Grow your revenues through better customer interactions

EDS’ Customer Relationship Management (CRM) solution enables financial services companies to improve their customers’ experience with every interaction – delivering real business benefits, while consistently building improved customer loyalty, increased revenues and enhanced profitability.
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Introduction

Retail banks are facing greater challenges than ever before in executing their customer management strategies. Intensifying competition, proliferating customer contact channels, escalating attacks on customer information, rising customer expectations and capitalizing on new market opportunities are at the top of every bank executive’s agenda.

In looking for ways to drive growth, banks need to evaluate their customer management strategy. Do they currently have a CRM solution that is capable of delivering:

• Consistent and cost-effective customer service?
• Customer-aligned products and services?
• Enhanced customer loyalty and long-term value?

EDS’ deep experience in implementing CRM solutions for global financial services clients has positioned us as a recognized leader in the CRM industry. We optimize the customer experience and increase satisfaction and profitability, while dramatically reducing our clients’ operating costs.

We have applied this deep practical expertise to develop a full suite of CRM offerings, including Contact Center Management Services, Contact Center Outsourcing, Customer Intelligence Services and Customer Self-Services. Alone or in combination, these offerings create real business benefits to our global financial service clients and their customers.

CRM in retail banking: current trends and dynamics

Today, more than ever before, the ability to maximize customer loyalty through close and durable relationships is critical to retail banks’ ability to grow their businesses. As banks strive to create and manage customer relationships, several emerging trends affect the approach and tools banks employ to achieve sustainable growth. These trends reflect a fundamental change in the way banks interact with the customers they have – and those they want to acquire.

Trend: Focusing on organic growth

How can a retail bank drive growth? Traditionally, banks have grown through an aggressive strategy of acquiring direct competitors and taking over their branch networks. Today, that strategy is no longer sufficient, since it doesn’t create organic growth for the financial institution.

To build stronger customer loyalty, banks need improved customer knowledge to develop products and deliver services targeted at specific market segments; resulting in more directed marketing, sales and service tactics.

This is not to say M&As will not continue to be an effective way to expand product offerings and service capabilities. However, retail banks will focus on acquiring businesses that have essential products or capabilities to complete the bank’s portfolio of offerings. The goal? To gain greater wallet share of current customers and support their organic growth. A recent example of this is the acquisition of Providian by Washington Mutual that expanded its credit card offering for both banking and mortgage customers.
Trend: Seeking out and better serving emerging customer segments

One of the ways banks can achieve improved organic growth is by focusing on new markets. Emerging demographic segments represent untapped revenue streams that can fuel a bank's growth. In the U.S., the Hispanic market represents a major opportunity. This fast-growing and underserved customer segment offers new potential revenue for retail banks.

Some of the recent 2000 U.S. Census demographics about this market are impressive:

- The United States is the fifth largest Spanish-speaking country in the world.
- Between 1990 and 2000, the Hispanic population grew four times faster than the population as a whole (57.9 vs. 13.2 percent).
- Hispanics now exceed 35 million people with 9.9 million households.
- An estimated 40 percent of U.S. Hispanics have no relationship with any financial services institution.

As this demographic group continues to pass through different stages of cultural assimilation into the United States market, financial services companies need to address how to maximize their share of this emerging market segment.

While it would be ideal to have a 12-month timeframe and $50 million to establish Spanish-speaking capabilities like call centers or financial product lines, these are luxuries virtually no bank can afford in today's market. The need every bank has is how to respond quickly and at low cost. And this need is increasing all the time.

Trend: Creating deep business insight into customer preferences

Customer loyalty that drives organic growth can only be built through a consistent customer experience. This means understanding each individual customer's needs and preferences. One of the largest challenges banks face is how to better understand their customers and provide personalized customer service.

A "one-size-fits-all" customer strategy no longer works. Banks need to serve the rapidly diverging needs of all markets: aging baby-boomers, time-stressed mid-lifers and younger technophiles (i.e., Gen-X and Gen-Y). Banks must move out of their "comfort zone" and develop services and products that address the specific needs of different market segments.

It is clear that financial service providers cannot sustain growth and profitability targets through mass direct mail campaigns that deliver less than 1 percent response rates. Those that do will lose out to competitors implementing personalized communications that target the right customer, at the right time, with the right product or service.

To optimize customer relationships and loyalty, banks need to integrate processes and technologies that enable them to build - and then act upon - a detailed view of what each customer wants. This will require highly skilled customer service professionals, with the right combination of linguistic, culturally aligned and financial services skills, as well as the ability to deploy customer service strategies quickly, efficiently and cost-effectively.
Trend: Responding to intensifying competition through revitalized offerings

The need to revitalize a company’s portfolio of offerings happens in every industry. Examples in high-tech manufacturing, consumer industries and transportation show how important new offerings are in order to stay competitive as products and services become more “commoditized.” The same is true in the financial services industry.

