
Digital Business Transformation for Savings and Investments



Trusted partner for your Digital Journey

Atos

Overview

The savings and investments industry is in flux.

Increased competition, legacy technology issues, low interest rates, low growth¹ in household savings and investments, as well as increasingly strict regulations mean that costs and revenue are not aligned. This situation has left savings and investment institutions needing to find new ways of making money and increasing net margin. The need to survive and thrive have never been more paramount.

These factors also mean it is more important than ever to be excellent at creating and managing customer relationships for the long term. In our opinion, the organisations that will succeed are those that are asking themselves several pertinent questions:

- How do you provide a user experience that stands head and shoulders above the competition?
- How do you engage customers in the new digital age and meet their expectations?
- How do you stay in line with, if not beat, the new digital entrants for whom customer experience excellence is second nature?

Despite this state of flux, those organisations that are willing to modernise, digitally transform and put the customer at the heart of their thinking, will be afforded huge opportunities.

Working with the right Business Transformation Services partner to do these things, can deliver considerable cost savings, superior customer service and more efficient operations to organisations.

Can your business afford to ignore such opportunities?

To find out more and get in touch with us, go to atos.net/bts or contact Chris Darlington at chris.darlington@atos.net

1. The saving ratio fell to 3.3% in the fourth quarter of 2016. It was the lowest level since records began in 1963 (UK Office for National Statistics) <https://www.theguardian.com/money/2017/mar/31/uk-households-savings-fall-record-low-warning-sign-economy>

What is driving the need for change?

Low interest rates, more competitive savings and investments markets with aggregators, new entrants, a slowing property market and declining rates of savings all contribute to costs being out of line with revenue.

Ever-shifting and increasingly demanding regulatory changes like GDPR², and changes to data and data security, compliance and reporting, add to the financial burden with substantial IT, operational and process transformation changes required.

In response, savings and investments institutions face the challenge to:

- Retain customers profitably, whilst remaining competitive
- Meet customer expectations and provide a differentiated customer experience
- Release capital to invest in modernisation and digital transformation
- Ensure full regulatory compliance on an on-going basis, with the lowest possible cost and minimum business disruption
- Keep systems and data secure from increasingly sophisticated cyber-crime as criminals target savings and investment houses.

What's the difference between BPO, BPS and BTS?

Our approach to delivering long term transformational change in organisations sets us apart in the market.

Many organisations take the view that there's no difference between BPO (Business Process Outsourcing), BPS (Business Process Services) and BTS (Business Transformation Services) and in some of our competitors that's true. However, such a view can be misleading.

Historically, BPO is about saving money by implementing a 'lift and shift' FTE-based model in order to offshore processes. BPS moves this a step further and looks at the situation differently. BPS starts by putting clients and their customers at its heart, and then considers the whole mix of people, processes and technology, and what the business needs to achieve to deliver truly intelligent operations.

When it comes to Atos BTS, we take on all client operations and implement fast-paced transformation. Using an automation-first strategy, optimised operations, analytical insight and workforce and customer experience excellence we radically transform, digitise and make our clients more profitable and fit for growth.

Why are Business Transformation Services (BTS) an attractive solution for you?

Transformation offers huge opportunities to organisations that are willing to embrace modernisation and digitisation.

The right Business Transformation Services partner, one that can bridge the gap between IT and business, can resolve the challenges of digital transformation and bring about cost reduction and enhanced customer service.

The right BTS partner can offer you:

- Cost savings to help you compete in today's fiercely competed markets
- Increased management time so you can focus on long-term strategy and driving the business forward
- Access to skills, resources, technology and innovation that allow you to differentiate your organisation and its products & services in a crowded marketplace
- Improved customer experience through new channels of support for customers, while delivering consistent service
- Commercial agility and flexible service delivery.

2. GDPR is the EU's General Data Privacy Regulation

Why is Atos the right partner for you?

As a BTS partner, we have the capabilities to be the catalyst for long-term transformational change for your business. We deliver change that focuses on people, processes and systems and we work collaboratively with your business culture to deliver the very best experience.

1. We understand the savings and investments market

We serve the largest players in the UK market, having partnered with NS&I for the last 19 years, focusing on our shared objectives of team, trust and transformation.

Atos has a proud track record with several new high-profile product launches into the savings and investments market. For example, through NS&I's 65+ Guaranteed Growth Bond:

- Development to full market launch in just six months
- Fastest selling financial services product ever with £13 billion in four months
- In week 1, we handled the investment of 194k individuals, managed 575k web sales and took 245k phone calls

2. We continuously work on exciting new initiatives in partnership with the government

We participate in and play a key role in new government programmes; for example, Investment Guaranteed Growth Bond, Junior ISA and Help to Save.

