
ORBYS BLACK BOOK OF SOURCING 2009 SURVEY

Top Brokerage Services Outsourcing Vendors

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INTRODUCTION

Each year, Brown-Wilson Group and Black Book Research undertakes an annual survey into buyer/user organizations' satisfaction with their outsourcing service providers.

These research results are recognized as the most extensive and representative perception study of outsourcing vendors, validated by over 26,000 respondents from service users around the globe.

Over 700 functions and 40 sectors are investigated to determine "best fit" vendors with multiple industry specifications. With customer satisfaction and client experience as the survey focal point, the global outsourcing marketplace participation has achieved record response rates and increased statistical significance. As vendors have grown increasingly competitive and corporations are being required to streamline operations and cut costs in order to preserve profitability, the satisfaction level with current vendors is an imperative measure of success for prospective clients as well.

The marketplace results of this comprehensive research study, are used by:

- Current outsourcing clients to compare other users' experiences with similar and competitive outsourcing vendors;
- Prospective outsourcing clients to long list vendors in the RFI stages, or contrast final cut vendors in selection stages;
- Investors, venture capital firm, analysts, advisors and bankers in making financing decisions;
- Media and press to recognize industry outsourcing trends as collected from client ballots; and
- Most Service Providers to inform their go-to-market strategies, assess their perceived strengths and weaknesses, educate their staffs, communicate to a wider market, and fine-tune their improvement and marketing position programs.

The end-user groups that participate, use the data as a tool to benchmark their own satisfaction compared to that of other service providers. It also provides them with the opportunity to understand the perceived strengths and weaknesses of their service providers compared to the market at large.

Summary

SUMMARY

Survey Overview

In 2009, the Black Book Brokerage Process Services Industry user survey investigated over 500 contracts held by 1650 of the top brokerage businesses, investment banks, organizations and conglomerate corporations globally.

18 Key Performance Indicators (KPIs) or criteria were employed, scored on each respective vendor by client type and ranked on a 0-10 scale per KPI.

Key Findings

Key Finding: Most Important Customer Satisfaction KPIs

Customization, Reliability and **Data Security** are the most important attributes influencing Brokerage Process Services client satisfaction with their 2009 outsourcing providers.

Key Finding: Vendor Dissatisfaction is uncommon in the Brokerage Outsourcing Industry among Top Ranked Suppliers

Strong dissatisfaction is uncommon in Enterprise Brokerage Services sector, occurring in less than 3.1% of US client types and UK Firms, 4.5%.

Key Finding: Comprehensive Brokerage Services Vendor Arrangements from a Comprehensive/end to end BPO Vendor produced the 2009 Highest Satisfaction Rates

Key Finding: Broadridge Retains Top Ranking

Evidenced by Broadridge's top customer satisfaction outcomes in 2009 achieving the Black Book top honors for a third consecutive year in Brokerage Services BPO.

2009 Brokerage Process Services Outsourcing Top Overall Honors

Top Overall Honors

Broadridge

www.broadridge.com

Summary

2009 Brokerage Process Services Outsourcing Top Vendor by Function

#1 Trade Execution & Clearing Services

Broadridge

www.broadridge.com

#1 Securities & Operations Services

Broadridge

www.broadridge.com

#1 Investor Communications & Document Management

Broadridge

www.broadridge.com

#1 Technology Support & Bundled IT System Services

Sungard

www.sungard.com

BLACK BOOK METHODOLOGY

How the Data Is Collected

Black Book utilizes a multi-step process to collect candid performance data. First, Black Book collects a series of direct evaluations covering 26 performance areas on leadership and senior management, which comprise the scored ranking of the “Black Book 50 Best Managed Vendors”.

Black Book collects ballot results on 18 performance areas of operational excellence to rank vendors by outsourced service lines. The gathered data is subjected immediately to an internal and external audit to verify completeness and accuracy, and to make sure the respondent is valid while ensuring the anonymity of the client company is maintained. During the audit, each data set is reviewed by a Brown-Wilson executive and at least two other people. In this way, our clients are able to clearly see how a vendor is truly performing. The 18 criteria on operational excellence are subdivided by the client's industry, market size, geography and function outsourced and reported accordingly.

Black Book collects ballot results on 20 performance areas of consultation excellence to rank Advisors by outsourced practice outcomes and subjected to the same audit and validation processes.

Lastly, situational studies are conducted on areas of high interest such as Green Outsourcers, Educational Providers in Outsourcing, Outsourcing Benchmarkers and Boutique Advisors. These specific survey areas range from four to twenty questions or criteria each.

Understanding the Statistical Confidence of Black Book Data

Statistical confidence for each performance rating is based upon the number of organizations scoring the outsourcing service. Black Book identifies data confidence by one of several means:

1. Top Ten ranked vendors and advisors must have a minimum of five unique clients represented. Broad categories require a minimum of ten unique client ballots. Data that is asterisked (*) represents a sample size below required limits and are intended to be used for tracking purposes only, not ranking purposes. Performance data for an asterisked vendor services can vary widely until a larger sample size is achieved. The margin of error can be very large and the reader is responsible for considering the possible current and future variation (margin of error) in the Black Book performance score reported.
2. Vendors and Advisors with over ten unique client votes are eligible for top ten rankings and are assured to have highest confidence and lowest variation. Confidence increases as more organizations report on their outsourcing vendor. Data reported in this form is shown with a 95 percent confidence level (+/- .25, .20 or .15, respectively).
3. Raw numbers include the quantity of completed surveys and the number of unique organizations contributing the data for the survey pool of interest.

Who Participates in the Black Book Ranking Process

Over 700,000 individuals are invited to participate annually (including C officers of the Fortune 2000, Inc 500, institutional members and officers of various professional organizations, subscribers of our media partners and previously validated survey participants). Non-invitation receiving participants must complete a verifiable profile, utilize valid corporate email address and are then included as well. Over 26,000 users were validated in the 2009 ranking process.

The Black Book survey web instrument is open to respondents and new participants each year from March 1 - May 7 at <http://TheBlackBookOfOutsourcing.com>

2009 Brokerage Services Outsourcing Vendor Rankings and Results

1657 validated respondents ranked 78 global brokerage process services suppliers offering some 588 contractual arrangements specific financial and accounting processes as part of the Black Book annual survey conducted Q2 2009, via web survey instrument.