Today’s retail banks face a relentless stream of new competitors, eager to take a share of the market’s revenues. Three major competitors offering differentiated products, services or distribution models have emerged over the past decade:

• Brokerage and insurance firms, expanding their offering portfolios into banking products beyond their traditional product sets.
• Nontraditional players such as PayPal (expanding through technology-led channels of services) or telecommunications companies (expanding by bundling of payments for “like” services) are growing by becoming payment aggregators.
• Nonbanking companies looking to (if not already) enter the market by offering banking products and services. The entry of nontraditional players will not only affect bank growth rates as they compete for consumers, but will also place downward pressure on operating margins and profitability created through their nonbanking business models.

An example of a nonbanking competitor is Wal-Mart, which is currently renewing its push into banking. If Wal-Mart does obtain this status and if they choose to provide expanded banking services in its 3,500 U.S. stores (Wal-Mart already offers money transfers, check cashing and credit services), Wal-Mart would immediately become one of the largest retail banks (by branch count) in the United States. Their international potential would be, subject to numerous political governance and cultural issues for expansion, an additional 1,500 stores throughout the world, including in China.

Renewing and reinvigorating product offerings and customer service strategies are essential ways to stay competitive in a changing marketplace. Proactive banks will respond to market opportunities and competitive threats by launching new products, entering new markets and acquiring new customer segments. A proactive CRM solution is the foundation that can help support this without disrupting current services that would put existing clients at risk.

Trend: Improving distribution and channel management

How are retail banks responding to intensified market competition? To take themselves to the next level of improved sales and service, banks are focusing on developing, implementing and integrating their channels more rapidly and efficiently. Their goal is to meet three objectives:

• Improved and more consistent service based on a full customer view
• Increased revenue through adoption of new products
• Improved profitability through lower product development and service costs

Forward-looking banks will simultaneously improve customer service quality and profitability by deploying an integrated CRM strategy. Deepening relationships with their customers means that banks must offer their products and services through appropriate delivery channels that appeal to their customers.

Deploying multiple channels and integrating them at the enterprise level give banks a consistent and full view of the customer. To be successful, this must include all service channels – both physical and virtual – including, call center, Web, branch, kiosk, ATM, phone and mobile devices.
To achieve this, banks need to develop technology, operational processes and customer strategies to make their channels more effective in reaching and serving their customers. By tailoring products or services to specific customers or market segments, banks will be able to increase their product adoption rate, revenues and return on investment (ROI) for new product development.

**Trend: Safeguarding customer information**

Adding to this complexity, customer privacy and information security are under attack as never before. The threats come from many quarters – including increasingly sophisticated identity thieves, constant phishing expeditions by criminals seeking to trap unwary customers, and even “inside jobs” where staff sell customer data to criminals.

Expanding legislative and industry requirements for customer security are also increasing costs for financial services companies. Compliance with customer information regulations is becoming increasingly complex as regulations are growing at all operating levels:

- At the global level – The Payment Card Industry (PCI) Act requires a single set of information security standards and requirements for all payment organizations.
- At the national level – The Gramm-Leach-Bliley Act not only requires that financial institutions ensure the security and confidentiality of customer records and information but also requires companies to protect against anticipated threats and unauthorized access, which could result in substantial harm or inconvenience to a customer.
- At the state level – The California Information Practice Act requires businesses in California to disclose any security breach that occurs to any California resident whose unencrypted personal information was, or is reasonably believed to have been, acquired by an unauthorized person.

Against this ever-expanding background, it is vital that banks ensure their customer data is secure from both internal and external threats. The following are three key reasons why this is so important:

- If a bank loses a customer’s information, it invariably loses the customer as well.
- A security breach has an immense negative impact on the value of the bank’s brand and reputation, hindering the bank’s ability to acquire new customers.
- Under Basel II, banks without required client data security as a part of their risk management program must maintain higher levels of capital reserves – reducing the amount of funds available to invest in the marketplace and generate revenue.

By preventing security breaches and avoiding losses, banks can actually realize a ROI from investing in security. This makes protecting customer data a prerequisite for competing effectively in the retail financial services market.

Banks must balance the cost of security against the need to share information and service the customer, while at the same time finding ways to secure vital customer and financial data for the purposes of risk management planning.

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**Lose the customer information – and lose the customer**

In the 2005 Financial Services Privacy and Customer Relationship Management Survey, EDS asked a broad cross-section of U.S. and Canadian consumers how they would respond if, “There was a security breach at your bank or financial institution, and your personal information was compromised?”

