

# Operational Excellence

*in Trust Operations*

*May '08*



Trust advisory and operations have to deliver an excellent offering to their demanding clients. Faced with exposure to different legal systems, broad variety of involved parties and complex trust products on one hand and missing transparency on processes, different policies and procedures on the other hand, trust operations must meet many challenges.

Arthur D. Little has developed methods to optimise and improve the Trust operations and therefore to increase efficiency and effectiveness.

## **General Approach**

Our operational excellence approach in trust operation is based on the following five levels:

- Common Terminology helps to establish a common view on the existing processes
- Transparent processes are a prerequisite for consistent measurability
- Process ownership steers the output of processes across different organisational units
- Alignment of processes leverages identified process improvement potentials
- Process improvement aims to establish a process for strategic process innovations

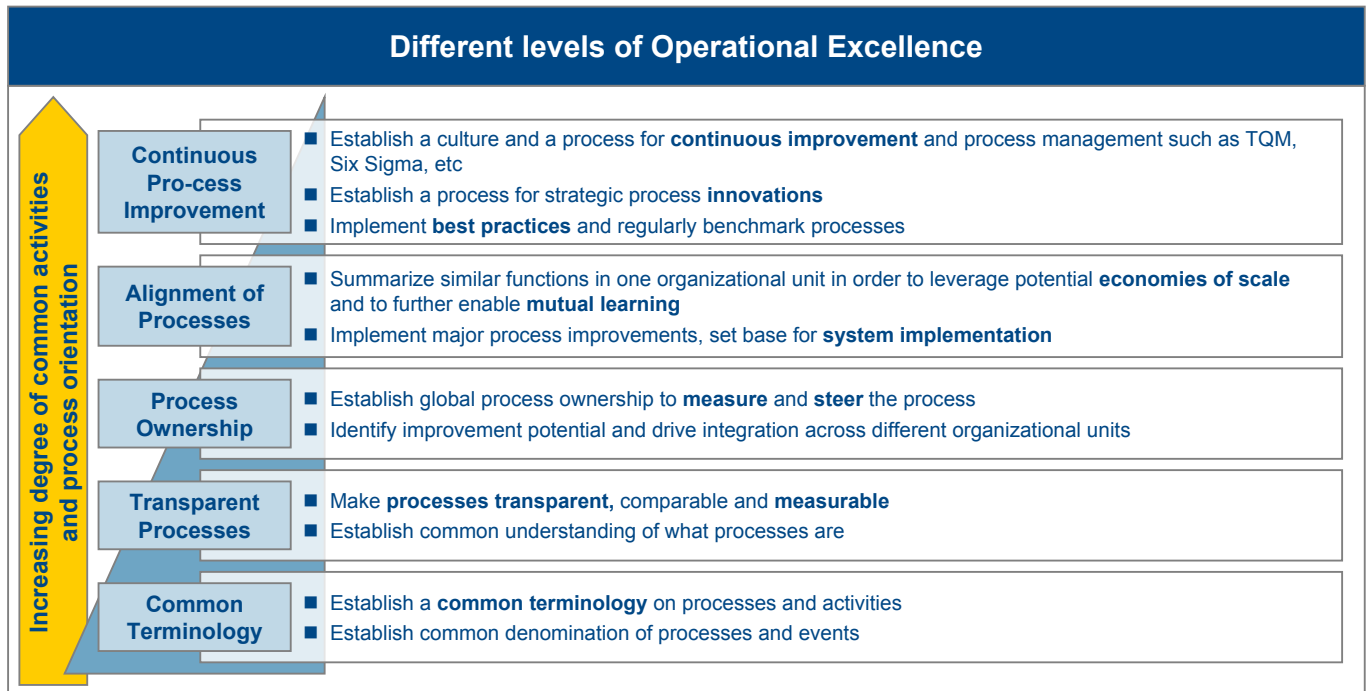


Figure 1: Different levels of operational excellence

Our operational excellence approach will be adapted to your specific situation by the following 4 steps:

**1. Event Analysis**

The Event Analysis identifies core processes via analysis of frequency and time effort. It determines which processes have to be reviewed more closely and gives inputs for further analysis.

**2. Process Review**

The Process Review gives an overall understanding of processes and identifies possible improvement potentials.

- Process architecture
- Differences in process execution
- Redesign documentation to a single format
- Centralization / Decentralization
- System Requirements

**3. Stakeholder Analysis**

The Stakeholder Analysis identifies the biggest gaps to customer needs and therefore gives an overview of improvement areas.

**4. Improvement Actions / New Operating Model**

The Stakeholder Analysis is followed by a definition of concrete Improvement Actions. Quick wins are realized immediately. Bigger improvement actions are

partly integrated in a new operating model which describes the new organisation for trust processes.

