corruption and harness new technologies to strengthen governance.

3.2 The member countries of the OGP all recognise that a lack of transparency diminishes public trust in the objectives and motives of government; transparency and trust are intrinsically linked. Over the last two years we have sought to build trust in the data being released, and make that trust a currency of everyday decision making by the public.

and in supporting policy decisions. In doing so, we become increasingly accountable for those decisions that we take.

3.5 The FOIA protects policy advice to Ministers from disclosure. This ensures that it is robust, open, honest and constructive. But the need to maintain a safe space for policy advice should not be used to prevent the maximum possible openness to new thinking or the gathering of evidence and insight from external experts.

3.6 However, where we can make progress in opening up policy without damaging the policy-making process, we will. One of these high-profile areas is the Government's Major Projects Portfolio consisting of all central government-funded projects and programmes which require approval by the Treasury during their life.

3.7 In future, the Major Projects Authority, based

# White paper writing tips

No **emotional** language

Avoid **jargon**, clichés

Consider your **readers**

Stand **over** everything

**1 idea** per paragraph

Use **sub-headings**



White paper writing

everyday **language**

Don't **coin** new words

**Connect** ideas

Put bottom line at **start**

Write to **be scanned**

**Consider** search engines

**In white papers**

**Use parallel construction**

**Subject/verb close**

**Remove waffle**

**Be different or else...**

**Why are you the **best?****

**Investors are **v savvy****

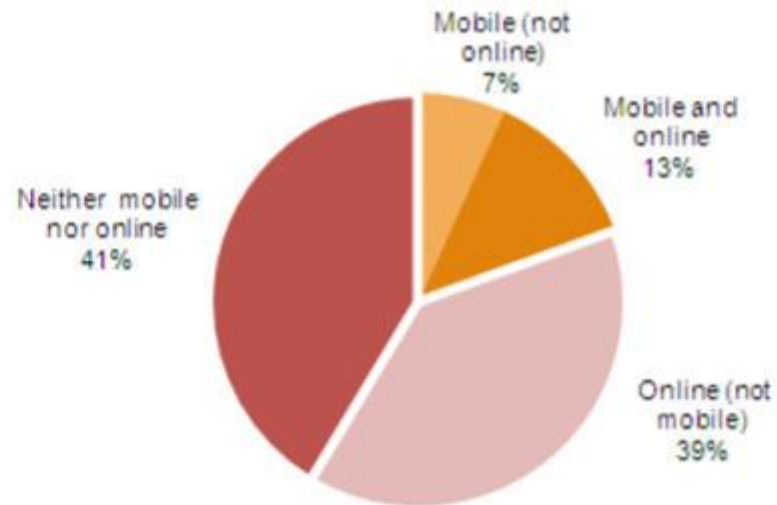
****Stand over** every word**



**think of  
readers as  
*potential* investors**

**Figure 4: Mobile Banking Adoption**

Percentage of Consumers That Use Mobile and Online Banking Channels (n=921)



Source: Aite Group Survey of 1,011 U.S. Consumers, December 2010

Cite references

Credible **references**

Add links in **endnotes**

**Testimonials**

**I know I'm  
nagging but...**

**No one reads your  
white paper  
if  
the executive  
summary sucks**

As SAS CEO Jim Goodnight says, "Questions asked today cannot be answered with 'stale' information that was computed yesterday. Some historical factors need to be archived and utilized for the back testing of assumptions, but a high-performance banking technology solution relies on the ability to combine historical events, allows for the insertion of new factors and [enables the real-time computation] of the 'next' iteration of the answer to the question being asked."<sup>7</sup>

## Conclusion

According to Howard Rubin, "The problem with the future is that it is not the past, and as such, we have no models of its workings. To develop these models, invention and innovation are needed. ... For companies/organizations, the challenge is to rapidly adapt to and embrace technology economics through the development of new financial models and governance mechanisms. If the problem with the future indeed is that it's not what it used to be, then those who figure out what it is first will be the winners."<sup>8</sup>

With continued challenges from the global economy along with dramatically increased regulatory and compliance demands, it is clear that banks must use all of their resources to survive and thrive. Big data – both internal and external – provides the natural resource. But it must be converted to fuel before it can be used. Using high-performance analytics as the fuel, you can gain the insight you need to power better decisions and actions across the institution, turbocharging your future success.

**"Questions asked today cannot be answered with 'stale' information that was computed yesterday."**

Jim Goodnight  
*Chief Executive Officer of SAS*

**"If the problem with the future indeed is that it's not what it used to be, then those who figure out what it is first will be the winners."**

Howard Rubin  
*Founder of Rubin Worldwide*

# Takeaways

1. Write several **drafts**
2. Readers want **facts**
3. Make it **remarkable**
4. Revise in **waves**
5. Share and **promote**



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Subscribe!**

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