

# An Upgrade To Competitive Corporate Analysis: Creation Of A “Personal Finance Platform” To Strengthen Porter’s Five Competitive Forces Model In Utilizing Big Data

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## ABSTRACT

*This paper aims to achieve three main objectives. First, it aims to assess the current general public perception regarding the financial services industry and states reasons for a client orientation business model. Second, it will discuss ways to make use of available data on the World Wide Web to discover a new client base and improve new market penetration, customer services, and relationships with customers. Finally, it will talk about a new “Personal Finance Platform Software” and propose a new model which will integrate “Big Data” into the service delivery process of the financial industry. The new “Personal Finance Platform Software” will ultimately be incorporated into a competitive corporate analysis. Competitive analysis applies modern management and economic principles to study a firm’s strategic position. Competitive analysis develops insights such as the firm’s strategic position, industrial organization, management structure, capabilities, competitor identification, rivalry, commitment, cooperation and economic principles. In conclusion, the authors will integrate the new “Personal Finance Platform Software” into corporate analysis by overlaying Porter’s five competitive forces model in order to create a competitive advantage. Ultimately, these companies who implement the “Personal Finance Platform Software” can expect to increase their total industry’s competitiveness within a global milieu.*

**Keywords:** Client Orientation Business Model; World Wide Web; Big Data; Competitive Analysis; Global Milieu; Personal Finance Platform Software; Porter’s Five Competitive Forces Model

## INTRODUCTION

Unfortunately, the general public’s perception regarding the financial services industry can be described in one word - self-serving, which is to sell the most products or to make a lot of commissions at the cost of everybody else. According to a survey from the national financial services organization – TIAA-CREF Financial Services, nearly half of Americans are struggling to find places for trusted financial advice and guidance. It is stated in the survey that “forty-eight percent of Americans say it is hard to know which sources of financial advice can be trusted. Thirty-seven percent of Americans say they don’t like talking to anyone about their finances. Forty-six percent of Americans say that, more than ever, they need a trusted place to go for financial advice. Two-fifths of Americans think good financial advice costs more than they can afford...” It seems like the financial service industry has fallen short in what it sets out to accomplish. However, “more than one-half (58 percent) of Americans say they would prefer to get financial advice from a single point of contact or location” (“Teachers Insurance and Annuity Association of America,” 2013).

There appears to be a huge demand for credible, knowledgeable, and ethical financial advisors right now. The personal and financial rewards should be tremendous for those who can earn clients' trust and loyalty by satisfying their needs and protecting their hard earned money. In addition, according to "Attracting New Blood a Challenge," an article from InvestmentNews.com, "large broker-dealers and individual investment advisers are faced with the stark challenge of figuring out how to bring fresh blood into the investment advice business" (Osterland & Kelly, 2013). Data in this article indicate that there will be a significant decline of approximately 18,600 financial advisers over the next five years. The industry obviously is having a difficult time in attracting young graduates.

Maybe it is time for changes in the financial services industry, maybe it is time to take a look at the ways the industry approaches and serves clients (consult and advise rather than sell), and maybe it is time the industry should listen to clients' needs and work on how they can provide better services for their clients.

### **Market Analysis**

Business analytics is the application of analytical techniques to resolve business issues. Business analytics provides organizations with a framework for decision-making, helping organizations solve complex business problems, improve performance, drive sustainable growth through innovation, anticipate and plan for change while managing and balancing risk (Goodnight, Brian Trust, n.d.). From a more strategic decision perspective, business analytics can help answer questions such as what new products should be offered and in what markets. Relative to the example, business analytics can determine which credit card transactions are likely to be fraudulent. Business analytics can predict this with near certainty and automatically deny transactions while reporting activities in real time. In addition, business analytics is a discipline that digs deeper into these vastly larger sets of data to uncover the most important insights. It can mean "social network analysis" to study behaviors and relationships on multiple levels to uncover fraud. It can involve in-database analytics to optimize retail assortments or pricing, and it can mean analyzing portfolios to manage risk positions.

In addition, business intelligence (BI) provides historical, metric-driven decision-making and answers questions, like how many units were sold and what customers bought and for how much. BI is characterized by the creation of simple rules and alerts and the distribution of known facts to systems and people. These decisions have a low transformation impact on the business. However, offering an excellent general purpose backbone for ad-hoc analysis and basic operation reporting, BI is still a highly valuable part of the overall business analytics environment. For example, BI can alert management on how many credit card transactions were completed on a given day. It can also develop a simple rule for automatic reporting, like reporting on transactions greater than \$10,000 to the regulators.