- 55 percent would discontinue all banking activity until the crisis was resolved
- 32 percent would discontinue online banking until the situation was resolved
- 30 percent would close all accounts and move to another bank
- 10 percent would close some accounts and try another bank
## Figure 1: Industry trends and required actions

<table>
<thead>
<tr>
<th>Industry Trend</th>
<th>Challenges</th>
<th>Required Actions</th>
<th>Benefits</th>
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</table>
| **Achieving greater organic growth** | • Finding new revenue streams  
• Obtaining higher levels of products per customer  
• Saving “at risk” customers through business intelligence  
• Can no longer rely on M&As to grow by adding more branches | • Improving sales and service consistency  
• Building greater customer loyalty  
• Having actionable customer information across the entire enterprise | • Increase products-to-customer ratio  
• Improve up-sell and cross-sell close rates  
• Build greater customer loyalty  
• Improve profitability by reducing cost of sales |
| **Serving emerging customer segments** | • Providing consistent and culturally aligned service to diverse populations  
• Developing highly skilled customer service professionals capable of serving a specific customer segment | • Develop workforce skills aligned with customer needs  
• Implement workforce management to ensure the right CSR handles the right call  
• Develop IT and process frameworks to secure customer information | • Gain rapid access to emerging markets to grow revenues  
• Reduce the cost of new customer acquisition  
• Maximize customer loyalty through culturally aligned service |
| **Revitalizing product offerings** | • Losing market share to new, more agile competitors  
• Differentiating products and services in a “commoditized” marketplace | • Faster time-to-market with new products tailored to your customers  
• Greater flexibility and responsiveness to market changes  
• Differentiating your brand through superior and consistent service | • Reduce time-to-market for new products  
• Improve product targeting to the right segments  
• Improve brand consistency and loyalty  
• Respond faster to market changes with greater flexibility |
| **Improving channel management** | • Inconsistent customer treatments across the channels  
• Lack of enterprise integration on the customer service platform  
• Difficult to access a full view of the customer and assess value to the bank | • Deploy a consistent, customer-tailored treatment strategy  
• Deploy an IT platform that operates across all channels | • Improve customer loyalty through consistent service across the enterprise  
• Cut costs by using standardized processes across all channels  
• Enable the enterprise to use lower cost channels |
| **Securing customer information** | • Increasingly sophisticated identity “thieves”  
• Avoiding security breaches by banking staff  
• Balancing the need for security against the cost | • Adhere to all compliance regulations (Basel II)  
• Secure customer information, but allow access by the right agent to the right customers | • Avoid lost revenue due to customer attrition  
• Maintain brand reputation  
• Reduce capital reserve requirements  
• Achieve ROI on your security investments |
Reaping the benefits of a CRM solution

Faced with these numerous and varied trends, retail banks are reshaping the way they must interact with their customers. A fully integrated, enterprisewide CRM platform ensures banks have the core capabilities to take full advantage of their customer relationships and capitalize on these market dynamics, rather than losing out because of them.

Based on decades of experience in developing CRM solutions for our clients, EDS has developed best practice business requirements for CRM systems. These best practices reflect business results a financial services company must obtain by implementing its CRM solution.

Gaining sales momentum

In today’s increasingly competitive environment, where maximizing organic growth is a bank’s priority, sales momentum is essential. To build this momentum, banks need to focus simultaneously on:

• Increasing acquisition rates of new and emerging customer segments, such as the Hispanic population in the U.S.
• Improving retention of existing customers and saving “at risk” customers
• Increasing profitability of customer relationships, either at the top-line through increased sales, or at the bottom-line through more cost-effective service
• Improving integrated channel distribution strategies to get the right product, to the right client, at the moment the customer has the need
• Maximizing the value and return from CRM investments that have already been made

Increasing acquisition of new customers

A CRM solution should help a bank target customers based on the “value” they bring to the bank, now and throughout the life of the customer (and beyond through “next generation” marketing). Banks need to ensure that their value propositions have traction with the right market segments. This will enable the bank to identify, target and capture new customers. Clearly, customer insight and strategy are the core differentiators for the bank. CRM solutions (people, applications, systems and processes) must support these strategies to get the right products and services to the right customers.

Improving retention of existing customers

Customer retention can be achieved by enhancing customer satisfaction and loyalty, improving problem resolution, and creating the ability to identify and save “at-risk” customers. In fact, an “at-risk” customer actually represents a major opportunity for additional revenue – if handled correctly. However, the greatest danger for banks is either not identifying “at risk” customers or not having the capabilities to do anything to recover them.

