

ICG Capabilities and Selected Project Experience

Decision Situations, Forms of Work, and Operating Domains

CONSULTING

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HEALTH SCIENCES

·

ENGINEERING

From Structural Logic to Applied Work

This document complements the ICG Statement by describing where its logic is applied.

Information Upstream of Execution, the ICG Statement, describes the logic through which ICG approaches information, validation, structural distortion and the viable field of decision.

This document describes where that logic is applied. It sets out the types of decisions ICG supports, the capabilities through which the work is performed, the operating domains in which those capabilities are used, and selected project experience that illustrates the range of completed engagements.

INTENDED USE

- Organizations considering a direct advisory or research engagement
- Consulting, intelligence, technical and research partners seeking a defined subcontracted workstream
- Strategy, corporate development, commercial, clinical, technical and operating teams evaluating ICG against a particular decision
- Procurement and RFP teams requiring a practical description of scope and prior experience

PROJECT RECORD

The capabilities and project titles shown here are illustrative rather than exhaustive.

Selected engagements are anonymized. Multi-phase assignments may be consolidated into one title.

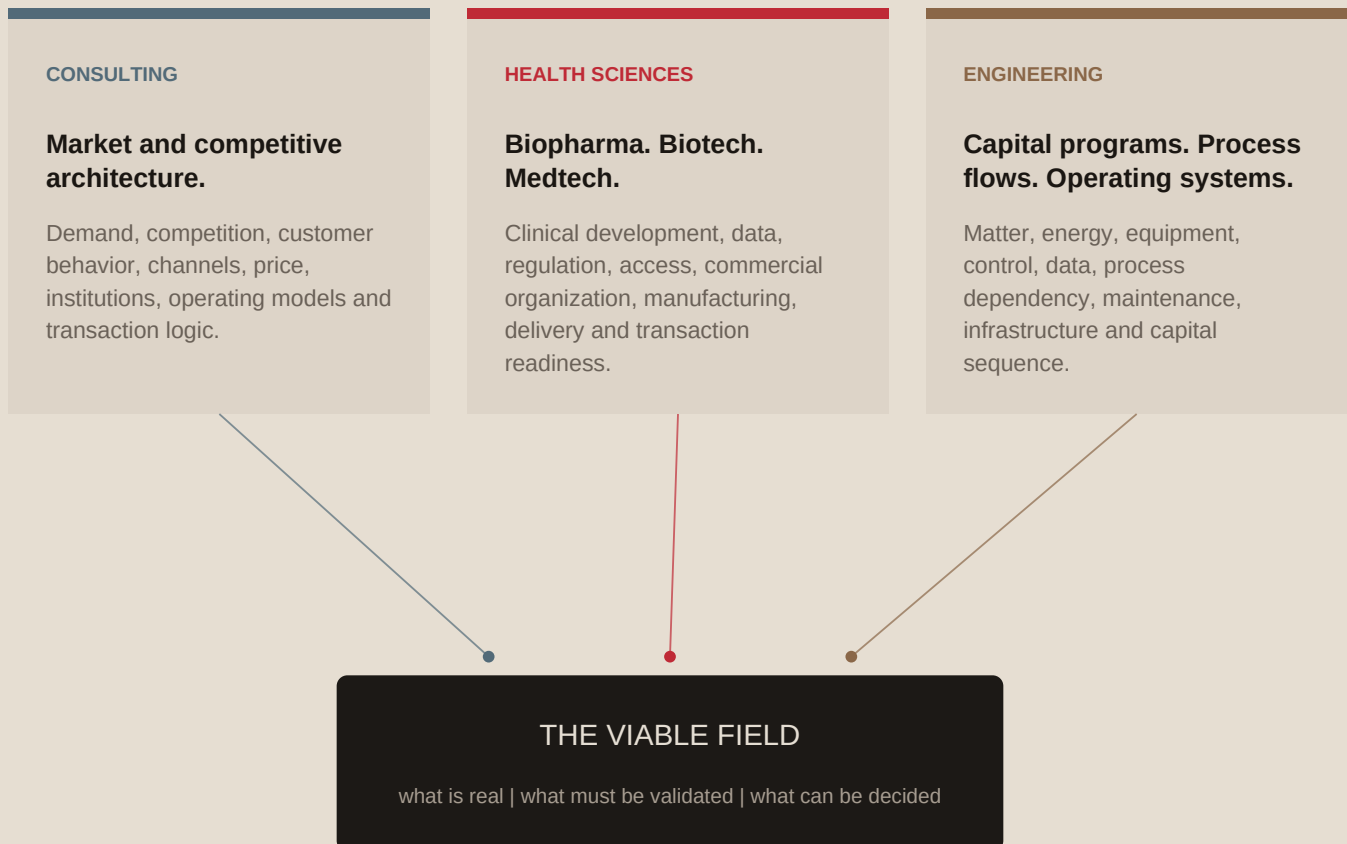
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Information Before Commitment