TOP RANKED FUNCTIONAL AREAS OF BROKERAGE SERVICES BPO

Table 1: Trade Execution and Clearing Services		
2009 Rank		MEAN
1	Broadridge	9.75
2	Sungard	9.31
3	Bank of New York	9.30
4	Clearstream	9.24
5	National Financial	9.17
6	First Clearing	9.04
7	DTCC	8.89
8	Penson	8.76
9	Thomson Reuters	8.21
10	Davidsohn	7.83

Source: Orbys Black Book of Sourcing

Table 2: Securities and Operations Services		
2009 Rank		MEAN
1	Broadridge	9.68
2	State Street	9.40
3	Fidelity	9.37
4	Penson	9.36
5	Northern Trust	8.60
6	Access Data Corp	8.53
7	S & P Securities	8.40
8	BNP Paribas	8.13
9	Pricing Direct	8.08
10	BBH Infomediary	8.05

Source: Orbys Black Book of Sourcing

Table 3: Investor Communications and Document Management		
2009 Rank		MEAN
1	Broadridge	9.89
2	DST Output	9.33
3	New River	9.28
4	Fiserv	9.10
5	Fundamental Communications	9.03
6	CCG	8.73
7	Precision IR	8.72
8	JP Morgan	8.55
9	Fleishman-Hillard	8.41
10	BK Communications	8.35

Source: Orbys Black Book of Sourcing

Table 4: Tech Support and Bundled IT System Services		
2009 Rank		MEAN
1	Sungard	9.22
2	HCL Tech	9.18
3	Broadridge	9.12
4	IBM Global	8.98
5	Cognizant	8.95
6	Fidelity	8.42
7	Deloitte	8.40
8	Ernst & Young	8.32
9	Karvy	8.27
10	Accenture	8.00

Source: Orbys Black Book of Sourcing

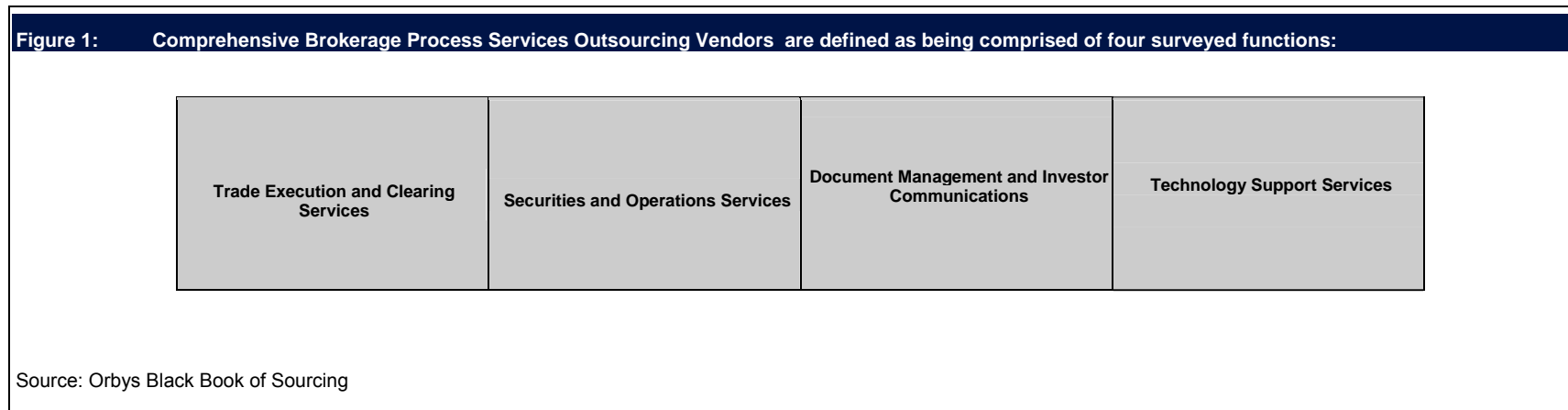
TOP RANKED BROKERAGE PROCESS SERVICES OUTSOURCING VENDORS

Table 5: Top Ranked Brokerage Process Services Outsourcing Vendors	
2009 Rank	Brokerage Outsourcing Services Company
1	Broadridge
2	Sungard
3	Penson
4	JP Morgan
5	Bank of New York Mellon
6	Fidelity
7	DTCC
8	BNP Paribas
9	Societe Generale
10	DST
11	State Street
12	Thomson Reuters
13	Clearstream
14	First Clearing
15	Precision IR
16	Wolters Kluwer
17	Access Data Corp
18	Fiserv
19	Northern Trust
20	Boston Financial
21	Rhyme
22	IBM Global
23	SIX Telekurs
24	Quadron
25	SEI

