

Deutsche Bank  
Global Financial Services Conference

Paul Compton, Group Chief Operating Officer

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# The Group Service Company enables the delivery of world class services to our customers and clients while driving efficiency gains

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## Customer-centricity

Delivering strategically aligned and sustainable processes for our customers and clients, driven by their needs

## Breaking down silos

Implement a group-wide shared service operating model as a lever to reduce costs through economies of scale and process reengineering

## Simplification and clarity

A comprehensive, coherent and integrated shared service provider to operate efficiently in a ring-fence ready environment

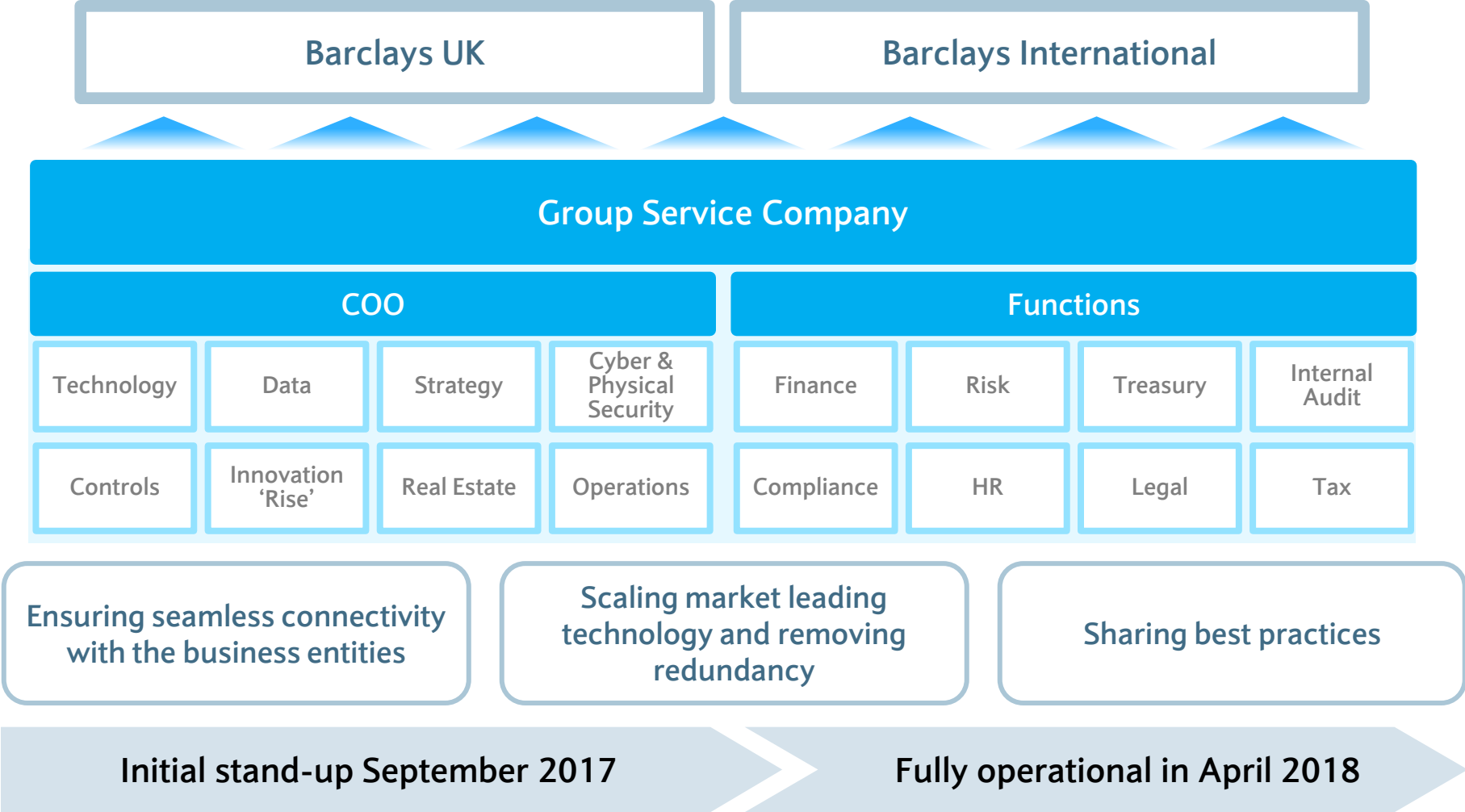
## Security, resilience and controls

Holistic approach to security and global resilience with a coordinated and structured approach to controls