ICG works upstream of execution, where a market, asset, operating system or capital program is still capable of being redefined.

The starting request may concern a market, competitor, technology, product, clinical program, production system, acquisition target, supply chain, site or infrastructure commitment. The work begins by testing whether that request accurately represents the decision field.



When the Visible Question Is Not the Actual Decision

ICG is typically engaged when the decision carries more structural uncertainty than the initial request reveals.

DECISION SITUATIONS

- A market appears attractive, but its boundaries, demand structure or competitive set remain unclear.
- A new geography may invalidate global assumptions through local buying behavior, channels, regulation or operating conditions.
- A company, technology or asset is being considered for acquisition, licensing, partnership or investment.
- A product or asset appears promising, but development, access, manufacturing or adoption conditions are not aligned.
- A plant, process, site or infrastructure commitment is being evaluated before power, supply, capacity or operating constraints are understood.
- A local commercial or technical symptom may be the result of a wider structural change.

DECISIONS ENABLED

- Whether to proceed, pause, reframe or stop
- Which market, segment, asset, technology, site or operating configuration is actually relevant
- What must be true for the proposed direction to remain viable
- Which assumptions are supported and which still require validation
- Which commitments must be sequenced and which can be made in parallel
- What the minimum sufficient evidence is for the next decision



Capabilities

ICG can enter an engagement through a familiar research, intelligence, diligence or analytical requirement.

MARKET & COMPETITIVE

- Competitive intelligence
- Market research and assessment
- Market entry and opportunity assessment
- Commercial due diligence
- Customer, competitor and channel analysis
- Pricing, contracting and benchmarking
- Supplier, partner and target mapping
- Longitudinal monitoring

HEALTH SCIENCES

- Asset and pipeline identification
- Early-asset validation
- Clinical development and data
- Regulatory pathway research
- Market access and reimbursement
- Launch and organization benchmarking
- KOL and stakeholder research
- Devices, diagnostics and equipment

INDUSTRIAL & OPERATING

- Supply-chain analysis
- Manufacturing and cost analysis
- Technology and engineering research
- Industrial operations and capacity
- Process and plant assessment
- Reliability and life-cycle analysis
- Automation, control and data systems
- Power, grid and site feasibility

Forms of Work

These forms are not fixed product tiers. They describe the level at which the decision field must be resolved.

EVIDENCE STRESS TEST

A focused validation of an existing report, internal thesis, external study, AI-generated analysis, technical concept or RFP premise.

CONVERGENT ARCHITECTURE

A higher-order form used when strategic direction, evidence, operating model, capital exposure and execution sequence must align inside one viable configuration.

TOPOLOGICAL CONFIGURATION

A structural view of interacting actors, constraints, dependencies and pathways where functional factors cannot be assessed credibly in isolation.

OPERATING PROFILE

A focused form used when a defined decision can be resolved once the immediate field, evidence and governing assumptions have been clarified.

INCREASING STRUCTURAL DEPTH



From Information to Decision-Grade Evidence

Decision-grade work may combine primary evidence, documentary evidence and analytical reconstruction.