Source: Orbys Black Book of Sourcing

Stop Light Scoring Key

STOP LIGHT SCORING KEY



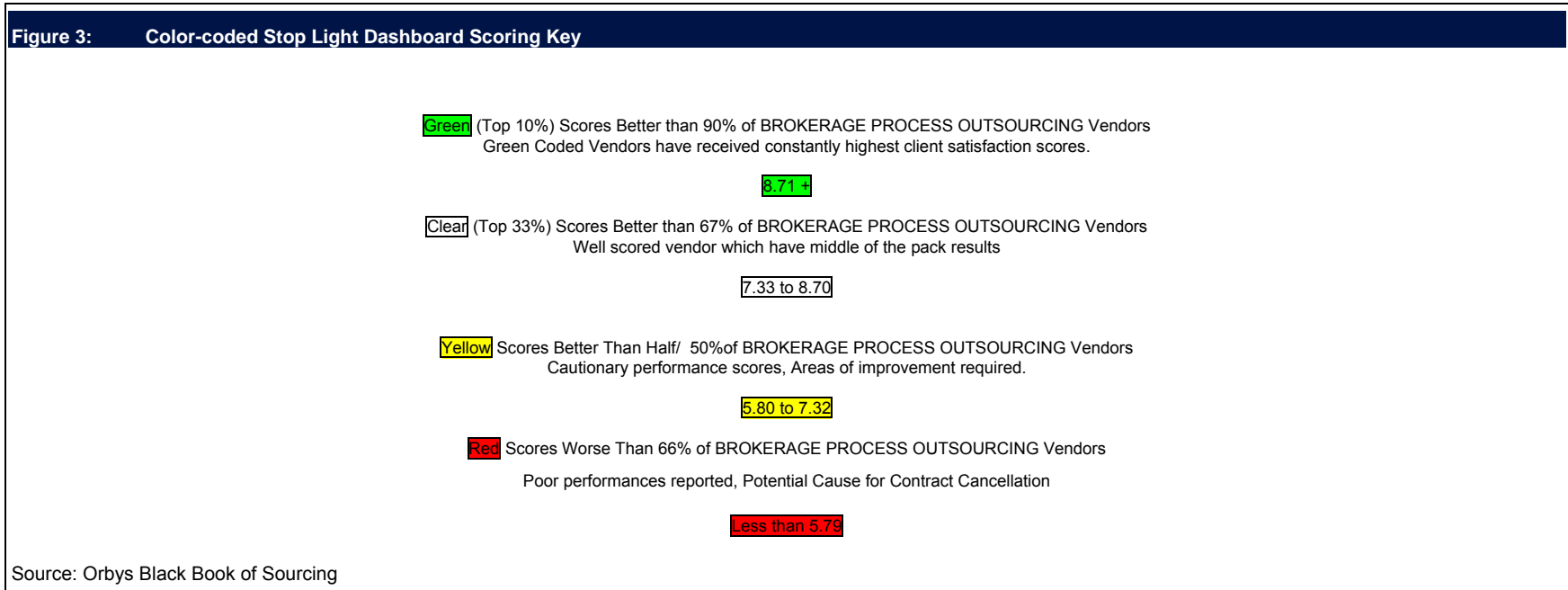
Stop Light Scoring Key

Figure 2: Key to Raw Scores

0.00 – 5.79 ▶	◀ 5.80 – 7.32 ▶	◀ 7.33 – 8.70 ▶	◀ 8.71 – 10.00
DEAL BREAKING DISSATISFACTION DOES NOT MEET EXPECTATIONS CAN NOT RECOMMEND VENDOR	NEUTRAL MEETS/DOES NOT MEET EXPECTATIONS CONSISTENTLY WOULD NOT LIKELY RECOMMEND VENDOR	SATISFACTORY PERFORMANCE MEETS EXPECTATIONS RECOMMENDS VENDOR	OVERWHELMING SATISFACTION EXCEEDS EXPECTATIONS HIGHLY RECOMMENDED VENDOR

Source: Orbys Black Book of Sourcing

Stop Light Scoring Key



Stop Light Scoring Key

Figure 4: Raw Score Compilation and Scale of Reference

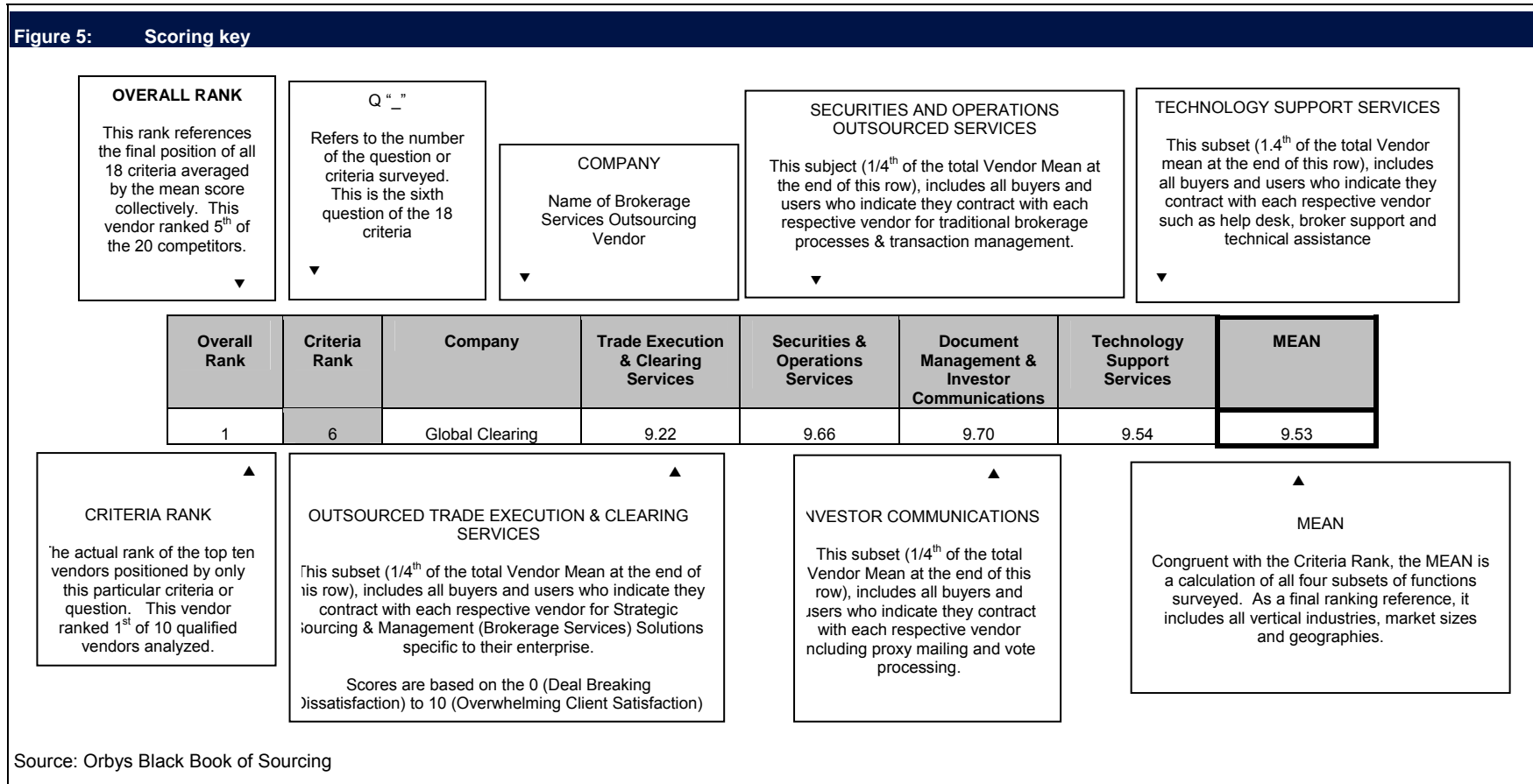
Evaluating Brokerage Process Outsourcing Vendors by Black Book Criteria: Individual vendors can be examined by specific indicators on each of the main groups served, as well as summarized subsets. Detail of each subset is contained so that each Brokerage Process Outsourcing vendor may be analyzed by functional area and by comprehensive/overall Brokerage Process Outsourcing services collectively.