Moreover, International Data Corporation (IDC) defines the business analytics software market as an aggregation of several software tools and application markets, with the functionality to aggregate, manage, organize, analyze, access, and deliver structured and unstructured data. The business analytics software market has three primary segments: 1) performance management and analytic applications, 2) business intelligence and analytic tools, and 3) data warehouse platform software. Table 1 describes more fully a Business Analytics Software Market Taxonomy.

**Table 1:** Business Analytics Software Market Taxonomy

<b>Segment 1: Performance Management And Analytic Applications</b>		
Financial performance and Strategy management applications <i>Budgeting, planning, consolidation, profitability, cross-functional GRC</i>	CRM analytic applicators <i>Sales, customer service, contact center, marketing, Web site analytics, price optimization</i>	Supply chain analytic applications <i>Procurement, logistics inventory, manufacturing</i>
Services operations analytic applications <i>Financial services, education, government, healthcare, communications services, etc.</i>	Workforce analytic applications	Production planning analytic applications <i>Demand, supply, and production planning</i>
<b>Segment 2: Business Intelligence Tools</b>		
Query, reporting, and analysis tools <i>Dashboards, production reporting, OLAP, ad hoc query</i>	Advanced analytics tools <i>Data mining and statistics</i>	Content analysis tools
		Spatial information analytics tools
<b>Segment 3: Data Warehouse Management Platform</b>		
Data warehouse management		
Data warehouse generation <i>Date extraction, transformation, loading; data quality</i>		

Source: IDC's Business Analytics Software Market Taxonomy, 2013

Business intelligence and analytic tools include query, reporting, and analysis tools, advanced analytics tools, spatial information analytics tools and content analysis tools. The business intelligence (BI) tools segment includes both stand-alone and embedded software. Standalone BI software refers to tools that are packaged and marketed under separate products and are accounted for end-user query, reporting the analysis and advanced analytics. Embedded BI software refers to tools that are components of other software, specifically relational database management software or application server software. These products are not priced separate of the software into which they are embedded. Examples include Microsoft SQL Server Analysis Services embedded with in Microsoft SQL Server, Oracle Reports embedded within Oracle Application Server, and IBM InfoSphere Warehouse Data Mining embedded within IBM InfoSphere Warehouse (ICS, 2013).

### **Rationale For A Client Focus Orientation Business Model**

In an era where excellent customer services are essential in retaining clients, the client focus orientation business model is very reasonable and applicable to the financial services industry. Since every single client has different needs, goals, and is in a different stage in their life, it is impossible to fulfill each client's needs and goals with one investment strategy. It is the financial advisor's job to offer educated advice and to work alongside with clients to formulate a plan which will help clients achieve their financial goals.

For example, if a client is planning on entering retirement in the next two years, then it is rather illogical for a financial advisor to invest 100% of the client's principal in the stock market, especially in companies whose prices tend to have great fluctuation, like Apple or Google. If a financial advisor would have invested a client whose plan was to retire in two years in Apple between October 15, 2007 and January 12, 2009, the client would have lost approximately half of his retirement saving. The same case scenario also applies to Google. That is why it is important to diversify a portfolio with different types of securities. Generally, the closer it is for a client to his/her retirement, the more effort in planning and risk management should be deployed by the financial advisor. Communication between financial advisors and clients is essential and crucial in order to arrive at the right financial decision and strategy the clients are to achieve their financial goals. However, if the client is in his/her 20s, 30s, or 40s and seeks financial growth in order to accumulate a sufficient amount of funds to prepare for their retirement, at that time investments in Apple Inc. and Google Inc. would be highly recommended. As shown in Table 2, the price of both stocks increased significantly from October 2007 to December 2013.

**Table 2:** Apple, Inc. And Google, Inc. Investments

<b>Historical Prices</b>	<b>October 5, 2007</b>	<b>January 12, 2009</b>	<b>December 4, 2013</b>
Apple, Inc.	\$161.45	\$85.73	\$565.00
Google, Inc.	\$620.11	\$321.69	\$1,058.18

Data collected from Finance.yahoo.com

### **Utilization Of The World Wide Web**

With the creation of computers and the World Wide Web in the 80s and 90s, people have moved from utilizing libraries and books as sources for information to online databases that are available just through a click of a button. The rate of technological advancement since the 80s has been unimaginable. Information today is readily available at the click of a button. Technology has allowed a massive quantity of information to be easily stored and retrieved in a matter of seconds. Since information can be easily stored and retrieved, there is a giant quantity of new data that is generated and stored every day. Big data is a phenomenon where the quantity that is generated and stored on a daily basis has become incredibly large and it poses multiple challenges in processing and identifying valuable pieces of information.

