Transforming the customer experience

A large financial services firm needed to consolidate more than six different customer relationship managment systems to improve visiblity and enhance client value.

Advisory Services
Business Applications
Financial Services

June 2013

Client's challenge

A multibillion-dollar global financial services institution needed to establish a single customer relations management (CRM) program across three of its business units in order to rationalize its processes and platforms and implement a more unified view of its clients. With six different CRM systems in place, sales teams from different business units had no way to get an overall picture of the firm's relationships with its clients. Additionally, the maintenance costs of so many systems were prohibitive. The bank needed a CRM overhaul.

Business unit leaders knew that a single comprehensive CRM solution that still allowed some regional and business unit customization would improve common client reporting, increase cross-sell and up-sell opportunities, improve sales productivity, and cut maintenance costs. The ideal platform would be more user-friendly, faster, and more flexible. Putting it in place would result in a significant business transformation.

PwC's advisory solution

After an intensive nine-month bidding process, the client chose PwC to help the bank move the three business units from their multiple CRM systems to a single Salesforce environment. We immediately assembled a team of more than 20 professionals from across the firm that had significant experience ranging from Salesforce to financial services to change management, to tackle project management, complex change management, and business enablement. The technical team included a solutions architect, a technical architect and a data migration specialist.

When unique challenges arose across various regions of the world, we leveraged PwC's global network and added additional resources from the UK and Hong Kong to meet our client's requirements.

After recommending the consolidation of the client's current CRM solutions onto a single Salesforce instance, we took several important steps toward helping the client achieve their goals. Throughout the CRM transformation process, the PwC team worked in close collaboration with the bank's own experts. Every person from the PwC team had a counterpart—and sometimes several—from the bank, a way of working that made knowledge transfer that much easier:

- Together, we completed an initial mobilization phase to gather processes and requirements, defined the high-level solution design, and planned for the subsequent implementation phase.
- Together, we defined and executed a thorough change management strategy to breakdown silos, decrease the impact of change, and drive higher adoption of the new system.
- Together, we leveraged PwC's hybrid agile methodology to allow for business iteration on the Salesforce platform while facilitating integration with legacy systems and robust data migration.
- Together, we set up a global program structure to enable appropriate governance after the project was completed.
- We brought in PwC's audit and tax specialists to help the client with a plan to achieve compliance.
- We helped the client with deployment, employee training, and the creation of playbooks that the bank can use going forward to fully understand the process and take full ownership of the new solution.

For PwC, the project was much more than an exercise in "setting up Salesforce." It was a long-term transformational effort that called upon our expertise in change management to create long-lasting and meaningful improvements to the bank's way of doing business. Now the bank can develop and deepen its client relationships by providing its sales teams easy-to-use, well-integrated tools and relevant, timely, and actionable information.

Impact on client's business

To date, PwC has helped complete the mobilization phase on time and on budget and has entered the implementation phase with the client. The client is beginning to track its savings, improvements in data quality and productivity. With a single CRM system in place, the bank can now expect to improve its client relationships. No longer will clients be contacted multiple times by representatives from multiple business units. The bank's client facing team will now have a holistic view of every client it touches and understand its full relationship with each client.

Going forward, the bank will be able to offer more products and services to its global clients and increase its share of wallet and assets under management—all while improving its customer service.

For more information, please visit

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