3. We understand digital transformation

IT transformation enablement is at our core. We have 100,000 business technologists to manage complex IT operations for our customers. We have 30 years' experience in managing organisational transformations to make our customers more efficient and effective.

We fulfilled a key role in the digital transformation for the Olympic Games. We have turned the Games into the most connected and digitally-enabled experience to date, with its heightened demands on increasingly sophisticated technology solutions and integrated strategies.

4. We understand the complex regulatory and compliance needs

We understand Financial Conduct Authority (FCA) regulations and Atos BTS is regulated by the FCA. We deliver process and technology that respond to the standards of the FCA, whilst also reducing cost and increasing efficiency.

We work with our clients to ensure that they can easily meet the FCA's standards for outsourcing and overseeing suppliers as required by Chapter 8 of the Senior Management Arrangements, Systems and Controls Sourcebook (SYSC)³. We share our assurance approach and work, to allow our clients to 'check the checking' rather than do everything from scratch.

5. We bring together a mix of people and technology

We use the financial services domain expertise and experience of our staff combined with their IT and operations experience and expertise to navigate the disparate systems of the savings market, including legacy platforms for you.

Atos delivered £530 million in cost savings for NS&I in the first 13 years and is on track to deliver a further £400 million by 2021. Over the period of the partnership, NS&I has transformed their efficiency ratio from over 30 basis points (£3,000 cost to manage £1 million of customer funds) to just 10 basis points, a 300% productivity improvement.³

New ways of working have meant that NS&I has increased its funds under management and achieved a 40% growth over the last three years. What's more, employee productivity is at a record high - with a 25% productivity

improvement delivered in 2016 through operational excellence initiatives alone.

6. We are flexible and agile

One of our key strengths is that we can work rapidly through experiments and proofs of value, while remaining a reliable, scale business technology partner.

Atos has trained all of NS&I's staff including its Executive Committee in agile working using state-of-the-art Customer Experience (CX) labs.

7. Innovation is a core value

We are leaders in digital innovation and work closely with Fintech to bring this into the banking world. We apply innovation to create business value.

We drive innovation through our:

- **Our scientific community: with 135 members from different geographies, backgrounds and skills that help us deliver technological innovations.**
- **Business Technology and Innovation Centre (BTIC) - we showcase over 90 solutions (not just demos) to offer our customers exclusive access to live examples of the best Atos solutions and innovations. We use this to promote original thinking, space for new ideas to take root and innovation workshops. Our BTIC is about more than just technology - our legal and commercial teams are available on hand to explore new business models.**

8. We believe in doing the right thing

Not just selling products and services. We work with our clients as partners, with aligned objectives and mutual trust to build long-lasting partnerships.

3. Where a third-party service is critical to a regulated firm's business operations, the service provider will be regarded as an outsourced service provider (OSP) and the regulated firm is subject to a series of regulatory obligations.

Digital transformation the Atos way

As a BTS partner, we are the only organisation in the UK to provide single supplier, end-to-end digital transformation services on a large scale to savings and investment firms.

Vision

We have the experience, expertise and vision to create long term business value for you.

We can help you enrich your customers' end-to-end experience and deliver operational excellence, increasing flexibility and reducing costs. We bring about channel shift and lower cost-to-serve. Combining intelligent business process services with deep client understanding, we can help to make your organisation one that is easy to do business with.

Systems and Processes

We put in place systems, processes, people management and customer experience that allow you to compete with and hold your own against new entrants into the savings and investments market.

At the same time, we also navigate disparate systems and legacy technology to help you get the most from your existing investments, reduce cost-to-sale and take full advantage of the latest innovations to grow your customer base.

People

We are people champions.

We expedite change by engaging openly with your employees to ensure that vital knowledge and experience is retained. This helps us address any concerns early on and ensure that key people within your organisation become evangelists for change.



Business benefits

Business model innovation

- We help customers open up new revenue streams and expand into new markets through flexible, agile business processes that quickly scale and adapt
- We draw actionable insight from data, converting it into business opportunities that deliver revenue
- We introduce Robotic Process Automation (RPA) to automate rules based tasks and free up valued employees so they can provide a more responsive service and enhanced customer experience

Risk

- We help customers make timely, more informed decisions based on real-time insight and analytics
- We help lower business risk and assure compliance with FCA regulations

Customer experience

- Through our customer excellence practice, we create differentiation with an enhanced end-to-end customer and employee experience
- We have refreshed Aegon's customer satisfaction programme and rolled out with high CX and NPS scores
- We have established a cutting edge CX Lab and Academy on Aegon's site and held 25 CX Mindset sessions with transferred employees and Aegon staff and helped 10 CX and 15 LEAN Academy trainees graduate
- We have established a new Aegon employee and stakeholder engagement programme

Technology

- We ensure that our customers are investing in the right technology for future growth
- We optimise existing technology, including legacy platforms, whether on-site or cloud-based.