Instead of looking at “Big Data” as a massive quantity of data that poses multiple challenges, the authors see it as a massive online database that includes all information at no charge. “Big Data” is an incredible resource. However, just like any resource, it is going to be heavily dependent on the skill of the users in order to transform “Big Data” into useful information.

### **Discovering New Client Bases**

With any business, it is important to continuously and aggressively search for new clients in order to bring in additional revenue. By focusing on a specific client group, the authors will be able to narrow down the scope of information needed to cover in the research. For example, the authors can formulate a hypothesis using Baby Boomers as the next target audience and then start conducting research on information that will support the hypothesis, such as:

- Who are the Baby Boomers?
- What is the population of Baby Boomers?
- When will Baby Boomers enter retirement?
- Have the Baby Boomers been saving or planning for their retirement?
- What is the percentage of Baby Boomers who are looking for financial services in order to help them plan for retirement?

With a massive amount of information that is updated and stored on the World Wide Web, the advisors can effectively and efficiently find answers for those questions in hours at practically no charge.

According to a segment on the History Channel website, the term “Baby Boomers” is used to describe individuals who were born in the period of time between the end of the Second World War (1940s) and the 1960s. With a population of about 76.4 million, Baby Boomers make up approximately 40% of the U.S population (“Baby boomers,” 2013).

According to a survey of 1,003 people born in 1946 and conducted by the GfK Custom Research North America poll, 52% of the population considers themselves to be retired, 21% are still working full-time, and 12% are working part-time or seasonally (Brandon, 2013).

Going back to an article from the History Channel website, the authors learned that there were about 3.4 million Baby Boomers who were born in 1946. Combining that information with that from the survey, the authors can make a general estimation that about 1.76 million Baby Boomers have entered retirement. With a population of 70 million, the Baby Boomers still seem to be a very appealing client market. However, upon further reading, the authors determined that “almost 3.6 million elderly people lived below the poverty level in 2011. The median

income for people age 65 and older was \$27,707 for males and \$15,362 for females in 2011. Plus, retirees age 65 and older depend greatly on Social Security as their primary income source during their retirement. About 18.5 percent of Americans age 65 and older were still working, according to data from the Bureau of Labor Statistics in 2012 (Brandon, 2013).

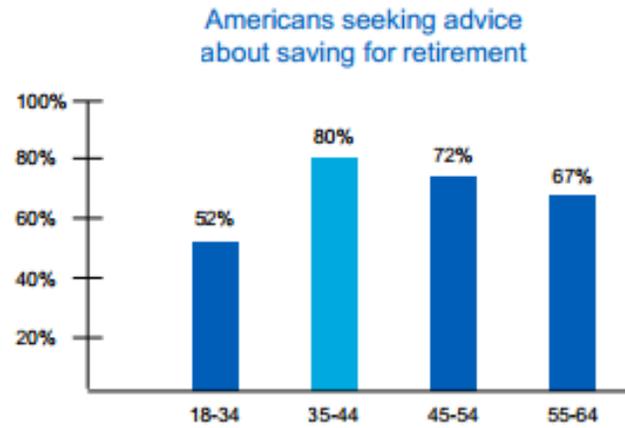
Results from the 2013 Retirement Confidence Survey conducted by the Employee Benefit Research Institute indicate that “60% of workers in their mid-50s and older said that they have less than \$100,000 in retirement savings; 43% said that they have saved less than \$25,000; and 36% said that they have saved less than \$10,000 for retirement. Upon being asked their opinion about their retirement planning, 70% of all workers surveyed said that they believe they are “doing a good job of preparing for retirement.” However, only 46% of all workers surveyed actually have a retirement plan. (Spiegelman, 2013).

Plus, with recent debates regarding the future of Social Security and the increase in life expectancy due to the technological advancement in the healthcare sector, retirement years do not look overly “optimistic” for Baby Boomers. With such limited funding available, there is a limitation of how much financial advisors can help Baby Boomers since financial wealth cannot be grown overnight and retirement requires much planning, and a collaborative effort between clients and financial advisors.