## Innovation / 'Rise'

Preeminent platform for innovation driven by customer and client experience

# We are building the Group Service Company for sustainable strategic advantage



# Facilitating the development of simplified and standardised operating environments to create greater leverage

We have organised our operations, technology and general services into Transaction Cycles focused on a set of common processes and solutions



## Examples of Transaction Cycles

Fraud	Contact Centres
Digital	Innovation / 'Rise'
Data	Onboarding / KYC
Infrastructure	Location Strategy / Real Estate
Collections	Cyber
Payments	Mortgages

### Customer-centricity

- Shift from a product centric to a customer centric approach
- Greater business agility and reduced time to market
- High specialisation

### Simplification

- Structurally simplified organisation
- Global reach and local action
- Demolish redundancy
- Investing in automation and self service

### Standardisation

- Standardise operating environment
- Reduce legacy fragmentation
- Leverage industry utilities
- Location strategy

### Innovation

- 'Rise' open innovation platform
- Accelerator programme for FinTech companies
- Increase the frequency and pace of controlled experiments

### Transparency

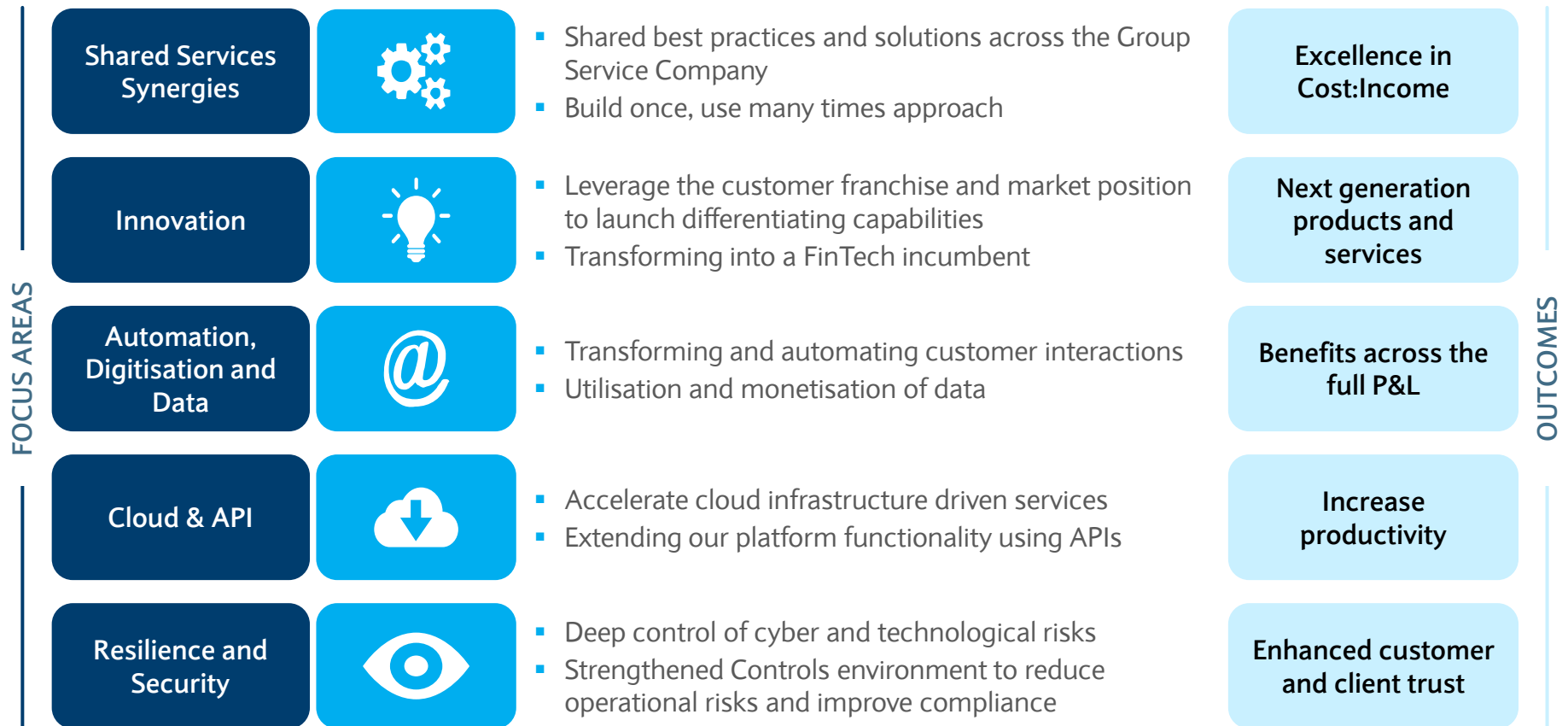
- Active business engagement will drive and flex costs of services
- Value enhancing service level agreements relentlessly measured by KPIs

