



Professional Services: A Banking Perspective

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PROFESSIONAL SERVICES: A BANKING PERSPECTIVE

Technology suppliers have consistently told bankers that delivery of an outstanding customer experience was one of the keys to the success, and even survival, of their organization. In recent years, “According to the 2018 Retail Banking Trends and Predictions, published by the Digital Banking Report, improving the customer experience has been the number one priority for financial institutions for the last three years.” (As quoted in the Financial Brand).

Of course, technology suppliers frame at least part of the discussion about the benefits of their respective solutions in terms of how they improve the financial institution’s ability to deliver an exceptional customer experience.

Today we are hyper-focused on delivering excellent client experience through various delivery channels. This is, and will continue to be, completely justified, and it is true for financial institutions (FIs) and suppliers alike. However, suppliers might be missing the boat on placing an equal amount of emphasis on their delivery of an outstanding customer experience to the FIs they serve.

The ‘customer experience’ most FIs are seeking for themselves certainly includes choosing the right technologies, getting them implemented, and arranging reliable service and support for them over time. However, that is only the beginning! From the FI’s viewpoint, achieving optimal performance of any technology must include the full realization of positive economic impact for the organization – along with the delivery of a positive and differentiated experience to its clientele.

The Place for Partnering

There are plenty of potential suppliers who will state as part of their message that they want to partner with your organization. There are certainly fewer who will state that their mission is to deliver an excellent customer experience to your organization while also helping you do the same for your clientele. Partnering, and the ability to deliver on the FI customer experience promise, are inextricably bound, one to another.

Knowing that most FIs want a true partnering relationship with their technology suppliers, and that such a partnership is essential in the FI's own realization of a positive customer experience, it is important for everyone to define, agree, and understand what is involved in a real partnership.

Recently, Cornerstone Advisors published an article entitled, *Is Your Vendor a Partner? Ask these 10 Questions to Find Out*. This article summarizes the essential elements of a true partnership in any vendor relationship. The net of this is that you should be looking toward the value in a partnering relationship, and that value can be measured by evaluating the responses to the 10 questions cited below.

Quoting from the article: "How can you measure whether or not you have (a) partnership with your vendor? Here are 10 specific questions we at Cornerstone think need to be asked and answered.

1. Is my vendor doing research for me or am I doing it for them?
2. Is my vendor managing interfaces, integration with other vendors, or am I?
3. Is my vendor approaching me to understand my unique needs or am I having to approach them?
4. Is my vendor worried about how I best spend my money with them or am I on my own with that?
5. Is my vendor updating me about project delays and scope reductions or do I get to discover these by myself late in the process?
6. Who escalates a problem or issue: my account rep or me?
7. Has your vendor ever told you how you could be a better customer?
8. Does anybody know whether you are getting the maximum ROI from your systems?
9. Who talks about and shares the "great" customer experience?
10. If you are not on your vendor's flagship product, have they talked to you about the roadmap to get there?"¹

¹ Gonzo Banker, *Is Your Vendor a Partner? Ask These 10 Questions to Find Out*, Terence Roche, Cornerstone Advisors, September 9, 2016.

Of course, the full article goes into more detail regarding the rationale for each question. You can access the entire article on GonzoBanker.com [here](#).

While these questions address the matter of evaluating your existing vendor relationships to see if they qualify as a possible 'partner', these same questions can and should be asked when pursuing a new potential vendor or supplier. By asking a potential vendor what they believe makes for a good partnering relationship, followed by a simple rephrasing of the 10 questions above, should give you a clear picture!

At least five out of the ten partnering questions (accented in blue on previous page) put forward by Cornerstone would seem to fall under the broad category of Professional Services in most technology supplier business models. Besides helping to build a sound business case, analysis and advisory services for both hardware and software technology, project management, change management, and staff training services are an essential part of any partnership.