PRIMARY & FIELD

- Executive and specialist interviews
- Customer, channel and procurement interviews
- Physician, KOL, investigator and payer research
- Operator, engineer, supplier and service-provider interviews
- Local-language source access

DOCUMENTARY & DATA

- Company, market and transaction documentation
- Clinical, regulatory and access materials
- Technical, process and patent documentation
- Pricing, cost, capacity and procurement data
- Longitudinal event reconstruction

ANALYTICAL RECONSTRUCTION

- Market and competitive-system mapping
- Company, asset and target profiling
- Process and information-flow reconstruction
- Cost, capacity and operating-model benchmarking
- Evidence-gap and dependency analysis



Direct and Partner-Led Workstreams

DIRECT ADVISORY ENGAGEMENTS

ICG works directly with corporate, investment, development, commercial, technical and operating teams. The engagement may begin with a defined research question or with a wider decision whose governing structure has not yet been resolved.

- Decision framing
- Evidence program
- Structural reconstruction
- Executive synthesis

PARTNER-LED WORKSTREAMS

ICG supports consulting firms, competitive-intelligence providers, expert networks, advisory boutiques, engineering advisers and strategic research teams. Work can remain white-label, subcontracted and non-client-facing.

- Source identification
- Primary interviews
- Transcripts
- Field intelligence
- Evidence packages
- Defined analytical modules

Market and Competitive Architecture

Markets are formed through customers, channels, technology, capital, regulation, installed systems, organizational behavior and historically inherited assumptions.



Consulting Decision Situations

The visible request may concern price, growth, entry or competition. The actual decision often concerns the structure that generates them.

DECISION SITUATIONS

- Entry into a new country, segment or adjacent market
- Repositioning of an existing business or portfolio
- Competitor entry or structural change in the field
- Pricing pressure, margin erosion or contracting change
- Channel instability or changing buying behavior
- Acquisition, partnership or commercial due diligence
- Supplier, ecosystem or location selection
- Commercial-organization and field-force design

DECISIONS ENABLED

- Which market definition should govern the decision?
- Which competitors and substitutes are structurally relevant?
- Where is demand formed and who controls access to it?
- Which segment, customer or channel can support viable entry?
- How should price, offer and route to market be configured?
- Which acquisition, partner or supplier warrants deeper diligence?
- Which assumptions remain unsupported?
- What evidence is required before commitment?

Applied Consulting Capabilities

Capabilities are configured around the decision field rather than offered as fixed consulting products.

MARKET STRUCTURE & OPPORTUNITY

Market definition, segmentation, demand formation, adoption, substitution, entry and adjacent-market assessment.

COMPETITION & POSITIONING

Competitor strategy, portfolio, operating model, pricing, channel conduct, production footprint and likely response.

CUSTOMER, CHANNEL & BUYING

Customer requirements, decision criteria, procurement behavior, channel economics, route to market and switching.

COMMERCIAL ECONOMICS

Pricing, contracting, cost position, total cost of ownership, commercial benchmarking and customer economics.

TRANSACTIONS & CORPORATE

Commercial due diligence, acquisition targets, partner mapping, leadership profiles and organizational benchmarking.

MONITORING & CONTINUITY

Longitudinal tracking of competitors, market events, regulatory change and commercial execution.

SECTOR COVERAGE

Automotive and mobility | Industrial equipment and machinery | Chemicals and advanced materials | Packaging and consumer products | Energy and infrastructure | Mining and metals | Construction and building systems | Technology and digital systems | Food and agriculture | Financial services | Transportation and logistics | Corporate and business services

Markets, Customers and Commercial Architecture

These anonymized titles illustrate the types of assignments undertaken and represent only a small selection from several thousand completed projects. Multi-phase workstreams may be consolidated into one title.