Composed of individuals who were born between 1965 and 1980, there are around 46 million Gen-Xers. Many are in their mid-30s and 40s, which means that they are looking at 20 to 30 years until retirement (Stephey, 2008). In addition, based on other factors such as income and position changes in the workforce, Gen-Xers are at the right time to start the planning process for retirement. According to Real Median Household Income data from the Census Bureau in 2012, the age group from 45 to 54 years led all other age groups with the highest median income of \$66,411. The age group from 35 to 44 came in second with a median income of \$63,629 (“Real median household income declines from peak year”, 2012). With more Baby Boomers starting to enter their retirement, Gen-Xers are also looking at potential promotions to fill the vacant management positions that were left behind by Boomers. Plus, Gen-Xers will be inheriting some of the wealth from the Baby Boomers. Financially speaking, Gen-Xers are in a very stable position and they should start thinking about planning and saving for their retirement.

Based on several articles that discuss the characteristics of Generation X, the authors found an interesting connection between Generation X and the financial service industry. As they were born or grew up in the 1980s, many Gen-Xers witnessed their parents’ loss of their hard-earned money due to the stock market crash in 1987 (“Market Crashes: The Crash of 1987,” n.d.). This negative experience was followed by the crushing 2008-2009 stock market crash by which many families were affected. As a result, the characteristic that is quite unique about Gen-Xers is that they are “less committed to one employer and more willing to change jobs to get ahead than previous generations” (Kane, n.d.). It seems that Gen-Xers place a high value on the importance of financial security.

Furthermore, according to a survey that was conducted by TIAA-CREF Financial services, it is reported that Generation X “leads all age groups in seeking advice about saving for retirement. Specifically, out of all participants in the survey, 80% of those between the age of 35 and 44 who seek financial advice are looking for more guidance about how to prepare for retirement (Teachers Insurance and Annuity Association of America, 2013). Figure 1 follows with a picture demonstration.



(Graph is collected from TIAA-CREF report)

**Figure 1**

Summing up, with a population of an estimated 46 million - a timeframe from 20 to 30 years until retirement - a higher median earnings in all age groups, and the initiative to seek out financial guidance to prepare for retirement, the authors feel confident to say that Generation X is the next potential client base. Thus, if a financial service company approaches Gen-Xers and establishes a good relationship with them right now, it will be strategically ahead of their competitors. The current trend right now still seems to be focusing on the Baby Boomers. However, throughout this research, the authors have found articles discussing the potential of Gen X and Gen Y as new and undiscovered client groups were discovered. Their stance on the topic is that “[Financial advisors] shouldn’t wait until Gen X and Y (born between the 1980s and early 1990s) receive an inheritance before taking them on as a client. In fact, smart financial planners will have moved to lock in most of those relationships well before this happens.” (Kellett, 2013)

### **Improving Customer Penetration**

In the service oriented era, companies are constantly trying to reach out to customers, learn about their needs and expectations, and strive to successfully deliver products that would satisfy their needs and expectations. With all of the available information through articles on the World Wide Web, companies have been more effective and efficient in their data analysis process.

For example, once advisors have identified Gen-Xers as their target audience, they can start conducting research on:

- What are the buying patterns of my audience?
- Which mediums are the most effective in reaching out to them?
- What are the most effective ways to deliver a message to them that would attract their interest and trigger a follow-up action?
- What are some of the characteristics that they value and prefer?

From the survey conducted by TIAA-CREF financial services, the authors determined that many Gen-Xers have relied heavily on “financial service provider websites or online tools for financial advice” (Teachers Insurance and Annuity Association of America, 2013). Born between 1965 and the 1980s, Gen-Xers grew up in the era of technological boom. As the result, they are quite well versed with computers and technologies. However, since technology was still new and rather expensive when Gen-Xers were young, they are also familiar with traditional

advertising methods such as print, radio, and television marketing. Therefore, it is likely that they would respond to both digital and traditional advertisements (Williams, n.d.).

Once a proper medium is identified, it is important to create a message that will effectively peak the target audience's interest and trigger a follow-up action. In order to accomplish such a task, a good understanding of Gen-Xers' values and expectations is required. According to "Communicating with Baby Boomers, Gen X, and Gen Y," Gen-Xers are resourceful, well-educated, skeptical of authority, and place an emphasis on outcomes and skills. Also, from the "Generation X Consumer Behaviors," Gen-Xers are described as direct and the "marketing message must be framed in a way that illustrates exactly what consumers can expect from your brand, how buying it benefits them... and offer a significant reason to buy, such as money-back guarantee" (Williams, n.d.). Based on the information from those articles, the message to Gen-Xers must be direct, products should be clearly explained and state reasons for why buying the products would benefit them. Since they place a heavy emphasis on outcomes and skills, the authors can take advantage of that aspect by including success stories of current clients or list the qualifications, education, and level of training of various financial advisors and analysts.

