

Synet helps Bankers Trust focus on the customer



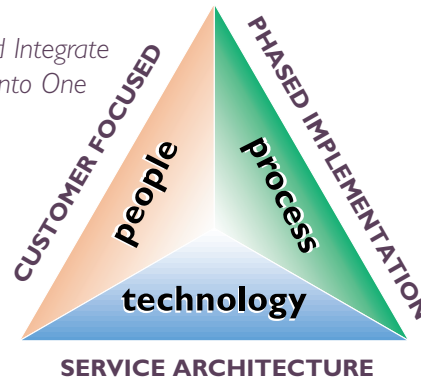
Bankers Trust Company

Bankers Trust Company, founded in 1903, is a leading Fortune 200 financial services company serving clients in all the major financial centers throughout the world. Among the largest commercial banks in the United States, Bankers Trust total revenues for 1997 were \$6.2 billion, with total assets topping \$140 billion. They have approximately 15,000 employees in more than 50 countries worldwide.

The Business Challenge

Provide Time-Critical Support and Integrate Two Different IT Methodologies into One Customer-Focused Organization

In early 1995, Bankers Trust had two separate organizations dealing with Information Technology support: commercial and investments. Each had their own methodologies, their own staff and their own biases. This was a challenging financial time for the company, and a weak, decentralized IT infrastructure made it worse.



Operations had deteriorated to a point where decisions were being made reactively rather than proactively, and the very survival of IT support was at stake. It was obvious that they needed to consolidate the two infrastructures into one organization. This had to be accomplished quickly, and with 30 percent less staff due to downsizing.

By the fourth quarter of 1995, the consolidation was complete, but the organization was fragmented and ineffective. Each sub-unit was operating independently and there was no single point of contact. Clients were left to navigate through this maze by themselves in order to get the help they needed.

Major Objectives

- Focus process on the customer
- Develop a three-phased implementation including Response Line Center (RLC) as a single-point-of-contact for call handling, Problem Resolution Center (PRC) for problem ownership and Continuous Process Improvement Center (CPIC) for process management and improvement.
- Operate efficiently due to resource constraints

It was at this critical point that Bankers Trust turned to Synet for assistance in reengineering their processes, and consultative support in their systems-wide implementation. "We looked at doing things internally, but without an independent third party, we could've gotten bogged down in politics. Also, we knew we didn't have the staff to get it done quickly enough", says George Jarrold, Managing Director of BTIS Desktop Services.

"Synet's approach is participatory. They helped build the business case and sell it. They engaged people to feel part of the change. And, through skilled project management, they facilitated getting us where we wanted to go."

George Jarrold
Managing Director,
BTIS Desktop Services
Bankers Trust Company

Results.

Guaranteed.

CASE STUDY

Delivering the Solution

Implement Phased Deliverables that Optimize the Entire IT Support Organization and Establish Structured Call and Problem Management Procedures

One of Synet's first milestone objectives was to establish common, uniform technology platforms for IT customer support. Given Synet's experience working with large companies with complex distributed systems and understanding of current technology tools, they were able to narrow the choices for Bankers Trust, and thus shorten the decision-making process by several months.

Next, a process was needed to handle customer calls and resolve problems quickly and effectively. Bankers Trust knew it was imperative to separate call management from problem management, and to establish a single point of contact. But, the question was, "How"?

Using Synet's proven methodology and service architecture as a framework, Synet helped Bankers Trust plan, build and implement a sophisticated Response Line Center and Problem Resolution Center. This included developing and implementing complete skill-sets training and knowledge transfer.

Synet also helped Bankers Trust create a formal process for continuous improvement. It incorporates a systematic means to measure and distribute metrics and management reporting capabilities. The company considers this part of the service architecture to be key to the future success of the entire IT customer service and support organization. Says Joe Kurpiewski, Synet Account Manager, "When you start to measure what you do, you can begin to build a cost relationship between reality and your expectations."

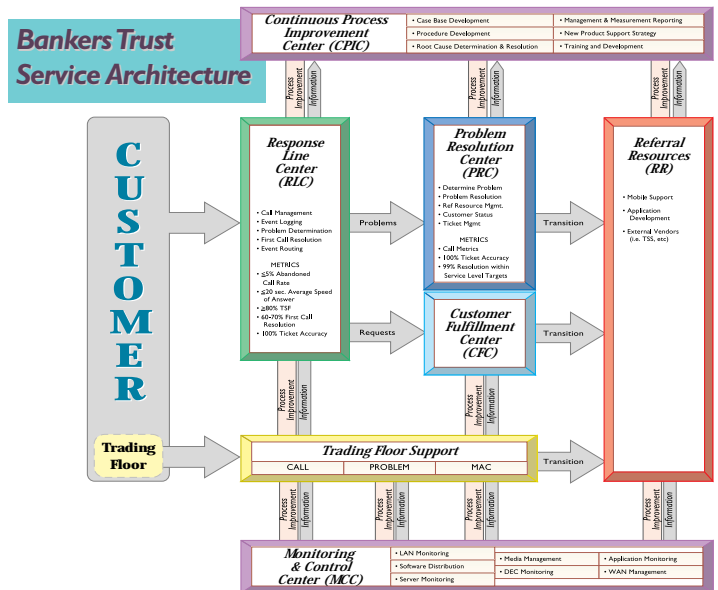
Business Results

Change the Collective Mindset of IT Support to One That is Clearly Focused on the Customer

When Synet began working with Bankers Trust, every IT sub-unit had a myopic view of their own responsibilities. This contributed to a lack of cooperation and constructive communication, at the customer's expense.

Synet helped the company eliminate this "stovepipe mentality". Now everyone supports a singular commitment to putting the customer first. The key to this philosophy is a belief in personal accountability, from the CIO to Service Center operators. In other words, if a problem lands on your desk, you own it until it is resolved.

Changing an organization's processes are one thing. Changing attitudes requires even more. Synet encouraged leadership, participation and teamwork, and worked closely with the company to help train and coach employees.



The result is a major change in the way the organization operates. And, most importantly, in the way employees think. With the process now in place and a system for continuous improvement, this new customer-focused mindset is entrenched in the very heart of the organization. "Our success", concludes Kurpiewski, "includes the satisfaction in knowing that Bankers Trust continues to pursue the right avenues even after we've gone."

The Key To Success

An Outside, Independent Perspective of the Organization

Because each IT sub-unit had its own views, agenda and methods for managing customers, everyone was wary of change. Synet's objective viewpoint helped Bankers Trust bypass the politics of the organization, thus adding credibility to the project, and helping reshape the organization in a timely manner.

As part of this process, Synet and Bankers Trust formed a Project Team made up of representatives from each sub-unit. Since they all played an active part in the decision-making process, members felt they were part of the change and did not feel threatened. It was a relationship based on trust and understanding.

As a result of the successful collaboration with Synet, Bankers Trust now has achieved what they set out to do: establish an effective, integrated IT organization that is supported at every level, is continuously improving, and is focused on its customers. As Sholom Bryski, Managing Director of Computer Systems for Bankers Trust, emphatically stated, "Synet applied a rigorous solution to a complex problem."

Synet delivered results. Guaranteed.