-
- | | | | |
|----|---|----|---|
| 01 | Food-Market and Route-to-Market Assessment Across Russia and Brazil | 01 | Aftermarket and Sales-Network Architecture for Passenger Vehicles Across Central and Eastern Europe |
| 02 | Market and Route-to-Market Architecture for Flooring and Ceiling Systems Across Europe and Eurasia | 02 | Enterprise-Software Buying, Pricing and Competitive Architecture Across Global and North American Markets |
| 03 | Global Pricing, Channel and Competitor Architecture for Production-Printing Platforms | 03 | Urban Pest-Management and Consumer-Insecticide Market Architecture in China |
| 04 | Market and Service Architecture for Telecom, MVNO and IP-Television Platforms in Russia | 04 | Hospitality, MICE and Travel-Route Market Architecture Across Selected European Markets |
| 05 | Multi-Country Corporate-Card, Entry-Segment and Payment-Innovation Architecture Across Europe and Eurasia | 05 | Digital-Portal and Customer-Journey Assessment for Retail Financial Services Across Europe and Global Markets |
| 06 | Buy-Now-Pay-Later Market and Partnership Architecture for a Global Payments Provider | 06 | Agricultural-Market Entry and Institutional-Channel Assessment Across Selected Markets |

Competition, Supply and Commercial Economics

These anonymized titles illustrate the types of assignments undertaken and represent only a small selection from several thousand completed projects. Multi-phase workstreams may be consolidated into one title.

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- | | | | |
|----|---|----|---|
| 01 | Global Tier-One Market-Share and Component Architecture for Fuel-Injection and Turbocharging Systems | 01 | Producer and Application Landscape for Zeolite Materials in Russia |
| 02 | Customer-Buying and Competitive Architecture for Coating Additives and Electrolyzer Resins Across the Americas and Europe | 02 | Comparative Financial and Operating Assessment of Logistics Companies Across Europe and Multiple Markets |
| 03 | Competitive and Application Architecture for Polyolefins and Thermoplastic Polyurethanes Across Europe and the CIS | 03 | Insurance-Claims, Distribution and Competitor Architecture Across the United Kingdom and Europe |
| 04 | Supply-Chain Architecture for Titanium Dioxide, Calcium Carbonate and Castor-Oil Derivatives Across Europe and Global Markets | 04 | Demand, Capacity and Price Forecast for the Russian Steel Market |
| 05 | Commercial and Sales-Organization Assessment for Aseptic-Packaging Equipment Suppliers | 05 | Customer and Application Architecture for Industrial and Slurry Pumps Across Europe, North America and Mining Markets |
| 06 | Fiber, Tissue and Paper-Supply Architecture Across Northern and Central Europe | 06 | Category and Competitive Architecture of the French Ice-Cream Market |

Strategic, Transaction and Organizational Decisions

These anonymized titles illustrate the types of assignments undertaken and represent only a small selection from several thousand completed projects. Multi-phase workstreams may be consolidated into one title.

- | | | | |
|----|--|----|--|
| 01 | Acquisition-Target Architecture for Industrial-Valve Manufacturers | 01 | Customer-Buying and Material-System Architecture for PEM Electrolyzers Across the United States and Europe |
| 02 | Commercial Due Diligence of a Global Maritime-Service Platform | 02 | Commercial and Passenger-Flow Assessment Across Airports and International Travel Routes |
| 03 | Multi-Phase Executive and Leadership Profile Assessment for a Global Industrial Organization | 03 | Cross-Country Economic, City and Industry-Statistics Architecture Across Africa, Europe, Asia and Eurasia |
| 04 | Leadership, Governance and Background Assessment Across Industrial and Technology Appointments in Europe and North America | 04 | Market and Product Architecture for Pet-Insurance Services Across the United Kingdom and Europe |
| 05 | Semiconductor-Equipment Market and Operating Assessment Across the United States and Asia-Pacific | 05 | Corporate, Competitor and Sales-Network Profiles Across Industrial Markets in Europe, North America and Asia |
| 06 | Market and Operating Architecture for Power Plants and Temporary-Generation Systems Across Russia and Selected Markets | 06 | Wholesale, Distribution and Market-Concentration Assessment Across Consumer and Industrial Categories |

Biopharma. Biotech. Medtech.

