

Investment Servicing: Systems of Control Assuring Client Success

Reputation wins you business. It is a referral market. But with new and re-badged competitors, new and re-badged managers, and evolving market needs, how do you evidence your service model when past performance does not align with future need?

Client success is a managed outcome, supported by Systems of Control.

ServiceNow process management can deliver Systems of Control for all business operations, not just IT.

PESS brings together ServiceNow expertise and investment operations experience to deliver Systems of Control, binding process to your Systems of Record to assure Client Success and build your reputation within your market and amongst your talent pool.

If you wish to discuss how PESS & ServiceNow can elevate Systems of Control within your investment servicing operations, please contact
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1 Investment Servicing: Reputation-led

Reputations are a long time in the building but can be undermined in short order.

Building and sustaining your good name is challenging at the best of times. These are not the best of times. Today, investment servicers must adapt to new fund structures, growing demands from managers and their end-clients, and increased regulatory scrutiny. The disruptive impact of sector consolidation is yet another consideration.

Protecting your reputation is a significant challenge. Evidencing your secret sauce is quite another. When appetite for private markets is high and rising, so competition among servicers heats up.

Systems of Control can help address both challenges. They can help you assure client success and evidence how you are able to deliver.

In our world when service falls short, it's bad enough. When it falls short at critical times – such as deal closures, capital calls, regulatory filings – failure is amplified. For 51 weeks of the year, a timebomb lies dormant, ticking gently.

“

Perception Gap: One third of Managers would recommend their Service Provider. Two thirds of Service Providers believe they are doing a good job.”

 www.EY.com

2 Systems of Control: The Foundations of Reputation

Systems of Control go far beyond accounting controls – putting their arms around almost every aspect of operations. So far as you can, you will want them to manage three areas:

2.1 Client Experience

Engagement

- Self-service options where appropriate
- Structured feedback loops
- Ongoing client involvement – designed touchpoints
- Thoughtful personalisation

Collaboration

- Sharing process journeys
- Transparency across operations
- Interoperability across company and system boundaries
- Standardisation which still allows for flexibility

Knowledge-sharing

- A common knowledgebase
- Regular Kanban-style sessions to surface insights and improvements
- Human-in-the-loop: scheduling time for feedback

2.2 Automation

- Removing heavy-lifting tasks
- Reducing error prone manual actions

2.3 Measurement & Evidence

- KPIs aligned to Client Success
- Touchpoint-level measurement
- SLA & performance monitoring

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Operations Red Zone: ... firms best positioned to win the ... race are those who can industrialise and streamline...”

 www.carnegroup.com

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Technology: An Enabler, but what are you “Enabling”?

We have all seen systems upgrades and swap-outs, and piece-meal “improvements” to the tech stack.

There is no doubt that some of this work is necessary. Every system requires essential maintenance, compatibilities, and the need to support new lines of business activity.

But experience strongly indicates that improvements are often isolated and may fix one or two shortfalls or features. They can have little impact on the overall performance of a function or team.

Technology can be an enabler, but only when you are clear about what needs enabling.

The material and measurable advantages of building Systems of Control are that you can assure operational performance and elevate the success of your operations teams.

This is where technology can have a real impact, even alongside your legacy Systems of Record.

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You can’t automate what you don’t understand.”

 www.palmerfs.com

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Control-driven Performance: Building Trust

We live in a referral market. We might think of relationships as business-to-business in nature – but people sell to people ... and people buy on trust.

Trust is what informs and crystallises decision making. In simple terms, trust is the metric for client success.

And, in turn, client success is the elixir of referrals and retention. Without it, business growth and development can grind to a halt.

One way to think about client success (CS) is as a blend of quantitative and qualitative factors, supported by client satisfaction (CSat, a more

qualitative state) and evidenced and driven by client experience (CX).

CX is the aggregated, day-to-day engagements – good and bad – between counterparties. It is the sum total of all the micro-frictions, the bounce-backs, the delays, the misalignments ... or lack of.

Is client success a Pole Star in your service operations? Do the steps toward success have clear, measurable outcomes?