Black Book Raw Score Scales

0 = Deal Breaking Dissatisfaction ◀ ____ ▶ 10 = Exceeds All Expectations

Source: Orbys Black Book of Sourcing

Stop Light Scoring Key



OVERALL OF KPI LEADERS

Summary of Criteria Outcomes

Table 6: Outsourced Brokerage Process Services Vendors with most #1 individual criteria scores			
Number of Criteria Ranks #1		Vendor	Overall Rank
14		Broadridge	1
3		Sungard	2
1		Penson	3

Source: Orbys Black Book of Sourcing

Table 7: Top score per individual criteria			
(Q) #	Criteria	Vendor	Overall Rank
1	Vendor Overall Preference /Vertical Industry Recommendations	Broadridge	1
2	Innovation	Penson	3
3	Training	Sungard	2
4	Client Relationships and Cultural Fit	Broadridge	1
5	Trust	Broadridge	1
6	Breadth of Offerings, Client Types, Delivery Excellence	Broadridge	1
7	Deployment and Outsourcing Implementation	Broadridge	1
8	Customization	Broadridge	1
9	Integration and Interfaces	Sungard	2
10	Scalability, Client Adaptability, Flexible Pricing	Broadridge	1
11	Compensation and Employee Performance	Broadridge	1
12	Reliability	Broadridge	1
13	Brand Image and Marketing Communications	Sungard	2
14	Marginal Value Adds	Broadridge	1
15	Viability	Broadridge	1
16	Data Security and Backup Services	Broadridge	1
17	Support and Customer Care	Broadridge	1
18	Best of Breed Technology and Process Improvement	Broadridge	1

Source: Orbys Black Book of Sourcing

Individual Key Performance

INDIVIDUAL KEY PERFORMANCE

Table 8: Brokerage Process Service Outsourcing Vendors – Raw Scores 2009																				
Rank		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	MEAN
1	Broadridge	9.79	9.63	9.74	9.82	9.76	9.77	9.43	9.79	9.73	9.76	9.70	9.77	9.69	9.79	9.84	9.81	9.75	9.80	9.74
2	Sungard	9.45	9.83	9.79	9.64	9.75	9.26	9.38	9.67	9.86	9.06	9.51	9.19	9.84	9.70	9.40	9.15	9.75	9.66	9.55
3	Penson	9.67	9.93	9.35	9.28	9.19	9.34	9.12	8.98	9.48	9.57	9.03	9.59	9.07	9.01	9.53	9.45	9.40	9.08	9.33
4	JP Morgan	9.30	8.97	9.33	9.48	9.37	9.73	9.19	9.72	9.46	9.13	8.81	9.29	9.19	9.50	8.38	8.83	8.21	9.06	9.16
5	Bank of New York Mellon	9.04	9.59	9.02	9.10	8.99	9.71	8.93	8.36	9.24	8.41	9.10	9.65	9.58	8.25	8.94	9.39	9.51	9.38	9.12
6	Fidelity	9.40	9.37	8.80	8.88	8.77	9.49	8.71	9.18	8.36	9.71	8.88	9.43	9.36	8.90	8.72	9.17	8.79	9.04	9.05
7	DTCC	8.70	9.03	9.28	9.18	9.60	9.46	9.41	8.52	9.30	9.21	8.47	8.13	9.30	8.79	8.49	8.48	8.03	9.08	8.91
8	BNP Paribas	8.59	8.46	8.15	9.18	9.19	9.14	7.63	9.31	8.34	8.73	8.62	9.33	9.17	9.40	8.74	9.27	9.18	8.92	8.85
9	Societe Generale	8.93	9.25	8.59	8.78	9.55	7.64	9.18	7.81	9.38	8.73	9.07	7.61	8.76	9.10	8.13	8.40	9.32	8.75	8.72
10	DST	8.68	9.53	7.78	7.87	9.36	9.08	8.34	9.49	8.34	9.22	8.06	9.68	8.75	7.67	8.61	8.14	9.13	8.72	8.69
11	State Street	8.70	9.00	7.70	9.22	8.58	7.52	8.15	8.66	7.32	8.71	8.59	8.01	8.47	7.95	8.73	8.00	8.59	8.46	8.35
12	Thomson Reuters	7.85	9.37	9.03	8.62	7.55	9.42	8.34	8.50	8.53	7.38	7.96	8.65	6.56	7.11	8.73	8.62	9.68	7.60	8.30
13	Clearstream	8.50	7.85	7.63	7.51	7.81	8.02	8.78	8.54	7.91	8.01	8.32	8.13	9.60	8.33	7.88	8.19	9.01	8.08	8.22
14	First Clearing	8.18	8.58	8.57	8.68	7.58	7.85	8.18	8.85	8.76	6.57	9.51	8.54	8.75	7.91	8.36	7.03	7.27	7.88	8.16
15	Precision IR	8.75	7.81	8.30	8.48	8.56	6.82	8.37	8.02	8.20	8.56	8.60	8.10	8.53	6.91	8.49	7.68	8.15	8.42	8.15
16	Wolters Kluwer	8.57	8.42	8.77	8.48	8.12	6.95	7.22	8.05	8.60	8.22	7.60	7.88	9.44	8.03	7.03	7.58	7.67	7.86	8.02
17	Access Data Corp	8.35	7.06	8.42	6.77	7.56	8.12	6.72	7.38	7.81	8.47	7.56	8.94	9.31	8.26	8.89	7.66	8.27	8.40	7.99
18	Fiserv	8.46	7.96	8.96	7.39	6.90	6.58	9.14	7.83	7.02	7.23	8.72	7.36	6.91	8.95	9.10	7.83	7.68	8.11	7.89
19	Northern Trust	8.48	8.88	8.66	6.51	8.59	7.19	8.84	8.29	8.00	7.43	7.68	6.42	7.01	7.59	5.55	8.82	8.12	7.84	7.77
20	Boston Financial	7.99	8.72	7.33	8.48	8.56	7.61	8.45	7.42	6.92	7.55	6.26	6.17	6.96	7.67	6.93	8.31	8.54	7.65	7.64

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Individual Key Performance

1. Vendor Overall Preference/Vertical Industry Recommendations

Vendor Overall Preference/Recommendation (Organizational structure meets the needs of stakeholders or customers and stakeholder satisfaction is the most important priority. Is the client likely to recommend the vendor for an outsourcing engagement for Comprehensive Brokerage Outsourcing initiatives and management to other Outsourcing buyers?)