These elements go well beyond a simple account management model that is limited to sales, installation support, and service delivery. An organization's ability to deliver on the identified Professional Services elements of a partnership require a thoughtful examination of what services the supplier offers, along with an evaluation of how they deliver these services. Unless a supplier or vendor can address these matters plus the five highlighted Cornerstone questions satisfactorily, they don't pass the "partner or pretender test." If being a true partner is essential for any supplier to deliver against the FI customer experience promise, failure to pass this test would seem to put that goal out of reach as well.



Professional Services Scope

If FIs see real partnering relationships with key technology suppliers as a gateway to achieving their own great customer experience, then Professional Services that support at least half of the qualifiers for a quality partnering relationship become critical elements, contributing to success. For a closer look and further discussion around Professional Services, we have detailed its various elements. The table below summarizes Glory’s current Professional Services offerings:

Pro Service Category	Details	Impact
Phases: Discovery & Solution Design		
Advisory Services: Business Consulting	<ul style="list-style-type: none"> • Information gathering • Process analysis and operational design development • Needs assessment • Business case (ROI) development • Stack ranking of branches 	Select the correct solution(s) both from a hardware and software perspective and create a realistic, achievable business case. Review and revise current processes. Develop deployment plans – putting the right technology, in the right place, at the right time, with documentation throughout.
Advisory Services: Technology and Software Consulting	<ul style="list-style-type: none"> • Review current technology and software environment and options, set objectives and determine scope of work working closely with IT, Security & Operations • Implement Planning and Setup phases of 4-step process (Technology roadmap) 	Select the correct solution from a software perspective whether standalone, interfaced or integrated environment. Interact with FI technical staff and incumbent software providers to provide integration support if required. Plan to minimize disruption upon implementation.
Training	<ul style="list-style-type: none"> • Create training plan 	Training can be delivered in various forms including Glory professional staff on-site, on-line with LaaS (Learning as a Service), or in train-the-trainer mode.

Pro Service Category	Details	Impact
Phase: Deployment & Implementation		
Advisory Services: Business Consulting	<ul style="list-style-type: none"> • Industry best practices • Process improvement • Change management 	Business and technical consultants remain engaged, providing guidance and oversight during the implementation phase.
Advisory Services: Technical and Software	<ul style="list-style-type: none"> • Implement testing phase • Initiate rollout and delivery of documentation 	Ensure implementation is only minimally disruptive to branch operations and ensure that your technology investment is optimized. Monitor progress and interact as required with FI and 3rd party technical staff.
Deployment Services: Project Management	<ul style="list-style-type: none"> • Rigging as required • Physical installation • Functional testing • Commissioning • Change Management • Status calls • Project plan execution 	Coordinate schedule with Glory resources and FI personnel to minimize disruption to branch operations while effectively activating the new technology. Our project management team can assist FI staff in managing the project or totally manage the project for the FI; providing a full turn-key solution
Training	<ul style="list-style-type: none"> • Execute training plan • Implement change management 	Make sure the FI is fully up to speed on hardware and software operation and care as well as new processes.

Pro Service Category	Details	Impact
Phase: Delivery of Results (Post Implementation)		
Advisory Services and Business Consulting	<ul style="list-style-type: none"> • Post-analysis • CaaS - Consulting as a Service (Ongoing support throughout lifecycle) 	Ensure that the operational and financial outcomes anticipated are achieved. Monitor and adapt as needed to find maximum return on investment.
Advisory Services: Technology and Software	<ul style="list-style-type: none"> • Problem-solving • Monitor changes over time 	Ensure that the operational and financial outcomes anticipated are achieved. Continue to monitor over time and interact as required with FI and 3rd party technical staff. Be ready to re-engage as needed over time due to changes in the IT environment.
Project Management	<ul style="list-style-type: none"> • Re-engage as needed in future equipment deployments, asset management projects or equipment movements 	Our project management team can assist FI staff in managing changes that inevitably occur with the passage of time including, but not limited to branch closures, new branch openings, remodels, etc.
Training	<ul style="list-style-type: none"> • Early Performance & process review conference • LaaS - Learning as a Service 	Webex with branch staff within a few days of going live. Call will include a Glory Business Consultant and Trainer to answer questions and review processes. LaaS provides ongoing refresher or new staff training as time goes on.

