



REPRESENTATIVE ENGAGEMENT

Broker-dealer Operations Site Consolidation

Client Profile:	<ul style="list-style-type: none"> \$62 billion global financial services firm operating in 68 international markets Growing U.S. broker-dealer operations
Business Issue:	<ul style="list-style-type: none"> Poor service delivery in operations and call centers precipitated the need to rethink the business model and start with a clean slate High-profile defections and dissent among reps required decisive strategies to improve the performance of brokerage operations A lack of effective training, functional knowledge, and management and communication processes accelerated the need to take corrective actions
Engagement Plan:	<ul style="list-style-type: none"> Perform process and technical mapping to ensure each major activity transitioned smoothly to the new location Develop/implement resource mapping to identify the ultimate disposition of employees and their compensation plans Develop/implement a facilities plan for the consolidated mid-west location and the western state location Develop/implement recruiting and training plans Develop/implement a communication plan for employees and reps
Solution:	<ul style="list-style-type: none"> Moved the company's service functions from a call center located in a western state to the resource centers within each of the broker dealers Relocated the brokerage operations functions from a western site to a mid-west site, with a well-managed organization Enabled a new management team to drive the operations Benchmarked service levels and implemented performance metrics to monitor service quality and productivity throughout the consolidation phase Used project planning tools to track progress, forecast resource requirements, and flag warnings of potential problems
Benefits:	<ul style="list-style-type: none"> A clear message sent to the registered reps for each broker/dealer that the firm was committed to positive change Enabled the company to leverage a strong management team and process at the consolidated mid-west location A more rapid timeline when compared to fixing the problems at the original western location Service quality improved significantly, resulting in cost savings from reduced inquiries from reps

STAFF MIGRATION PLAN

