

S T U D Y A N D S E C T O R ' S A N A L Y S I S

BPO 2008-2018

Lessons drawn from the past decade
Ambitions for the future



BELMONT
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2008 - 2018

Lessons drawn from 10 years of BPO

The Business Process Outsourcing (BPO) gained a general level of acceptance among small to mid-size Swiss private banks following the financial crisis of 2008 : banks decided to focus on their core activity and started to consider BPO as a means to variabilize and diminish their operating costs.

Scope of the study

Belmont Consulting Services has launched a study to evaluate the experience of Swiss banks having opted for a BPO model, and to address questions such as :

- What is the reality of the situation 10 years after?
- Has the BPO model delivered its promises?
- Which governance model have the banks implemented to manage the services from their outsourcer?
- Have the banks been conducted to redefine the boundaries of the BPO mandate? ... and to possibly re-internalize some activities? ... or expand the perimeter?
- How do they manage the functional evolution of the solution with the BPO provider?
- Does the "all-in-one" model which prevailed in 2008 still correspond to the needs of 2018? ... and to the future expectations?
- What would be the advice of the early adopters of the model to banks considering implementing a BPO model?

The main objective of the study is to assess the BPO market reality after 10 years, not to compare the various BPO solutions, neither to evaluate strengths and weaknesses of banks in implementing such solutions.

We intend to analyze globally the whole process of implementing BPO, in order to deliver findings and recommendations useful to all stakeholders.

Approach

We plan to interview about 20 C-level executives of banks which have adopted (or are adopting) the BPO model.

The interviews will be held between March and mid-May 2018, for enabling the publication of compiled results before the summer.

The study addresses private banks in "Suisse romande" but could potentially be extended to retail banks and/or German part of Switzerland.

The report will be published in French with a synthesis of collected information and findings. There is also a possibility for participating banks to have a bespoke presentation of the results, including specific findings.

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