### Control

- Structured and consistent across the organisation
- Expand advanced monitoring and self healing software
- Increase resilience via global footprint

# Generating shareholder value by positioning Barclays at the forefront of industry change and innovation

Building holistic group wide capabilities to transform customer interactions and drive growth



# Case study: SkyBranches / Contact Centres

## Creating a seamless end to end customer experience in an omni-channel environment

### Historical Challenges

- ~30 contact centre sites employing ~12,000 employees, providing a multi-channel experience
- >100 technology platforms
- > 50 suppliers and outsourced services
- Duplication of processes – separate contact centres dedicated to different products (e.g. debit cards vs. credit cards)
- Inconsistent processes e.g. seven different ways to perform an address change
- Over 60% of calls relate to general servicing

### Group Service Company Opportunity



- **Creation of a universal banker**  
Focus on 'first point of contact' resolution
- **Omni @ Scale**  
Further develop omni-channel capabilities (e.g. video, secure chat, social media)



- **Platform consolidation**  
Standardisation, digitalisation and automation of processes
- **Consolidation of locations**  
Optimisation of capacity and fungibility of resources

### Progress



- Consolidation of four contact centres into two omni-channel centres of excellence in the UK
- Best-in-class training and development of universal bankers



- Customer complaint resolution at 'first point of contact'
- Further automation of customer services
- Accelerate voice security deployment

# Case study: Fraud

Provide frictionless customer experiences by building best-in-class capabilities

## Historical Challenges

- Genuine customer declines historically greater than market leaders
- Disparate local processes with multiple fraud teams in business and product silos
- Dislocation between risk, operations, technology, cyber and fraud analytics teams, spread across 19 locations
- Reliance on vendor solutions and legacy technology (>100 different technology platforms)

## Group Service Company Opportunity



- **Frictionless customer experience**  
Minimise interruptions at point of sale and provide robust protection to customers
- **Business growth**  
Customer trust will drive loyalty and business growth



- **Minimise the cost of fraud**  
By taking a firm-wide approach to key fraud types

## Progress



- Alignment of multi-functional teams globally
- Agile development to identify the best tools and processes for managing key fraud types
- Continuous evaluation of customer behaviour via machine learning to reduce fraud rates (e.g. 38% higher ATM fraud detection rates)
- Roll out of #digisafe programme



- Expand shared services to higher valued-added analytics and reporting
- Decommission legacy roles, locations and technology

# Case study: Innovation / 'Rise'

## Opportunity to remain at the forefront of industry change and innovation

### Historical Challenges

- FinTechs and large technology companies are creating new services and products far more rapidly than traditional banks
- Significant investments into the sector have increased the risk of disintermediation
- Challenge of discovering and evaluating emerging technologies

### Group Service Company Opportunity



- **Customer behaviour not technology drives 'Rise' agenda**
- **Investment in platforms**  
New platforms enhance competitive advantage and increases productivity and automation



- **Attract and establish partnerships with FinTechs via our Accelerators**  
We provide FinTechs with the opportunity to grow to scale
- **Innovate for performance**  
Drive innovation for our own operational efficiency (e.g. cyber and data)

### Progress



- **Unique insight across the spectrum of FinTech companies**  
Accelerators in London, Manchester, New York, Tel Aviv, Mumbai and Vilnius
- 250+ FinTech start-ups based in Barclays Accelerator sites
- The platform to innovate at scale is a differentiating strategic advantage



- Increase frequency and pace of controlled experiments
- Improve connectivity between mainstream technology teams and Rise partners





Paul Compton

Group Chief Operating Officer



# Disclaimer

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