An asset does not acquire value through clinical evidence alone. Development, data, regulation, access, adoption, manufacturing, delivery and transaction logic shape one another throughout the asset life cycle.



Health Sciences Decision Situations

The decision field extends from asset identification through evidence, access, adoption, delivery and value realization.

DECISION SITUATIONS

- Identification and validation of differentiated therapeutic assets
- Assessment of an early or externally developed asset
- Clinical-development and endpoint decisions
- Regulatory pathway or filing uncertainty
- Market-access, reimbursement or evidence requirements
- Launch preparation and organization design
- Generic or biosimilar entry
- International development of a locally originated asset

DECISIONS ENABLED

- Which asset, indication or modality warrants commitment?
- What differentiates the asset before the field becomes obvious?
- Which evidence assumptions are clinically or commercially material?
- What sequence best supports later value?
- Which regulatory and access requirements must be anticipated together?
- Where will adoption depend on workflow, infrastructure or training?
- Which manufacturing or delivery constraint could limit commercialization?
- Which international markets are viable, and in what sequence?

Applied Health Sciences Capabilities

ASSET & PIPELINE

Asset identification, pipeline assessment, early-asset validation and portfolio monitoring.

CLINICAL DEVELOPMENT & DATA

Trial design, endpoints, comparators, recruitment, readouts, real-world data and sequencing.

REGULATORY, ACCESS & ADOPTION

Filing pathways, labeling, payer evidence, reimbursement, treatment pathways and adoption.

LAUNCH & COMMERCIAL

Launch readiness, field-force design, medical organization, account coverage and sequencing.

MANUFACTURING, DELIVERY & SYSTEMS

CMC, capacity, drug delivery, diagnostics, devices, equipment and treatment-site readiness.

TRANSACTIONS & INTERNATIONALIZATION

Partnering, licensing, transaction readiness and international development of local assets.

COVERAGE

- Pharmaceuticals
- Biotechnology
- Biosimilars
- Generics
- Medical devices
- Diagnostics
- Medical equipment
- Specialty therapeutics
- Advanced modalities

Asset Identification, Clinical Development and Data

These anonymized titles illustrate the types of assignments undertaken and represent only a small selection from several thousand completed projects. Multi-phase workstreams may be consolidated into one title.

- | | | | |
|----|---|----|---|
| 01 | Focused Identification and Validation of Selected China-Origin Early-Stage Oncology Assets for International Development and Licensing | 01 | Manufacturing, Potency-Testing and Commercial-Readiness Assessment for a Duchenne Muscular Dystrophy Gene Therapy |
| 02 | Targeted Pipeline and Differentiation Assessment of Selected China-Origin Oral Small-Molecule GLP-1 Receptor Agonists for International Development | 02 | Competitive Development Assessment Across Obesity and Type 2 Diabetes Portfolios |
| 03 | Competitive Development Assessment of Subcutaneous PD-(L)1 Therapies | 03 | Development and Launch Assessment of RSV Vaccines in Developed and Emerging Markets |
| 04 | Immuno-Oncology Trial and Filing Strategy in Small-Cell Lung Cancer | 04 | Clinical-Development and Commercial Assessment of Orexin Agonists in Narcolepsy and Idiopathic Hypersomnia |
| 05 | Real-World Evidence Generation and Clinical-Trial Design for an Alzheimer's Disease Therapy | 05 | Development and Commercialization Assessment of Therapies for Atopic Dermatitis and Prurigo Nodularis |
| 06 | European Launch Preparation and Trial-Recruitment Assessment for a First-in-Class Pulmonary-Arterial-Hypertension Therapy | 06 | Trial-Design and Recruitment Assessment Across Hemophilia and Rare Blood Disorders |

Regulatory, Access and Adoption

These anonymized titles illustrate the types of assignments undertaken and represent only a small selection from several thousand completed projects. Multi-phase workstreams may be consolidated into one title.

