

Group Technology and Operations

Strategies and Diagnostics

Benchmarking spend, efficiency and resourcing

Group Technology & Operations Diagnostic

About Us

Expand Research, a BCG Company, offers Group Technology & Operations leaders with market insights that identify actionable opportunities and support key decision making. For over 22 years, Expand has utilized cost drivers and business KPI's to analyze budgets, resourcing strategies, and operating models, emerging as an industry leader in detailed, syndicated diagnostics.

Expand Value Proposition - Deep insights to future-proof your business



Align infrastructure with automation strategy

- Market-leading internal quality & effectiveness KPI tracking
- Address weaknesses in the value chain
- More effectively support the overall business objectives
- Leverage metrics such as vendor vs. in-house app composition, app estate composition, estate age and infrastructure consumption by service



Long-term strategic planning

- Inform and define short-, medium- and long-term Technology & Operations targets
- Set a new path on IT & Operations model or strategy



Reduce & re-align costs

- Provide a full cost analysis by business, cost type and driver
- Gain insight into metrics such as total cost of ownership, run the bank vs. change the bank costs, infrastructure spend
- Identify areas for cost reduction
- Highlight opportunities for investment



Competitive and client intelligence

- Gain insight into emerging strategies and industry trends
- Strengthen transformations with access to community/industry leaders
- Client Intelligence survey* interviews buy-side counterparties detailing buy-side priorities with detailed rankings to industry peers

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Group Technology & Operations Diagnostic

Product - Diagnostic capabilities

Key cost drivers

The Technology & Operations benchmark diagnostic offers a comprehensive understanding of key cost drivers compared to a business metric scaled benchmark and a cost per trade analysis* for individual products and functions. Further granularity is provided by function and cost type.

Business performance

Understanding the businesses being supported is key to providing an accurate comparison, benchmarking in the context of revenues, operating expense, operating margin, business headcount and productivity.

Efficiency

Understanding the value and effectiveness of the Technology & Operations function through levels of automation, and metrics such as cloud adoption %, incident volumes and causes, change failure rate, and of the operations functions through levels of automations, breaks, etc. vs peers.

Resourcing strategies

Location strategy, contract types, fully loaded cost per head, compensation, role analysis and seniority are analyzed to help firms optimize their resourcing strategies.

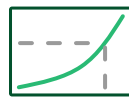
Why Expand? Understanding what we do and how we do it

Unique approach to data normalization



Raw data extracts collected from MIS minimizes time requirement by removing burden of data templates for participants while improving accuracy and granularity

Expand's rescaled benchmark approach



With Expand's proprietary benchmark methodology, peer averages are rescaled using relevant business metrics to account for firm size and scale

Granular market insight delivering relevant context



Provide context to quantitative analysis through qualitative interviews with key stakeholders

Tailored reports to address your specific questions



Expand provides valuable actionable insight tailored to the participant firm embedded throughout the final report

Expand facilitates numerous industry roundtables and forums to supplement the benchmark study

Real-World Use Cases



Firm able to remove 1-5 management layers across all functions and businesses, helping to provide cohesion to operating model and remove duplication, leading to 20% increase in productivity



Bank identified group-wide operations cost savings of ~\$500mn for a regional universal bank, leading to key targets being identified and a 10pp potential CIR advantage



Targeted cost reduction of specifically identified heavy support functions, leading to the number of employees increased while external workforce decreased, driven by resolving cost per head gap in high cost locations



Client saw \$1bn+ cost reduction, partly realized through better targeted Change the Bank spend