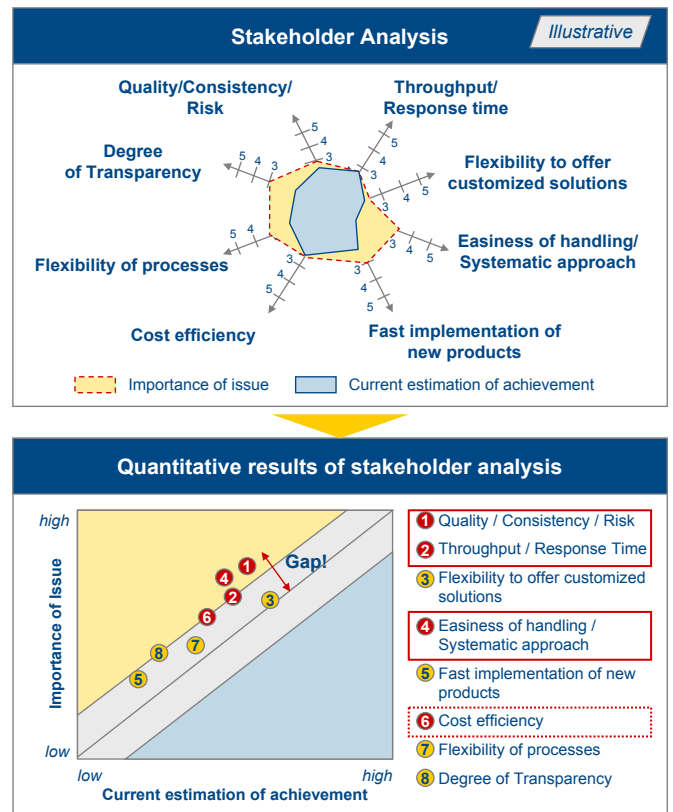


Figure 3: Stakeholder Analysis

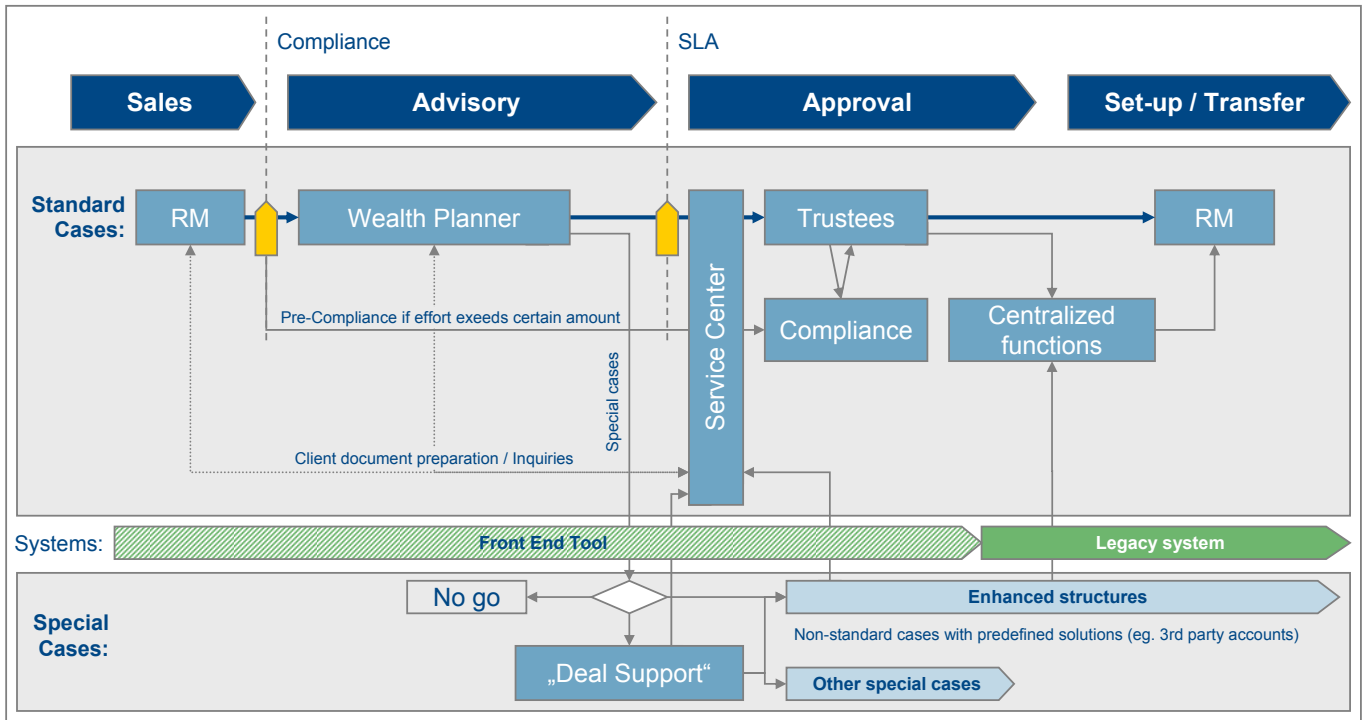


Figure 2: New Operating Model

**Your expected benefits**

The described application resulted in the following benefits at other companies:

- Process improvements through elimination of redundancies and interfaces
- Tools for continuous improvement processes
- Risk objectives and implementations of mitigation procedures in processes
- Increase in efficiency and therefore customer satisfaction

## Our Experts

Are you interested in our competencies and experiences? Please contact:

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## About Arthur D. Little

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