- | | | | |
|----|---|----|---|
| 01 | Regulatory Submission Strategy for Generic Ferric Carboxymaltose in France and the European Union | 01 | Reimbursement and Switching Assessment for Ophthalmic Biosimilars |
| 02 | European Market-Entry Assessment for Complex Injectable Iron Generics | 02 | Market-Access and Sequencing Architecture for Biologics in Rheumatoid Arthritis |
| 03 | Market-Access and Reimbursement Architecture for Obesity Therapies | 03 | Reimbursement and Launch Architecture for a Gene Therapy in Metachromatic Leukodystrophy in Europe |
| 04 | Market-Access and Guideline Architecture for Severe-Asthma Biologics in Europe | 04 | Treatment-Center Adoption of a Gene Therapy for Hemophilia B in the United States |
| 05 | National-Immunization and Tender Architecture for Pneumococcal Vaccines | 05 | Regulatory and Adoption Pathway for a Complement-Inhibitor Therapy in China |
| 06 | Market-Access and Uptake Architecture for Retinal Therapies in Europe | 06 | Market-Access Assessment for Pancreatic-Enzyme Replacement Therapies in Selected Eastern European Markets |

Launch, Commercialization and International Development

These anonymized titles illustrate the types of assignments undertaken and represent only a small selection from several thousand completed projects. Multi-phase workstreams may be consolidated into one title.

- | | | | |
|----|--|----|---|
| 01 | Commercialization Architecture for Subcutaneous Oncology Therapies in the United States, Europe and China | 01 | Field-Force and Commercial-Organization Benchmarking in Rheumatology Across Europe |
| 02 | Launch Architecture for a Natalizumab Biosimilar in the United States, Europe and Brazil | 02 | Commercial and Patient-System Architecture for Hunter Syndrome Therapies Across Selected International Markets |
| 03 | Commercial and Launch Architecture for a Gene Therapy in Spinal Muscular Atrophy | 03 | International Regulatory, Partnering and Market-Entry Assessment for a China-Origin IL-4Ralpha/TSLP Bispecific Biologic in Asthma |
| 04 | Competitive and Launch Assessment of Biologic Therapies for Severe Asthma in the United States and Europe | 04 | International Development and Commercialization Pathway Assessment for a China-Origin Angiotensinogen-Targeting siRNA Therapy in Hypertension |
| 05 | Commercial Organization and Market-Entry Assessment for Fertility Therapies Across Europe and Japan | 05 | Launch and Field-Organization Assessment for Hereditary-Angioedema Therapies in the United States and Europe |
| 06 | Market Development and Site-Expansion Strategy for Radioligand Therapy in Prostate Cancer in the United States | 06 | Pre-Launch, Capacity and Commercialization Assessment of Respiratory and Pediatric Vaccines |

Manufacturing, Delivery, Devices and Clinical Systems

These anonymized titles illustrate the types of assignments undertaken and represent only a small selection from several thousand completed projects. Multi-phase workstreams may be consolidated into one title.

- | | | | |
|----|--|----|--|
| 01 | Prefilled-Syringe, Manufacturing and Commercial Architecture for a Leading Retinal Therapy | 01 | Digital-Pathology Adoption and Clinical-Workflow Architecture in Oncology |
| 02 | Continuous-Glucose-Monitoring and Sensor Landscape | 02 | Clinical-Trial Equipment Pricing in France and the United States |
| 03 | Digital-Inhaler and Connected Respiratory-Device Landscape | 03 | Procurement and Utilization Assessment for Flow-Cytometry Systems |
| 04 | Device and Partner Landscape for Hemophilia Gene Therapy | 04 | Ten-Year Competitive Monitoring Program for Biosimilars Across Europe |
| 05 | Infusion-Pump and Medication-Automation Landscape in the United States | 05 | Multi-Year Commercial and Market-Access Monitoring for Pancreatic-Enzyme Replacement Therapy |
| 06 | AI-Enabled Retinal Imaging and Clinical-Workflow Architecture in Ophthalmology | 06 | Longitudinal Monitoring Across Clinical Development, Access and Commercialization in Rare-Disease Portfolios |

Capital Programs. Process Flows. Operating Systems.

