



Polar Challenge

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It's more than
a win-win Deal

It's more than adding value
to ours businesses

Creating a New Environment
Bancolombia's Outsourcing Business Case.

Produced by



In partnership with



BRASSCOM™

FORTUNE

The difference between thinking in processes...

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Results



Universal Banking Concept

Time-line and Enterprise Evolution

	1995	2011	Growth
Assets	1.6 \$ COP Billions	85.5 \$ COP Billions	53 Times
Shareholders' equity	0.3 \$ COP Billions	9.0 \$ COP Billions	28 Times
Net income	0.06 \$ COP Billions	1.7 \$ COP Billions	27 Times
Market Share	3.6% 6 th place in Col	22% 1 st place in Col	N/A
Clients	0.25 Millions	7 Millions	28 Times
Common share price [bancolombia]	3.472 \$ COP	28,480 \$ COP	8 Times
Preferred share price	3.314 \$ COP	27,620 \$ COP	8 Times
ADR Price	16.37 USD	59.56 USD	4 Times

(Corporate Benefits: profits, efficiency, growing, service)

... And thinking in people
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People

Making Dreams come True

(It's not the same offer financial services than support the life projects)



To create Governance in our enterprise

Organizational Governance

Functional Governance

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The Core is the operational base ...

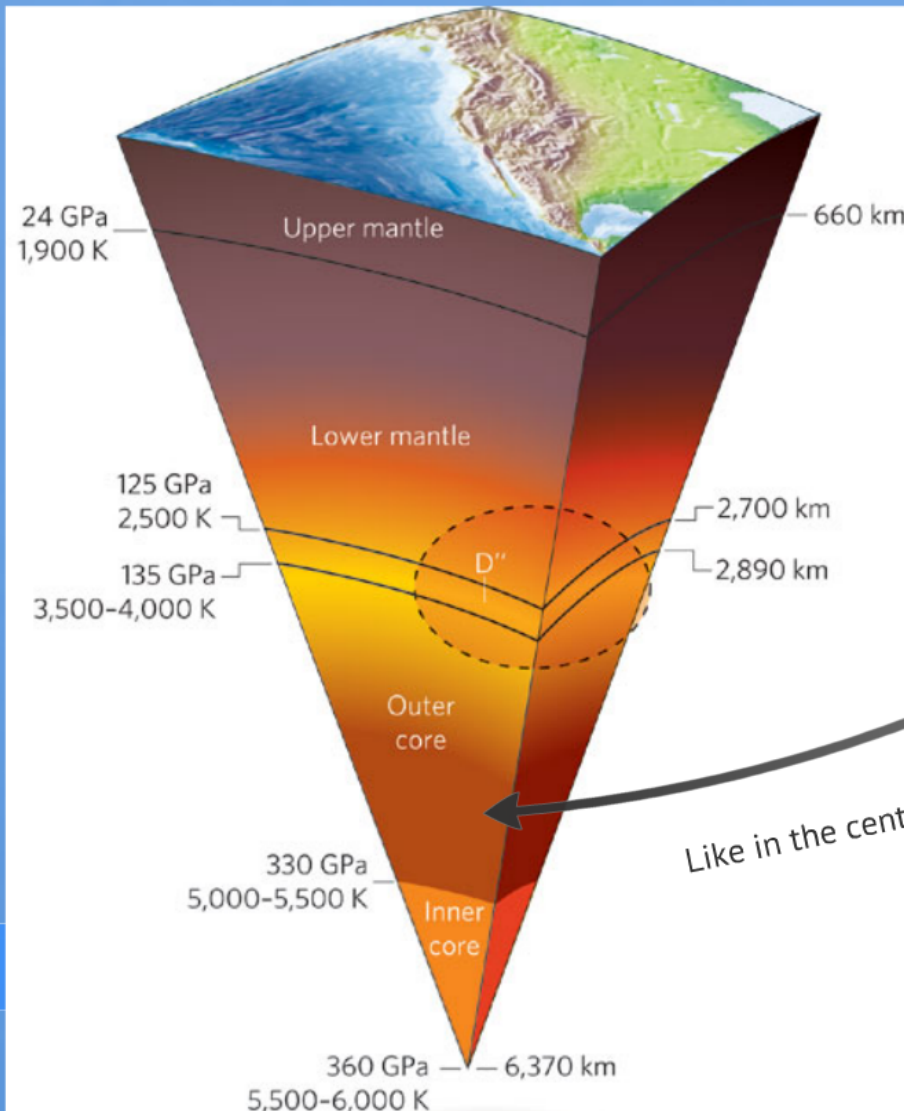


but sometimes it's just context
Functional Governance
Identify opportunities and prepare for managing source services

Finally we need to create an effectively
environmental to understand the Business

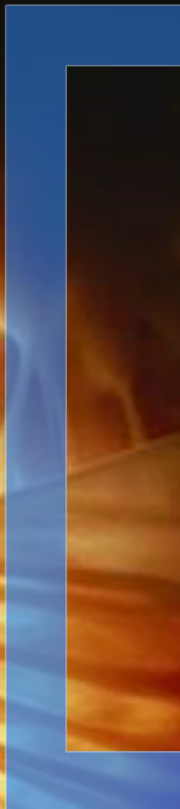
Sourcing Alignment

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People

Like in the center of the earth ...



- Key People (retained personnel)
- Professional Training
- People Transition
- Compensation and Union Relationship
- People Recruiting
- Labor relationships and labor demands
- Organizational Development
- Capabilities and Personnel Competences
- Assign Sourcing Responsibilities
- Define Roles

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People Management

Strategic Partner (inside HR)

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Change Management

CHANGE

Organizational Changes for:

- Move people from client to Vendor (Captive to Outsource)
- Operational Change from one vendor to other vendor
- Finishing a relationship with a vendor
- Call an operation (Outsource to Captive)

Change Communication

- In the process (direct or indirect)
- In the enterprise
- In a community

Changes in labor conditions

- Industry Union Law
- Company Union Law

Relationship Management

“Open Doors” Conversational Processes
(Alarms mobilization, action plan, sourcing processes)
“One Team” Vision
Double Via Scaling
“Bridge” between culture and communication
(Vendor – User)
Multisourcing and Multivendor
The Value Survey

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