Table 9: Vendor Overall Preference/Vertical Industry Recommendations							
Overall Rank	Criteria Rank	Company	Trade Execution & Clearing Services	Securities & Operations Services	Document Management & Investor Communications	Technology Support Services	MEAN
1	1	Broadridge	9.84	9.73	10.00	9.59	9.79
3	2	Penson	9.64	9.75	9.45	9.84	9.67
2	3	Sungard	9.60	9.21	9.37	9.60	9.45
6	4	Fidelity	9.18	9.89	9.32	9.18	9.40
4	5	JP Morgan	9.44	9.08	9.42	9.25	9.30
5	6	Bank of New York Mellon	8.96	9.20	8.74	9.24	9.04
9	7	Societe Generale	9.03	8.83	9.36	8.48	8.93
15	8	Precision IR	8.13	8.20	9.22	9.43	8.75
7	9	DTCC	8.30	9.39	8.14	8.95	8.70
11	10	State Street	8.85	8.49	9.47	7.98	8.70

Source: Orbys Black Book of Sourcing

Individual Key Performance

2. Innovation

Customers are also continuing to push the envelope for further enhancements to which the brokerage process outsourcing vendor is responsive. BPO clients also believe that their vendors' technology is helping them compete more effectively, generate larger revenues and profits, and cut their overhead in ways that were difficult or impossible to accomplish before Brokerage Services Outsourcing was introduced.

Overall Rank	Criteria Rank	Company	Trade Execution & Clearing Services	Securities & Operations Services	Document Management & Investor Communications	Technology Support Services	MEAN
3	1	Penson	9.95	9.92	10.00	9.85	9.93
2	2	Sungard	9.82	9.74	9.89	9.85	9.83
1	3	Broadridge	9.13	9.78	9.80	9.82	9.63
5	4	Bank of New York Mellon	9.48	9.81	9.77	9.24	9.59
10	5	DST	9.42	9.29	9.91	9.49	9.53
6	6	Fidelity	9.45	9.54	8.88	9.60	9.37
12	7	Thomson Reuters	9.31	9.68	9.41	9.09	9.37
9	8	Societe Generale	9.08	9.55	8.72	9.64	9.25
7	9	DTCC	9.05	8.84	9.28	8.95	9.03
11	10	State Street	8.59	8.62	9.34	9.44	9.00

Source: Orbys Black Book of Sourcing

Individual Key Performance

3. Training

Outsourcing leadership provides significant and meaningful training opportunities for employees and client staff. Leadership strives to develop technology staff, customer service and consultant employees in particular.

Table 11: Training							
Overall Rank	Criteria Rank	Company	Trade Execution & Clearing Services	Securities & Operations Services	Document Management & Investor Communications	Technology Support Services	MEAN
2	1	Sungard	9.83	9.88	9.52	9.92	9.79
1	2	Broadridge	9.83	9.67	9.95	9.51	9.74
3	3	Penson	9.28	9.89	9.37	8.84	9.35
4	4	JP Morgan	9.35	9.63	9.33	9.02	9.33
7	5	DTCC	9.00	8.98	9.30	9.82	9.28
12	6	Thomson Reuters	8.70	9.20	9.36	8.87	9.03
5	7	Bank of New York Mellon	8.73	9.47	9.22	8.65	9.02
18	8	Fiserv	8.87	8.65	9.24	9.07	8.96
6	9	Fidelity	8.20	8.38	9.32	9.30	8.80
16	10	Wolters Kluwer	8.59	9.14	8.89	8.45	8.77

Source: Orbys Black Book of Sourcing

Individual Key Performance

4. Client Relationships

Outsourcing leadership honors customer relationships highly. The relationship with the BPO vendor elevates the customer reputation. Improving customer efficiency and effectiveness is a priority of the supplier. Governance of engagement is neither complex for buyer nor does it require vendor management attention regularly. There are no regular transparency or quality issues.

Table 12: Client Relationships							
Overall Rank	Criteria Rank	Company	Trade Execution & Clearing Services	Securities & Operations Services	Document Management & Investor Communications	Technology Support Services	MEAN
1	1	Broadridge	9.82	9.78	9.96	9.72	9.82
2	2	Sungard	9.27	9.82	9.58	9.90	9.64
4	3	JP Morgan	9.43	9.52	9.54	9.44	9.48
3	4	Penson	8.86	9.30	9.41	9.53	9.28
11	5	State Street	8.91	9.40	9.25	9.32	9.22
7	6	DTCC	9.74	9.08	8.91	9.00	9.18
8	7	BNP Paribas	8.82	9.47	9.28	9.13	9.18
5	8	Bank of New York Mellon	9.03	8.95	9.00	9.43	9.10
6	9	Fidelity	8.77	9.29	9.73	7.71	8.88
9	10	Societe Generale	9.21	9.04	8.21	8.65	8.78

Source: Orbys Black Book of Sourcing

Individual Key Performance

5. Trust

Trust in enterprise reputation is important to document process outsourcing services clients, as well as prospects. Client possesses an understanding that their outsourcing organization has the people, processes, and resources to effectively deliver the desired business results, based on its BPO industry reputation and past performance.