An engineered asset is not only a collection of equipment. Its performance is governed by the movement of matter, energy, information and control through a physical and organizational system.



Engineering Decision Situations

The visible problem may be a component, bottleneck or cost. The actual decision may concern the architecture of the engineered system.

DECISION SITUATIONS

- Selection or redesign of a process, production system or plant configuration
- Site, capacity or industrial-footprint decisions
- Equipment, technology or supplier selection
- Manufacturing-cost and production-economics comparison
- Reliability, maintenance or installed-base constraints
- Retrofit, automation or intelligent-system transition
- Power availability, connection timing or grid reinforcement
- Infrastructure and capital-program feasibility

DECISIONS ENABLED

- Which process or technical architecture is viable?
- Which constraint is physical, inherited, organizational or informational?
- Should the asset be maintained, retrofitted, replaced or reconfigured?
- Which technology or supplier meets the actual operating requirement?
- Where does automation create structural value?
- What must be known before site or capital commitment?
- How should power, process, data and equipment decisions be sequenced?
- What minimum evidence is required before commitment?

Applied Engineering Capabilities

These capabilities concern engineering assessment, technical benchmarking, system reconstruction and decision support. ICG does not design, manufacture, install or operate equipment, sensors, automation or diagnostic systems.

PROCESS & PLANT

Process flows, plant configuration, production stages, yield and operating dependencies.

TECHNOLOGY & EQUIPMENT

Technology landscapes, equipment selection, supplier capability, installed base and service systems.

PRODUCTION ECONOMICS

Plant-level cost, capacity, localization, industrial footprint and comparative performance.

RELIABILITY & LIFE CYCLE

Asset reliability, maintenance regimes, failure patterns, corrosion and condition monitoring.

AUTOMATION, CONTROL & DATA

Sensors, control architecture, automation, robotics, diagnostics and data integrity.

POWER & INFRASTRUCTURE

Power availability, grid connection, site feasibility, utilities and capital sequence.

Production, Cost and Supply Systems

These anonymized titles illustrate the types of assignments undertaken and represent only a small selection from several thousand completed projects. Multi-phase workstreams may be consolidated into one title.

- | | | | |
|----|---|----|---|
| 01 | Manufacturing Economics and Operating-Complexity Assessment for Global Tire Plants | 01 | Plant-Level Cost Architecture for North American XPS and Fiberglass Insulation Producers |
| 02 | Supplier-Cost and Localization Assessment for Automotive Components in China | 02 | Comparative Manufacturing Economics of U.S. Residential Roofing-Shingle Producers |
| 03 | Manufacturing Economics and Market Architecture for Synthetic Rubber Across Europe and Eurasia | 03 | Plant-Design and Production-System Architecture for Aseptic Packaging |
| 04 | Plant-Level Cost Architecture for European Isocyanate Production | 04 | Global Manufacturing-Footprint, Capacity and Production-System Assessment for Carton-Packaging Producers |
| 05 | Production Economics and Processor Landscape for Para-Aramid, ePTFE and Sustainable Fluorochemicals | 05 | Semiconductor Manufacturing-Ecosystem and Capacity Assessment in Europe and Asia |
| 06 | Comparative Production Economics of European Glass Manufacturing | 06 | Chip-Development Economics, Fab-Investment Requirements and Production-Scale Thresholds Across Europe, North America and Asia |

Technology, Reliability and Asset Life Cycle

These anonymized titles illustrate the types of assignments undertaken and represent only a small selection from several thousand completed projects. Multi-phase workstreams may be consolidated into one title.

