



experience. the difference.

MANAGED SERVICES

FOR YOUR ENTERPRISE

Maximising the benefits available through offshore captives, Business Process Outsourcing (BPO), Knowledge Process Outsourcing (KPO) and Service Integration and Management (SIAM).

OUR PROPOSITION

Financial services organisations are grappling with a host of challenges including increasing customer expectations, economic uncertainty and a complex regulatory environment. TORI Managed Services helps its clients to respond to these demands by maximising the benefits available through offshore captives, Business Process Outsourcing (BPO), Knowledge Process Outsourcing (KPO) and Service Integration and Management (SIAM).

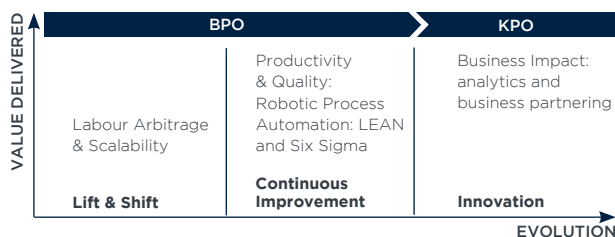
<p>Managed Services Advisory TORI advises clients on all aspects of captive, BPO & KPO design, implementation and continuous improvement.</p>	<p>BPO & KPO Through its captive operation, TORI delivers BPO and KPO services to financial services clients.</p>	<p>SIAM TORI helps its clients to realise the benefits of captive, BPO and KPO operations through best-in-class service management</p>
--	--	---

Managed Services - Moving beyond labour arbitrage

In recent years, most financial services organisations have looked to captives and offshore service providers to perform non-STP activities at a lower cost. Typically, these processes have been 'lifted and shifted' and then improved once offshore, often with mixed results, utilising workflow, incremental automation and process improvement methodologies such as Six Sigma and LEAN. More recently, advances in Robotic Process Automation (RPA) have enabled organisations to deliver breakthrough productivity improvements, with the potential to reduce the size of the offshore organisation by 50-70% (versus 5-10% p.a. for traditional approaches). This trend is expected to continue as the technology improves and organisations find new ways to leverage its capabilities.

BPO is now moving beyond pure cost reduction, although this remains an important aspect, towards the increased outsourcing of knowledge based roles, known as Knowledge Process Outsourcing (KPO). KPO is characterised by niche offerings, highly skilled staff and a relatively small scale. The key differentiator from BPO is that KPO enables organisations to increase their top-line, by outsourcing activities traditionally considered 'core'.

to locations that have a skilled and relatively cheap talent pool. This trend is driven by management's increasing experience and comfort with outsourcing, combined with advances in automation and analytics technologies which create a greater need for analytical thinking and judgment.



This evolution is forcing organisations to evaluate how they leverage their offshore capabilities to achieve real competitive advantage, as well as creating a need to rethink organisational processes and roles. With deep domain knowledge in both Operations and Technology, TORI is well placed to advise senior management on how to deliver top and bottom line performance improvements from their captive and vendor based offshore operations.

TORI offers a targeted suite of Advisory services to clients pursuing a managed services strategy, in addition to providing offshore BPO, KPO and SIAM on an outsourced basis. We are experienced, independent practitioners with a track record of delivering measurable value.

ADVISORY SERVICES

Developing the Sourcing Strategy

A successful managed services strategy can achieve a range of objectives including increasing revenue, taking advantage of new business opportunities, improving quality/control, gaining access to new skills and reducing costs. TORI assists organisations with developing an effective and actionable sourcing strategy that defines who will fulfil the Business Objectives and how.

- Defining SMART objectives and a set of outsourcing principles
- Feasibility study development
- Development of the Sourcing strategy
- Target Operating Model design
- Development of a high level implementation approach
- Business case development

Sourcing

TORI brings a wealth of experience in the global sourcing and provision of vendor services.

- Defining the solution requirements
- Location evaluation & selection
- Identification of potential providers
- Designing and running RFIs and RFPs
- Vendor due diligence and selection
- Contract negotiation

Implementation

Managing the transition to an outsourced model is a complex and demanding process that, unless handled well, will have an adverse impact on the delivery of business operations. TORI offers dedicated expertise, project management and industry best practices to ensure a smooth and seamless implementation.

- Programme design and implementation
- Programme governance and PMO
- Resourcing the project team (including interim management)
- Physical infrastructure set-up (e.g. desktop, voice, network, data centre)
- Technology implementation (e.g. RPA) and change management

Service Integration & Management

Organisations have, in recent years, increased their reliance on third party service providers for a combination of business and technology services. These providers can significantly impact the business performance of an organisation. An effective end-to-end SIAM solution can efficiently and seamlessly support organisations in procuring, managing and switching their vendors, ensuring quality and compliance, mitigating risks, controlling costs and driving process excellence. TORI advises organisations looking to reap the benefits of service management by implementing a SIAM model in-house or an outsourced basis.