Table 13: Trust							
Overall Rank	Criteria Rank	Company	Trade Execution & Clearing Services	Securities & Operations Services	Document Management & Investor Communications	Technology Support Services	MEAN
1	1	Broadridge	9.73	9.70	9.94	9.68	9.76
2	2	Sungard	9.82	9.60	9.72	9.85	9.75
7	3	DTCC	9.77	9.33	9.78	9.50	9.60
9	4	Societe Generale	9.65	9.57	9.81	9.16	9.55
4	5	JP Morgan	9.41	9.37	9.58	9.12	9.37
10	6	DST	9.30	9.32	9.58	9.24	9.36
3	7	Penson	9.52	9.28	9.00	8.96	9.19
8	8	BNP Paribas	8.98	8.95	9.34	9.49	9.19
5	9	Bank of New York Mellon	9.18	8.92	8.84	9.03	8.99
6	10	Fidelity	8.19	8.86	9.25	8.79	8.77

Source: Orbys Black Book of Sourcing

Individual Key Performance

6. Breadth of Offerings, Client Types, Delivery Excellence

Industry recognized horizontal functionality and vertical Industry applications to manage bundled brokerage services. Vendor routinely drives Operational Performance improvements and results in the areas they affect.

Table 14: Breadth of Offerings, Client Types, Delivery Excellence							
Overall Rank	Criteria Rank	Company	Trade Execution & Clearing Services	Securities & Operations Services	Document Management & Investor Communications	Technology Support Services	MEAN
1	1	Broadridge	9.68	9.84	9.90	9.65	9.77
4	2	JP Morgan	9.83	9.58	9.87	9.63	9.73
5	3	Bank of New York Mellon	9.41	9.63	9.91	9.89	9.71
6	4	Fidelity	9.49	9.17	9.80	9.50	9.49
7	5	DTCC	9.53	9.62	9.62	9.04	9.46
12	6	Thomson Reuters	9.73	9.52	9.00	9.44	9.42
3	7	Penson	8.94	9.27	9.59	9.55	9.34
2	8	Sungard	9.02	9.48	9.00	9.54	9.26
8	9	BNP Paribas	8.66	9.31	9.42	9.18	9.14
10	10	DST	9.46	8.95	8.83	9.09	9.08

Source: Orbys Black Book of Sourcing

Individual Key Performance

7. Deployment and Outsourcing Implementation

Faster Deployments – outsourced brokerage solutions eliminate the excessive buyer supervision over vendor implementations. There is a minimized need for consultant management of deployments due to highly astute vendor staff. Brokerage services vendor overcomes implementation obstacles and challenges effectively. Technical, organizational, and cultural implementation obstacles are handled professionally and timely. Implementation time exceeded expectations.

Table 15: Deployment and Outsourcing Implementation							
Overall Rank	Criteria Rank	Company	Trade Execution & Clearing Services	Securities & Operations Services	Document Management & Investor Communications	Technology Support Services	MEAN
1	1	Broadridge	9.47	9.22	9.95	9.06	9.43
7	2	DTCC	9.24	9.61	8.93	9.83	9.41
2	3	Sungard	9.17	9.06	9.44	9.85	9.38
4	4	JP Morgan	8.78	9.08	9.53	9.36	9.19
9	5	Societe Generale	9.50	9.13	9.55	8.55	9.18
18	6	Fiserv	9.58	9.60	8.45	8.95	9.14
3	7	Penson	9.04	9.49	8.95	8.98	9.12
5	8	Bank of New York Mellon	9.07	9.58	8.90	8.16	8.93
19	9	Northern Trust	8.64	9.27	9.23	8.20	8.84
13	10	Clearstream	8.95	9.05	8.93	8.20	8.78

Source: Orbys Black Book of Sourcing

Individual Key Performance

8. Customization

Outsourcing products and process services are customized to meet the unique needs of specific client purpose, processes and models. Little resistance to changing performance measurements clients' needs vary.

Table 16: Customization							
Overall Rank	Criteria Rank	Company	Trade Execution & Clearing Services	Securities & Operations Services	Document Management & Investor Communications	Technology Support Services	MEAN
1	1	Broadridge	9.82	9.71	9.93	9.70	9.79
4	2	JP Morgan	9.72	9.70	9.56	9.89	9.72
2	3	Sungard	9.52	9.66	9.64	9.85	9.67
10	4	DST	9.00	9.90	9.52	9.53	9.49
8	5	BNP Paribas	8.92	9.15	9.74	9.44	9.31
6	6	Fidelity	8.48	9.54	9.19	9.52	9.18
3	7	Penson	9.00	9.14	9.37	8.40	8.98
14	8	First Clearing	8.04	9.24	9.38	8.75	8.85
11	9	State Street	8.82	9.10	8.24	8.47	8.66
13	10	Clearstream	8.31	8.09	8.93	8.82	8.54

Source: Orbys Black Book of Sourcing

Individual Key Performance

9. Integration and Interfaces

Managed brokerage services Vendor supports interfaces so information can be shared between necessary applications. Solutions are easily integrated to existing backend systems. Seamless interfaces to legacy applications are performed as required for optimal functioning. Human integration and interface activities are administered precisely. Cross-industry brokerage services expertise is evidenced by execution and orchestration of multiple transaction services and systems.

Table 17: Integration and Interfaces							
Overall Rank	Criteria Rank	Company	Trade Execution & Clearing Services	Securities & Operations Services	Document Management & Investor Communications	Technology Support Services	MEAN
2	1	Sungard	9.83	9.75	9.90	9.96	9.86
1	2	Broadridge	9.75	9.60	9.85	9.71	9.73
3	3	Penson	9.49	9.25	9.32	9.86	9.48
4	4	JP Morgan	8.79	9.44	9.78	9.84	9.46
9	5	Societe Generale	9.34	9.26	9.58	9.33	9.38
7	6	DTCC	9.70	9.59	9.18	8.72	9.30
5	7	Bank of New York Mellon	9.15	9.22	9.26	9.32	9.24
14	8	First Clearing	8.75	8.38	9.16	8.73	8.76
16	9	Wolters Kluwer	8.19	8.35	9.14	8.72	8.60
12	10	Thomson Reuters	8.80	8.77	7.59	8.97	8.53

Source: Orbys Black Book of Sourcing

Individual Key Performance

10. Scalability, Client Adaptability, Flexible Pricing

Outsourced Brokerage Solutions vendor provides flexible outsourcing pricing, allowing client to choose and pay for the precise functionality and services needed. Invested in significant infrastructure and have the ability to provide services to enterprise organizations. IT products and services meet the changing and varied needs of brokerage services customer.