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- | | | | |
|----|---|----|---|
| 01 | Predictive-Maintenance Adoption Across Industrial Operators and Equipment Systems | 01 | Modular-Manufacturing and Equipment Architecture for Tire Production |
| 02 | Longitudinal Reliability and Corrosion Architecture for Pipeline Systems Across Europe and Eurasia | 02 | Automation Architecture for Warehouses, Inspection Lines and Industrial Material Flow |
| 03 | Longitudinal Reliability, Wear, Yield and Curing Assessment for Passenger and Specialty Tires | 03 | Secondary-Machinery Market and Equipment-Life-Cycle Assessment for Packaging Systems |
| 04 | Development and Industrialization Landscape for Airless and Aerodynamic Tire Systems | 04 | Smart-Lighting and Connected-Building-System Adoption Across Commercial Facilities |
| 05 | Connected-Tire, Sealant and Pressure-System Technology Assessment | 05 | Optoelectronic Technology and Competitor Assessment Across Two Development Phases |
| 06 | Global Application and Service-System Assessment for Rock Drills, Drilling Rigs and Pneumatic Tools | 06 | Installed-Base, Service and Aftermarket Assessment for Digital-Printing Equipment |

Capital Programs, Power and Infrastructure

These anonymized titles illustrate the types of assignments undertaken and represent only a small selection from several thousand completed projects. Multi-phase workstreams may be consolidated into one title.

- | | | | |
|----|--|----|--|
| 01 | Utility-Cost, Grid-Availability and Site-Feasibility Assessment for Industrial Facilities | 01 | Technical and Economic Feasibility of Iron-Ore Deposit Development in Kazakhstan |
| 02 | Infrastructure and Power-System Requirements for Data-Center Development | 02 | Technical and Economic Feasibility of Coal-Deposit Development in Kazakhstan |
| 03 | Technology, Supplier and Deployment Landscape for Small Modular Reactors | 03 | Integrated Dephosphorization Process Development for Iron-Ore Concentrates |
| 04 | Industrial Carbon-Capture Project Architecture in France | 04 | Regulatory and Permitting Architecture for Construction and Modernization of Industrial Facilities |
| 05 | Stakeholder, Consortium and Delivery Architecture for a Cross-Border Nuclear-Power Program | 05 | End-of-Life Copper Recovery, Leakage and Circular-Supply Assessment |
| 06 | Operating and Competitive Architecture of LNG Terminals in Northeast Asia | 06 | Equipment, Service and Supply Architecture for Oil-and-Gas Processing Systems |

Decision-Ready Outputs

The form of the output is determined by the decision rather than by a fixed publication format.

01

Executive decision memorandum

06

Transcripts and interview summaries

11

Process or flow reconstruction

02

Market, asset or system map

07

Evidence package and source record

12

Scenario architecture

03

Competitor, company or target profiles

08

Pricing, cost, capacity or operating benchmark

13

Longitudinal monitoring record

04

Opportunity and risk architecture

09

Clinical, regulatory or access landscape

14

Decision sequence and commitment roadmap

05

Primary-interview program

10

Technology and supplier assessment

15

Presentation and executive readout

Additional volume is not treated as evidence of additional value.

The final output may be concise where the decision has been resolved clearly.

Analytical and Professional Boundaries

ICG provides research, intelligence, analytical reconstruction and advisory support.

The work is intended to support informed organizational decisions. It does not replace the responsibilities of the client's executives, investment committees, clinical teams, engineers, legal advisers, regulatory advisers or other licensed professionals.

ICG DOES NOT PROVIDE

- Medical advice
- Clinical guidance
- Legal or regulatory advice
- Investment recommendations to individuals
- Engineering certification
- Statutory design approval
- Guarantees of commercial, clinical or technical outcome

RESERVED ACTIVITY

Where a project touches regulated or professionally reserved activity, ICG's role remains analytical and evidence-based.

Begin with the Decision

Initial contact can remain minimal. A short description of the field, geography, timing and decision is sufficient to determine the appropriate intake route.

DISCREET INQUIRY

For early-stage, sensitive or not yet fully defined requirements.

RFP / INTAKE

For a defined requirement with clearer scope, timing and output expectations.

FILE UPLOAD

For supporting materials that should be routed separately or reviewed as the primary object of the submission.

icgconsultinginc.com/contact

Response within 24 business hours

The purpose of evidence is not only
to describe the field.

It is to change what can be decided.