Just as with your customers, Glory’s FI customers do not all share the same set of needs for Professional Services. That is why flexibility in matching our resources to a specific set of needs is key to the success of any partnering relationship. In each of the service areas described herein, Glory is fully equipped to either work with counterparts at a given FI or to work totally on behalf of the FI in cases where FI resources are not available.

A Look Ahead

In addition to the Professional Services described in the table above, Glory is also pursuing an aggressive forward-looking strategy that will add even more value for our branch automation customers. Included in this future roadmap are tools to enhance our remote monitoring capability of equipment deployments, enabling the measurement of equipment utilization and adoption. We will also be able to provide actionable intelligence in these areas while also identifying cash points where there is excess or stagnant cash.

Professional Services Depth and Breadth

Now that we have taken a close look at all the aspects of Professional Services and how each contributes to the success of a technology project and a positive experience for the FI, it's important also to consider how the potential supplier delivers value in each aspect of Professional Services elements.

The Glory Professional Services team is comprised of 30+ professionals, with an average of 20 years of experience in this industry. Our Business, Technology and Software Consultants, Project Managers and Training team, are solely focused on cash management in the FI space. Each person on the team has a specialized skill set to support our customers' needs across the entire life cycle of our products. According to the 2017 RBR report, Glory is the US leader with 65% of the market share for TCRs. These specialized team members' intellectual property is second to none. This is what they do...

Glory offers all this through a consistent, understandable and proven 4-step partnering process: **Discover, Design, Deploy, and Deliver**. Our process ensures that the solution we recommend will meet and exceed our customer's expectations for performance and ROI. Each functional aspect that supports the 4-step process as mentioned above involves a person or persons specifically trained and experienced in their assigned role.



The success of our process is dependent on this team of industry specialists, working in concert on your behalf, rather than one or a few individuals trying to perform efficiently in multiple roles and doing so ineffectively. In Glory's model, an Account Manager leads the process with the support of these functional specialists. Often, other suppliers ask their sales or field service representatives to do double-duty as a trainer or perform some other function. We do not consider this to be the best approach. It's analogous to calling your plumber to fix a drain problem and then asking, "While you are here can you also see if you can fix this problem I'm having with this electrical fixture?"

The initial **Discover** step involves fact-finding about current cash-handling processes and challenges as well as other branch initiatives. The **Design** step follows. In this step Glory develops a complete best-fit solution for your unique environment utilizing our vast portfolio of products and services and a business case including ROI and process

improvement expectations. Once the solution is designed, a complete plan is crafted to properly **Deploy** the solution including agreed process improvements and industry best practices. Along with this is an emphasis on facilitating change management while also minimizing disruption to branch operations.

Finally, in Glory's process, we use the term **Deliver**. The word Deliver as we intend it is not an event that happens when a product arrives at your location. Our Deliver step is our commitment to your long-term success. It is Glory's commitment to delivering the ROI and outcomes anticipated along with outstanding service and support for the long-haul.

Partnering, Professional Services, and Your Customer Experience

Glory is the clear North American leader in branch cash automation solutions, has been for many years and will continue to lead into the future. Our business model includes an embedded, flexible "partnering" framework. Typically, we can provide

affirmative and compelling responses to all the partnering questions contemplated in the Cornerstone article and beyond.

Others have attempted to emulate our business model and value proposition with very limited success. Our value proposition, it turns-out is very, hard to match. It includes state of the art hardware, powered by robust software, utilizing well-crafted integrations, supported by a legion of engineers, product experts, business consultants, software integration specialists, project managers, professional trainers, installation coordinators and service resources that are second to none!

At Glory, partnering is the 'rule' rather than the 'exception.' In short, Glory would like to put our market leading resources, Professional Services capabilities, and processes to work for you in a true partnering relationship for mission critical technology in your branches. Our commitment is to deliver a comprehensive and superior overall experience to you, our customer, and support you as you strive to do the same for your clientele!

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