- Service catalogue development
- Service/Operating Level Agreements
- Key Performance and Risk Indicators
- Tooling and reporting
- Service governance
- Service Desk design
- Performance reporting
- Vendor management
- Operations healthcheck
- Identification and development of continuous process improvement opportunities

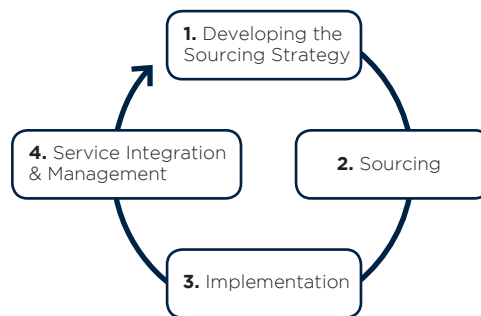


Figure: TORI provides advisory services across the full managed services lifecycle

Outcomes

TORI helps its clients to realise the benefits of a managed services model by leveraging its expertise in offshore captives, BPO, KPO and SIAM to achieve improved business outcomes.

Greater customer satisfaction and loyalty	<ul style="list-style-type: none"> • A customer-focussed service centre culture • Improved speed and quality of customer delivery • Improved customer insight through research and analytics
Maintain Regulatory Compliance	<ul style="list-style-type: none"> • A central repository of supplier due-diligence, contracts and SLAs • Improved ability to monitor service providers for regulatory compliance • Pre-defined, automated reports allow organisations to satisfy regulators with minimal overhead • Improved, well documented processes reduce regulatory breaches and simplify regulatory change initiatives
Reduced Costs	<ul style="list-style-type: none"> • Reduced costs of supplier sourcing, management and switching • Lower cost of Operations staffing • Increased efficiency through process automation and continuous process improvement • Performance measurement and reporting enabling benchmarking and root-cause analysis • Variable (transaction based) and outcome based pricing possible
Increase Productivity	<ul style="list-style-type: none"> • Improved automation and analytics to reduce manual work and improve insight • Higher levels of employee engagement as the retained organisation focusses on value-add activities away from data gathering and manipulation • Improved agility by leveraging suppliers' capacity to scale up/down

EXAMPLES

1. The TORI Managed Services team were responsible for designing, implementing and managing the offshore Operations and Finance shared service centres for a global financial institution. This was the largest operation of its kind in India with 7,000 employees split over three locations (1,300 roles a year were offshored at the peak) providing services for retail, commercial and wholesale banking. Implementing Six Sigma/LEAN achieved a further 30% cost reduction, delivered process accuracy rates of 99.7% and allowed the bank to regularly exceed quality targets. This enabled the bank to achieve high customer satisfaction levels, the lowest operational costs for a number of products (per external benchmarking) and enabled the bank to successfully sell operational services to nine other institutions.
2. The TORI Managed Services team were responsible for designing, implementing and managing an offshore KPO capability, totalling 250 employees, for a global financial institution providing global client analytics, equity research, strategic credit trading and global compliance risk management. This centre of excellence converted data to actionable insight on a 24/7 basis at circa 15% of the equivalent onshore salary cost, enabling the onshore organisation to focus on customer oriented, revenue generating activities.
3. The TORI team worked on behalf of a tightly regulated financial institution to set up an operational capability in Poland, where end-to-end processes, including client services, would be run, thereby offering a natural load balancing and BCP capability to the European head office. The team utilised their proven methodology to lead the analysis of location options and design, build and migrate the business to the new Poland office. This €40m programme was successfully delivered on time and under budget and realised a €28m annual cost saving to the Bank (22% above budget). High customer and staff satisfaction levels were also achieved, with staff satisfaction scores rising during the migration period.
4. TORI acted as advisor for a medium sized bank, during the implementation and launch of a £300+million multi-year deal for back office services. The scope of the work was to ensure that best practice service delivery was followed, to measure behaviours exhibited by both the client and the outsource supplier and to highlight risks associated with service performance. TORI also designed, agreed and implemented a balanced scorecard of the service performance and relationship health between the client and the supplier. The service launched smoothly with seamless handover (zero customer impact) and moved in one month into business as usual. Subsequently, TORI acted as advisor for the outsourcing and offshoring of 300-400 operational roles, where the scope included developing the business case, drafting the outsourcing principles and supporting the client in the development of the RFI/RFP materials and and execution of the process.

ABOUT TORI MANAGED SERVICES

TORI Managed Services is a division of TORI Global. TORI was formed by a team of practitioners with extensive experience working at a senior level for large firms across multiple regions. The founding partners all sought the 'ideal' consultancy when working as Executives at global financial services institutions. TORI was created to embody that ideal. Our name encompasses our core values - those of Trust, Openness, Respect and Integrity. We work to ensure that these four values are inherent in everything we do, from internal processes to service delivery.

CONTACT US

London +44 20 7025 5555
New York +1 212 461 2145

www.toriglobal.com



experience. the difference.