Operational excellence

- We assured a seamless migration from the incumbent service provider with approximately 30 third party supplier contracts updated and refreshed
- Our operational excellence initiatives resulted in over 15% increase in capacity of in-scope population for Aegon
- We create an environment that engages, motivates and up-skills employees and provide access to advanced training and career opportunities

Cost reduction

- We reduce spending through ongoing cost-to-serve improvements

Our solutions

1. Customer experience

We deliver services from an end-customer's perspective through insight, journey mapping and co-creation to enrich the end-to-end experience and business content.

We follow the process of:

- **Discover:** we assess and diagnose how you are currently positioned to address customer experience
- **Define:** we map where you are on the journey, with the help of next-generation insight, behavioural science, analytics and powerful visualisation
- **Design:** we apply forward thinking to where you want to be
- **Deliver:** where the deployment happens, either done yourself or managed by us.

2. Intelligent operations

We use intelligent operations to deliver long-term transformation value to our customers.

Intelligent operations consist of:

- **Agile business case development** to validate the opportunity for digital transformation and build the business case including financial impact and ROI
- **Software robots** to leverage emerging Robotic Process Automation and cognitive innovations to digitalise your business processes, remove manual activities and drive greater efficiencies, responsiveness and productivity
- **Lean operations excellence** combines with continuous improvement to deliver ongoing cost-to-service improvements
- **Skilled workforce** to work collaboratively to drive the best value for your customers

- **Analytical insight** to provide real-time business monitoring, insight and foresight to ensure timely decision making
- **Technology eco-system** that offers you the latest innovations and support for a hybrid IT environment (legacy with digital) through the SMEs we actively partner with and invest in.

3. Platforms, applications and infrastructure

We adopt an integrated approach to BTS delivery from the outset, optimising infrastructure, platform and application performance whether on-site or cloud-based.

4. Cutting-edge security

Security underpins all our solutions. We have 4,500 security experts and eight 24x7 Security Operation Centres worldwide to help you manage personal and financial customer data in a secure and compliant manner, and protect business-critical systems from cyber-attacks or fraud.

We provide uniquely advanced security solutions such as:

- Bull, a world-class recognised player in Cyber Security, mission-critical systems, defence and Big Data
- Atos IAM technologies which manages 100 million secure identities each day - ensuring that the right individuals are accessing the right resources at the right time and for the right reasons

We provide fit-for-purpose security solutions to some of the most demanding and exacting organisations in the world, such as the Ministry of Defence (UK), the French Army and the Metropolitan Police (UK).

Using insight to deliver First Contact Resolution (FCR)

Atos introduced new capabilities to capture customer insight and understanding, customer centric design involving both customers and frontline colleagues, as well as a rapid test and learn ethos deploying change quickly into the operation in an agile way and iterating based on customer feedback.

NS&I now has over 250,000 customers subscribed to its new Premium Bond mobile app, shifted 92% of sales to digital channels and won Best Customer Service in Banking and Finance at the 2016 Top 50 Contact Centres for Customer Service Awards.

But don't just take our word for it. Atos was delighted to win two prestigious awards in 2016:

- **Top 50 Award for Banking and Finance for Customer Services Contact Centre**
- **Best Complaint Handling Award for Financial Services**

About Atos

Atos is a global leader in digital transformation with approximately 100,000 employees in 73 countries and annual revenue of around € 12 billion. European number one in Big Data, Cybersecurity, High Performance Computing and Digital Workplace, the Group provides Cloud services, Infrastructure & Data Management, Business & Platform solutions, as well as transactional services through Worldline, the European leader in the payment industry. With its cutting-edge technologies, digital expertise and industry knowledge, Atos supports the digital transformation of its clients across various business sectors: Defense, Financial Services, Health, Manufacturing, Media, Energy & Utilities, Public sector, Retail, Telecommunications and Transportation. The Group is the Worldwide Information Technology Partner for the Olympic & Paralympic Games and operates under the brands Atos, Atos Consulting, Atos Worldgrid, Bull, Canopy, Unify and Worldline. Atos SE (Societas Europaea) is listed on the CAC40 Paris stock index.

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Let's start a discussion together