Professionals can differentiate themselves by demonstrating that they are willing to be flexible or to work with clients in order to customize an investment product that will meet their risk tolerance level or target returns on investment per year. Gen-Xers were born and grew up in an era where there was an increase in immigrant populations. Gen-Xers value diversity and therefore would "favor companies that embrace diversity and acknowledge that every customer is different" (Williams, n.d.). Gen-Xers are proud of their "independence and the ability to think for themselves". Actively involving them in the planning and decision-making process will also help to positively differentiate from them. As one can see, upon having the information about customers' needs and expectation, there are multiple ways a financial service firm can establish a good image and relationship with their customers through excellent products and services.

### **Improving Relationship And Service**

Nowadays, in order to be successful in business, excellent consumer services and relationships are absolutely required. Southwest Airlines has been extremely successful in delivering excellent customer service and establishing a great relationship with their consumers. What is their secret?

According to an article from Bigdata-startups.com, Southwest Airlines announced that "they will use speech analytics to extract deep and meaningful information out of live-recorded interactions between customers and personnel". Their goal is to obtain more information about their customers' needs and learn more about their customers' experiences with Southwest ("[Southwest Airlines uses big data to deliver excellent customer services.](#)" 2013). Southwest is following one of Dr. Dale Carnegie's most fundamental tenets in handling people. In his book, "How to Win Friends and Influence People", Dr. Carnegie wrote that "the deepest urge in human nature is 'the desire to be important'" (Carnegie, 1936). By constantly listening to their customers' needs and looking for ways to fulfill their customers' needs or improving their experiences, Southwest is making their customers feel important. Southwest shows their customers that they care about their experiences and demonstrates to them that their voices are heard through the changes they have implemented. That is exactly how Southwest Airlines has successfully created a huge and loyal customer base. In addition, with a reputation for excellent customer service that is globally recognized, Southwest has created an incredible competitive advantage and possessed a very powerful way to differentiate them from other service providers.

The same thing can be accomplished in the financial services industry. One of the most common complaints is that financial advisors are not very communicative. Clients often feel excluded from the decision-making process and distrust is created as a result. According to a survey conducted by TIAA-CREF financial services, it is reported that "48% of Americans say it is hard to know which sources of financial advice can be trusted... 46% of Americans say that more than ever, they need a trusted place to go for financial advice" (Teachers Insurance and Annuity Association of America, 2013).

As described above, a targeted use of "Big Data" enabled the authors to discover how a new client base learns behaviors that will improve customer penetration and see examples of improving relationships and service.

With the assistance of “Big data” and technological advancement, the financial services industry can easily overcome those communication barriers and involve their clients even more in the planning and decision-making process. The goal here is make clients feel important by knowing that their hard-earned money is being well managed and they have the ability to communicate with their financial advisor when they wish.

### **Personal Finance Platform Software: A New Model**

The authors are proposing the financial services company to create a “Personal Finance Platform Software” that can be accessed through the World Wide Web. The “Personal Finance Platform Software” will serve many purposes. First, it will serve as a personal measurement for clients to monitor their process in approaching their financial goal upon retirement. It will give clients information to the following:

- How much money do they need to save in order to achieve their financial goal for retirement?
- How much have they saved?
- Break down percentage analysis of:
  - The amount of money they have saved in the bank.
  - The amount of money they have invested in different types of investment securities.
  - Up-to-date rate of return on investment of their portfolio.
  - Detailed information about the different securities they have their money invested in.

Upon visiting a financial advisor, clients are often asked to fill out an evaluation plan to provide the financial advisor with information such as:

- The age they plan to retire.
- Do they have a mortgage? Do they have any college loans?
- Do they plan to relocate during retirement?
- How much annual income do they want to have during their retirement?
- Do they have any children? Are they planning to use the invested funds to pay for their children’s college years? If yes, how much?
- Do they plan to leave any money to their children? If yes, how much?

Instead of spending time filling out the paper form evaluation plan with the “Personal Finance Platform Software”, clients can go to the World Wide Web and fill out all of that information. The “Personal Finance Platform Software” will act as their financial record and help them monitor their retirement planning process. The authors specifically want to move to an electronic record form because, first, Gen-Xers and Gen Y are very tech-savvy. Many Baby Boomers today are also well versed in computers and smartphones. Second, a lot of cost can be cut for storage space, paper, ink, printing machines, etc. Third, the “Personal Finance Platform Software” can store information that is specific to one client. However, the most important feature that the authors wish to communicate is that the “Personal Finance Platform Software” will be able to access daily information on the World Wide Web and then update the performance of different investments and whether the changes would shorten the client’s timeframe to reach the target amount that they want for their retirement or significantly lengthen it.