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... (operations) failures were preventable. These weren't system failures. They were ownership failures.”

www.linkedin.com/in/pascal-hernalsteen

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Evidencing your Controlled Operations

Having the correct controls is one thing – demonstrating this to clients and counterparties, for your and their benefit, is another.

How are you surfacing the complex operating model in your service teams? What are you measuring? Where are your gateways? How are you assuring your deliveries are accurate, complete, timely?

Just as you would evidence ISAE 3402 compliance, so you would wish to show that your critical processes are being fulfilled in a controlled and transparent manner.

The metrics derived from operational workflows feed back into your cost modelling, new business pitches and resource planning.

“

Operations teams ... (provide) management with actionable operational intelligence, not just status updates”

www.davies-group.com

Impact of Elevating Controls & Service Performance

Organisations that can accomplish an appropriate level of controls should see many benefits:

Higher retention and motivation of experienced personnel

- Client success allows opportunities for mastery, purpose and real impact – significant drivers for engaging senior professionals.

Efficiency: Augmented organisational effectiveness

- Teams and functions become better aligned, more responsive, and focused on client outcomes.
- Streamlined processes alleviate unnecessary friction, cost and duplication of effort.

Long-term, accretive improvements in core business metrics.

- Elevated performance compounds over time – with a positive impact on satisfaction, efficiency and revenue.

A stronger operations feedback loop informs pricing, operations metrics, and future pitches

- Continuous delivery insight is used to refine commercial strategy and market positioning.

Scale and fungibility

- Appropriate controls support scaling of operations and provide guard rails to allow participation by a wider pool of resource.
- An absence can lead to a sharp fall in quality and/or service and the business will quickly go into reverse!
- Grow opportunities to sustain high-touch engagement with the stakeholder.

Increased lifetime value of each relationship or engagement

- Deeper, more strategic partnerships drive more sustainable revenue streams – and open up avenues for cross-selling.

Stronger pipeline conversion and improved client retention

- Greater trust and satisfaction results in greater win rates and long-term business relationships.

Improved Operational Resilience

- Clearer understanding of “point-in-time” activity and management information to support reorganisation of work allocations.

“

“... Managers (and their Servicers) who successfully combine growth ambitions with robust independent oversight and operational resilience will be best positioned to capitalise in an increasingly competitive and regulated environment.”

 www.carnegroup.com

7 Why ServiceNow?

ServiceNow is best of breed in the IT estate management sector. It is one of the most stable and comprehensive platforms available.

Beyond this, they are also leaders in:

- Automation tools and Agentic AI, particularly in support of Client Experience (CX).
- Interoperability: there are many use cases of bridging to other vendors.
- App Engine / Workflow functionality is strong, mature and integrated with the platform.
- Expertise: big ecosystem of Tech Consultants & Resellers.

But private markets investment servicers may not be using or even recognising ServiceNow's full potential.

management. ServiceNow is quietly redefining the control panel of enterprise operations – not just in IT.

It is now becoming the orchestration and governance layer for the workplace – business operations – and not just in IT service

In ServiceNow, we have a platform to support Systems of Control across enterprise operations.



Gartner & Forrester recognition...

 [Latest Industry Analyst Reports – ServiceNow](#)

servicenow

8 Why PESS?

Pure & Applied: ServiceNow is a rich enterprise-level IT estate management platform. The pure side is common to all of the many thousands of user sites.

The Applied benefits can only be realised with business domain expertise and experience in the line of business operations – in our case, investment servicing – coupled with the pure expertise.

So far as we know, PESS is the only ServiceNow Consulting & Implementation Partner focussed on business domain expertise in private markets / investment services.

This is a combination that is as powerful as it is rare.

Our focus is Systems of Control. You have your Systems of Record (IBOR/ABOR, CRM...) but to

support your service proposition you need Systems of Control; informing stakeholders of activity, logging breakdowns, capturing approvals... and building useful metrics to feed back into resource and business planning.

Choose a partner which understands your business operations and can realise your vision in ServiceNow.

Systems of Control will elevate your operations performance, secure your reputation, and underpin your business development.

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