Table 18: Scalability, Client Adaptability, Flexible Pricing							
Overall Rank	Criteria Rank	Company	Trade Execution & Clearing Services	Securities & Operations Services	Document Management & Investor Communications	Technology Support Services	MEAN
1	1	Broadridge	9.90	9.72	9.90	9.50	9.76
6	2	Fidelity	9.81	9.91	9.67	9.45	9.71
3	3	Penson	9.82	9.40	9.80	9.24	9.57
10	4	DST	9.14	8.99	9.36	9.39	9.22
7	5	DTCC	9.29	9.09	9.05	9.40	9.21
4	6	JP Morgan	9.28	9.29	8.95	9.02	9.13
2	7	Sungard	8.94	8.88	9.11	9.30	9.06
9	8	Societe Generale	8.99	8.46	8.63	8.84	8.73
8	9	BNP Paribas	8.34	8.72	9.02	8.83	8.73
11	10	State Street	9.24	9.40	8.40	7.80	8.71

Source: Orbys Black Book of Sourcing

Individual Key Performance

11. Compensation and Employee Performance

Brokerage process services outsourcing vendor is focused on building and developing a strong employee team of producers. Employees act like owners/leaders. Company is moving towards leveraged pay at all levels. Implications of the “contractor mentality” are minimized. Vendor is using effective tools to tie performance metrics to compensation policy and compensating top leaders. FYI, Human resources-related criteria are scored from the client perspective on this indicator.

Overall Rank	Criteria Rank	Company	Trade Execution & Clearing Services	Securities & Operations Services	Document Management & Investor Communications	Technology Support Services	MEAN
1	1	Broadridge	9.56	9.78	9.89	9.58	9.70
2	2	Sungard	9.14	9.63	9.44	9.81	9.51
14	3	First Clearing	9.58	9.61	9.47	9.38	9.51
5	4	Bank of New York Mellon	9.22	9.43	8.73	9.02	9.10
9	5	Societe Generale	9.25	9.44	8.54	9.03	9.07
3	6	Penson	8.80	9.35	9.43	8.54	9.03
6	7	Fidelity	9.61	8.43	9.50	7.98	8.88
4	8	JP Morgan	8.82	8.84	9.24	8.34	8.81
18	9	Fiserv	8.65	8.39	9.05	8.78	8.72
8	10	BNP Paribas	8.37	9.29	9.00	7.80	8.62

Source: Orbys Black Book of Sourcing

Individual Key Performance

12. Reliability

Brokerage Process Outsourcing supplier meets agreed terms as evidenced by routine, acceptable BPO service level reporting and industry expectations. Depth and breadth of applications/solutions are acceptable in meeting client needs. Online reliability is maximized and outages/downtimes are minimized. Solid product and outsourcing service capacities are demonstrated consistently. Service levels are consistently met as agreed. Services and support response is maximized by vendor team.

Overall Rank	Criteria Rank	Company	Trade Execution & Clearing Services	Securities & Operations Services	Document Management & Investor Communications	Technology Support Services	MEAN
1	1	Broadridge	9.85	9.86	9.90	9.49	9.77
10	2	DST	9.80	9.54	9.81	9.58	9.68
5	3	Bank of New York Mellon	9.84	9.43	9.82	9.52	9.65
3	4	Penson	9.25	9.83	9.55	9.72	9.59
6	5	Fidelity	8.94	9.54	9.58	9.67	9.43
8	6	BNP Paribas	9.18	9.54	9.72	8.85	9.33
4	7	JP Morgan	9.26	9.73	9.58	8.60	9.29
2	8	Sungard	9.16	8.73	9.22	9.65	9.19
17	9	Access Data Corp	9.41	8.42	9.22	8.72	8.94
12	10	Thomson Reuters	8.20	8.97	8.93	8.48	8.65

Source: Orbys Black Book of Sourcing

Individual Key Performance

13. Brand Image and Marketing Communications

The brokerage outsourcing vendor's sales and marketing processes accurately and appropriately represent service deliverables. Image is consistent with top brokerage service rankings. Sales presentations and proposals delivered upon and corporate integrity/honesty in marketing and business development are highly valued. Company image and integrity are values upheld top-down consistently. Maintains high image and reputation so that other buyers of BPO services openly reference their outsourcing firm representatives as client team members. High level of relevant client communications and confidence in sales.

Table 21: Brand Image and Marketing Communications							
Overall Rank	Criteria Rank	Company	Trade Execution & Clearing Services	Securities & Operations Services	Document Management & Investor Communications	Technology Support Services	MEAN
2	1	Sungard	9.83	9.74	9.87	9.92	9.84
1	2	Broadridge	9.61	9.82	9.87	9.45	9.69
13	3	Clearstream	9.34	9.51	9.71	9.85	9.60
5	4	Bank of New York Mellon	9.71	9.50	9.24	9.87	9.58
16	5	Wolters Kluwer	9.74	9.55	9.53	8.93	9.44
6	6	Fidelity	8.68	9.43	9.74	9.60	9.36
17	7	Access Data Corp	9.47	9.24	9.52	9.01	9.31
7	8	DTCC	9.44	9.35	8.84	9.58	9.30
4	9	JP Morgan	9.45	9.43	9.24	8.65	9.19
8	10	BNP Paribas	8.83	9.44	9.14	9.25	9.17

Source: Orbys Black Book of Sourcing

Individual Key Performance

14. Marginal Value Adds

Outsourced brokerage vendor's cost savings are realized as generally estimated, and not over positioned or over/underestimated in ways that effect major client satisfaction or costs. Savings expectations such as decreases in firm services handling and support staff are realized. Buyer's document services support costs are reduced significantly. Vendor offers value-adds as a cross-industry outsourcing partner in cost savings brokerage management initiatives and creative programs through bundled product design and purchasing services outsourcing. Provides true business transformation opportunities to buyer for top line contributions.