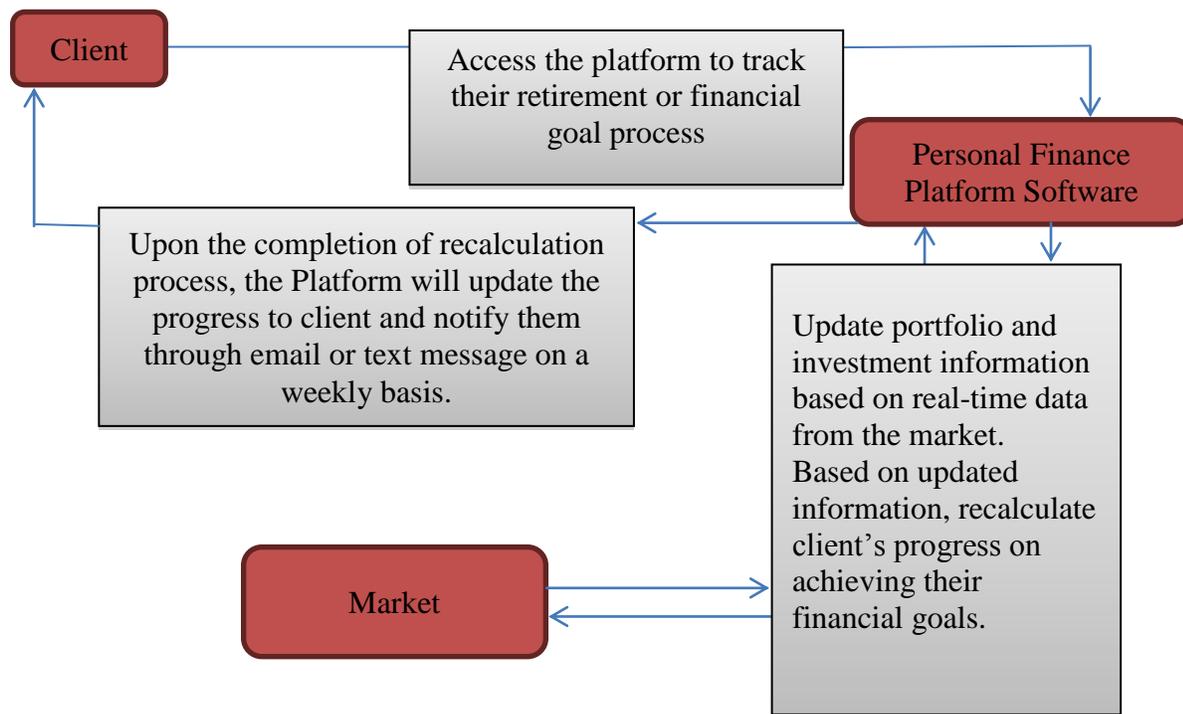
The authors desire the platform software to have such abilities because other than being the interactive personal financial record for the client, the “Personal Finance Platform Software” will also act as a medium to help keep financial advisors updated about the retirement progress of a client. Upon a change in the economic condition that has a dramatic effect on the client’s investment portfolio and would significantly postpone the client’s target date for retirement, the “Personal Finance Platform Software” will first send out a notice to both the financial advisor of that specific client and the financial analyst about the change and its impact. The purpose of this step is to encourage the financial advisor and the analyst to communicate and identify alternative investments that would fit with the client’s risk tolerance, financial condition, and help the client meet his/her target retirement date. Within 12 to 24 hours of when the notice was sent to both the financial advisor and the analyst, the “Personal Finance Platform Software” would send out a notice to clients to inform them of the current economic changes, its implication on their investment portfolio and retirement target, and allow clients to set up an appointment to talk with financial advisors

either in person or through phone conversations. During those 12 to 24 hours, the financial advisor and analyst must work together in order to find potential alternative investments that will help the clients achieve their retirement target date. Then the financial advisor would present those alternative investments to clients with an explanation of what the risks and benefits are of those investments. The financial advisor can suggest to the client which investments best fit with the clients’ risk tolerance and financial condition based on his/her discussion with the financial analyst.

In addition to being a personal financial tool for clients and acting as a communication medium between financial advisors and clients, the “Personal Finance Platform Software” can also consist of surveys or tools that allow clients to provide feedback about their experience with the products, financial advisors, or give the company some insights about things that they would like to see improved, added, or replaced.