Table 22: Marginal Value Adds							
Overall Rank	Criteria Rank	Company	Trade Execution & Clearing Services	Securities & Operations Services	Document Management & Investor Communications	Technology Support Services	MEAN
1	1	Broadridge	9.72	9.81	9.89	9.74	9.79
2	2	Sungard	9.65	9.75	9.62	9.78	9.70
4	3	JP Morgan	9.16	9.74	9.62	9.49	9.50
8	4	BNP Paribas	9.36	9.00	9.68	9.54	9.40
9	5	Societe Generale	9.53	8.74	9.09	9.02	9.10
3	6	Penson	8.95	9.77	8.78	8.55	9.01
18	7	Fiserv	9.22	9.00	9.25	8.33	8.95
6	8	Fidelity	8.79	8.88	8.52	9.38	8.90
7	9	DTCC	8.58	9.02	9.33	8.24	8.79
13	10	Clearstream	7.62	7.89	8.88	8.93	8.33

Source: Orbys Black Book of Sourcing

Individual Key Performance

15. Viability

Vendor's viability, employee turnover, financial stability, and/or cultural mismatches do not threaten relationship. This outsourcing vendor takes extraordinary efforts to avoid relationship problems among service providers and the client as well. Senior management and board exemplify strong leadership principals to steward resources appropriate that impact BPO buyers in particular.

Table 23: Viability							
Overall Rank	Criteria Rank	Company	Trade Execution & Clearing Services	Securities & Operations Services	Document Management & Investor Communications	Technology Support Services	MEAN
1	1	Broadridge	9.86	9.82	9.94	9.75	9.84
3	2	Penson	9.39	9.92	9.60	9.21	9.53
2	3	Sungard	9.52	9.32	9.17	9.58	9.40
18	4	Fiserv	9.53	8.55	9.14	9.18	9.10
5	5	Bank of New York Mellon	9.44	8.67	8.93	8.72	8.94
17	6	Access Data Corp	8.84	9.33	8.64	8.73	8.89
8	7	BNP Paribas	8.46	8.62	8.61	9.26	8.74
11	8	State Street	8.75	8.20	9.03	8.93	8.73
12	9	Thomson Reuters	9.39	9.29	8.19	8.04	8.73
6	10	Fidelity	8.42	8.80	8.62	9.03	8.72

Source: Orbys Black Book of Sourcing

Individual Key Performance

16. Data Security and Backup Services

In order to provide a secure and constantly dependable brokerage process services offerings for corporate product development entities, an outsourcing vendor has to provide the highest level of security and data back-up services. In some cases, you may find their service in these two areas superior to the security and back-up system in your own firm/corporation.

Table 24: Data Security and Backup Services							
Overall Rank	Criteria Rank	Company	Trade Execution & Clearing Services	Securities & Operations Services	Document Management & Investor Communications	Technology Support Services	MEAN
1	1	Broadridge	9.86	9.78	9.92	9.67	9.81
3	2	Penson	9.25	9.65	9.48	9.40	9.45
5	3	Bank of New York Mellon	9.46	8.96	9.47	9.66	9.39
8	4	BNP Paribas	9.10	8.98	9.55	9.44	9.27
6	5	Fidelity	9.48	9.25	9.22	8.73	9.17
2	6	Sungard	8.41	9.15	9.40	9.64	9.15
4	7	JP Morgan	8.32	8.94	8.88	9.19	8.83
19	8	Northern Trust	9.22	8.60	8.38	9.09	8.82
12	9	Thomson Reuters	8.42	9.33	8.72	8.00	8.62
7	10	DTCC	8.97	9.23	8.47	7.25	8.48

Source: Orbys Black Book of Sourcing

Individual Key Performance

17. Support and Customer Care

Managed brokerage services leadership provides an adequate amount of onsite administration and support to clients. There exists a formal outsourcing relationship and account management program that meets client needs among suppliers for the customer. Vendor evidences successful management strategies of brokerage process and design products, and services. Media and clients reference this vendor as a services leader and top producer correctly. Customer services and relationship satisfaction is manifested through significant flagship clients as well as smaller and newest customers similarly.

Table 25: Support and Customer Care							
Overall Rank	Criteria Rank	Company	Trade Execution & Clearing Services	Securities & Operations Services	Document Management & Investor Communications	Technology Support Services	MEAN
1	1	Broadridge	9.70	9.82	9.80	9.68	9.75
2	2	Sungard	9.72	9.70	9.75	9.82	9.75
12	3	Thomson Reuters	9.55	9.70	9.80	9.67	9.68
5	4	Bank of New York Mellon	9.88	9.72	9.42	9.02	9.51
3	5	Penson	9.66	9.41	9.28	9.23	9.40
9	6	Societe Generale	9.24	9.18	9.21	9.65	9.32
8	7	BNP Paribas	8.89	9.07	9.50	9.24	9.18
10	8	DST	8.75	9.25	9.23	9.27	9.13
13	9	Clearstream	8.84	9.08	9.20	8.92	9.01
6	10	Fidelity	8.93	9.24	9.04	7.93	8.79

Source: Orbys Black Book of Sourcing

Individual Key Performance

18. Best of Breed Technology and Process Improvement

Cross-Industry brokerage services sourcing and related technology services management are considered best in breed. Vendor technology elevates customers via capabilities, equipment, processes, deliverables, professional staff, leadership, quality assurance and innovative initiatives. Brokerage services are delivered at or above current/former in-house service levels.

Table 26: Best of Breed Technology and Process Improvement							
Overall Rank	Criteria Rank	Company	Trade Execution & Clearing Services	Securities & Operations Services	Document Management & Investor Communications	Technology Support Services	MEAN
1	1	Broadridge	9.84	9.74	9.86	9.78	9.80
2	2	Sungard	9.55	9.65	9.67	9.75	9.66
5	3	Bank of New York Mellon	9.25	9.22	9.34	9.70	9.38
3	4	Penson	9.09	9.28	9.10	8.84	9.08
7	5	DTCC	9.54	9.25	8.99	8.54	9.08
4	6	JP Morgan	9.11	9.48	8.41	9.22	9.06
6	7	Fidelity	8.93	9.25	9.32	8.64	9.04
8	8	BNP Paribas	8.08	9.40	8.73	9.48	8.92
9	9	Societe Generale	8.50	8.20	9.42	8.89	8.75
10	10	DST	8.83	8.65	8.32	9.09	8.72

Source: Orbys Black Book of Sourcing

Appendix

APPENDIX

Orbys Consulting

We hope that the data and analysis in this report will help you make informed and imaginative business decisions. If you have further requirements, the Orbys consulting team may be able to help you. For more information about Orbys consulting capabilities, please contact us directly at info@orbys-blackbook.com

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