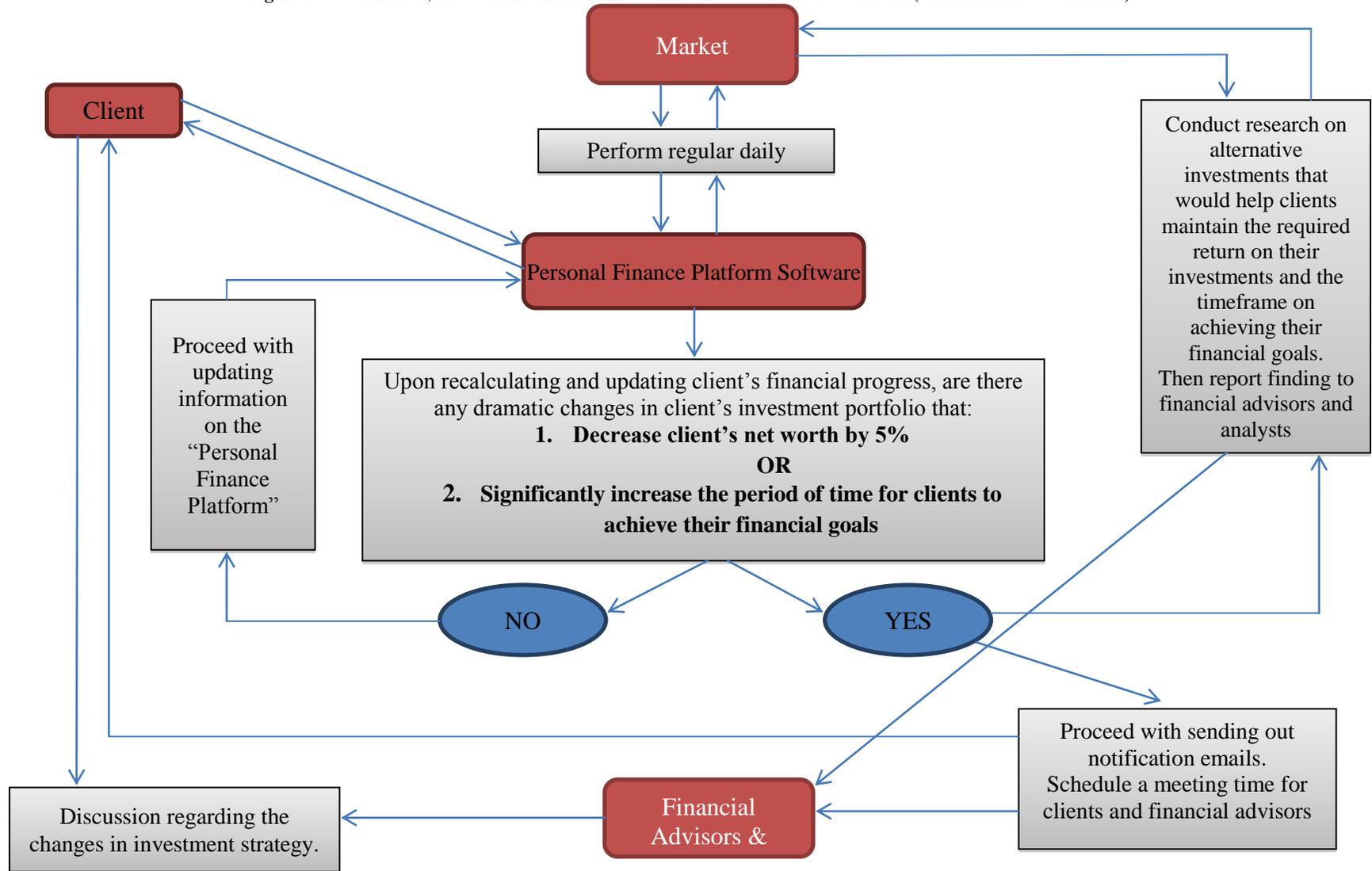
With a program that allows clients to monitor their retirement target and their investment portfolio while being able to reach their financial advisors at their convenience, clients will feel involved in the investment decision-making process. This program will also improve transparency and communication between clients, financial advisors, and financial analysts. With a system that updates daily and immediately contacts financial advisors and analysts in case any problems arise, clients should feel secure about their financial condition. When a client accomplishes his/her financial goal, he/she will most likely be satisfied with the services and products they have chosen and they will more likely be loyal to the firm chosen. Plus, through their experience and good words about their products and services, advisors will improve their potential to expand their client base.

Regardless of all the technological advancement in a service orientation business, one thing that should never be forgotten is the human element. The whole financial services industry is established and dependent on trust. Financial advisors are not just managing somebody’s money; they should always realize that they are managing someone’s well-being. People have to trust their financial advisors enough in order to give their hard-earned money to the advisor to manage. Financial advisors should be doing their best to assist their clients to successfully reach their financial goals with the focus concentrated on the client. Figure 2 gives a visualization flow of information model on a daily basis and Figure 3 shows this model under reactive conditions.



**Figure 2:** Visualization, Flow Of Information And Communication In The New Model (On A Daily Basis)

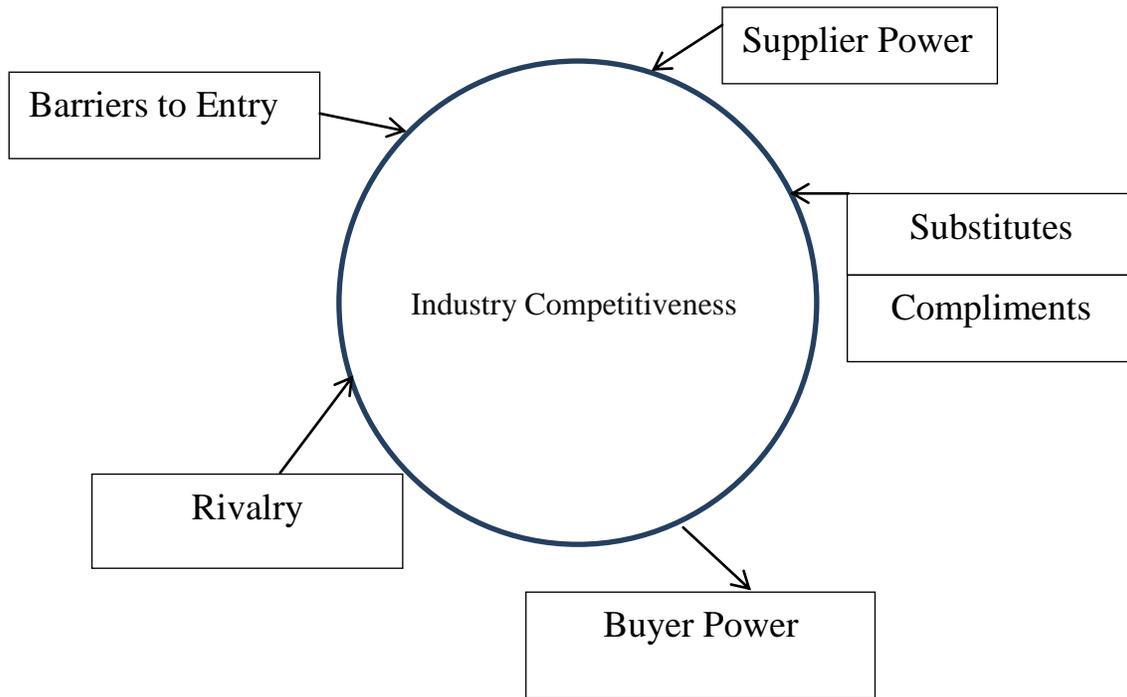
Figure 3: Visualization, Flow Of Information And Communication In The New Model (Under Reactive Conditions)



**CONCLUSION**

If it is indeed true that nearly half of Americans are struggling to find trusted financial advice and guidance, as claimed by TIAA-DREF Financial Services, then there is an urgent need to create a better model to benefit the customer and, ultimately, the firms who utilize such a model. This paper set out to cover three main objectives. First was to assess the current general public’s perception regarding the financial services industry and for stating reasons for a client orientation business model. Second, the authors discussed ways to make use of available data on the World Wide Web to discover a new client base, improve new market penetration, and improve customer services as well as relationships with customers. Thirdly, the authors ultimately created a new “Personal Finance Platform Software” and proposed a new model which integrates “Big Data” with the service delivery process of the financial industry.

This “Personal Finance Platform Software”, along with the authors’ proposed new model, will hopefully be incorporated into a competitive corporate analysis. A final integration will be made by overlaying Porter’s five competitive forces model in order to create a competitive advantage. The authors believe that the companies who implement such a model or a close proximity thereof, can effectively increase their total industry’s competitiveness within a global milieu. Figure 4 incorporates Porter’s Five Competitive Forces: Buyer power, rivalry, barriers to entry, supplier power and substitutes/complements.



Source: Porter’s Five Competitive Forces  
**Figure 4:** Porter’s Five Competitive Forces Model

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**NOTES**