For example, a customer makes a large withdrawal from his or her account. This may signal that the customer is switching funds to another bank. Or the customer may be buying a house, a boat, or paying college tuition, in which case there are clear opportunities to sell additional products or investments. The identification and treatment of this customer should reflect his or her lifetime value. CRM-driven techniques will help retain customers and can migrate mere “account holders” into loyal, long-term, profitable customers.

Increasing the profitability of customer relationships

Boosting revenues requires improving the product pipeline and close rates, while reducing sales and service costs. On the revenue side, the bank’s CRM solution should use customer intelligence to target specific offers and manage marketing campaigns for a high likelihood of acceptance. Customer treatment strategies should be fully integrated with a CRM platform and the processes to support them. On the cost side, better channel management, CRM automation and integration will help increase the efficiency and effectiveness of sales and service.

Improving distribution and channel management

To win profitable customers and build long-term relationships with them, banks need to have the right insight, products and services for the right customer at the lowest possible cost. From call centers to Web sites, every one of a bank’s multiple channels must be scalable, flexible, low-cost and fully integrated with all the other channels. This is the only way to consolidate customer information and provide consistent treatment across the enterprise. Each of the bank’s channels must also be able to accommodate change and adapt to future trends in the marketplace.

Maximizing the value of past CRM investments

As new technologies and channels emerge, the need to control costs and maximize the ROI from existing CRM investments raises many questions:

• How can a bank lower its operational cost structure while leveraging the newest technologies — such as interactive voice recognition-based routing — to improve service quality and customer experience?
• How can it manage its customer service/call center workforce more efficiently and effectively – in an era when a major call center has to handle tens of million of calls a year from a vastly diverse spectrum of customers?

• How can the bank’s investment in customer care be refocused to create a permanently lower and more flexible cost base – perhaps through use of a common platform, technologies and processes?

With intensifying competition putting pressure on increasing required customer service levels and improving top-line revenues, investment in new capabilities to make the customer relationship stronger and more profitable is critical for future growth. However, it is important for banks to maintain a tight rein on their costs while deploying these solutions.

Summary

In summary, the market dynamics facing financial services companies have never been more fluid and complex. In the midst of these trends is your customer. Any CRM solution invested in must be implemented with the clear goals of improving the following:

• Customer satisfaction and loyalty
• Customer insight
• Speed-to-market for products and services
• Customer security

All this must be done in a manner that generates measurable increases in revenue for the bank and reduces overall costs of service. This may seem daunting, but EDS has been working with our clients for more than 40 years to obtain such goals. EDS has a suite of CRM offerings and an approach to implementing them that can transform your organization into one that has long-lasting and profitable relationships with your customers.

What should a CRM solution offer?

A world-class CRM solution needs to embody six core “qualities” in order to support a company’s ability to acquire new customers, increase retention and ultimately, increase profitability. In order to address the market pressures banks are facing, a CRM solution must be:

1. Agile in its deployment – To allow new products and services to be implemented by the bank in a creative and rapid manner as required over time.

2. Consistent in its execution of customer processes – To ensure processes, technology and management deliver a consistent customer treatment strategy across all channels in the enterprise platform.

3. Scalable in its design and capacity – To allow for the bank’s future growth, whether through improved organic strategies or acquisitions.

4. Effective in its integration of business intelligence – To provide clear insights into customer preferences by integrating business intelligence and applying it to support product development and customer treatment strategies.

5. Measurable in its results – To allow reporting of operational, strategic and customer service goals to measure if programs are achieving real ROI for the bank.

6. Secure in its handling of customer information – To ensure absolute security and privacy around all information held and transmitted through the system.

EDS’ CRM Solution

EDS has a solid track record of helping clients improve customer satisfaction, maximize customer value and optimize profitability. We accomplish this by integrating the right people, processes and technologies in each of our offerings:

• Contact Center Management Services – Improves management through enterprise routing, desktop automation, work force optimization, quality management, automated training and knowledge management.

• Contact Center Outsourcing Services – Handles inbound and outbound customer calls at EDS contact centers or your facilities. Services include technical product support, customer care, sales and marketing, and employee care.

• Customer Intelligence Services – Embodies the people, processes and technologies required to analyze customer interactions, enhance the customer experience and improve operational performance.

• Customer Self-Services – Delivers outstanding customer experience through IVR/speech recognition, multimodal devices, Web and kiosks.

Partnering with clients on their journey

We understand keenly that CRM is not a destination, but a way of doing business – a journey. We appreciate how important this journey is to our clients’ business, so we partner with them at every step. A transformation is a carefully managed process,
deployed in stages, with the realization this is an evolution not a revolution. EDS never loses sight of the bank’s most critical asset – its customer – which is always at the center of the transformation process. Plainly stated, the customer must, at all times, be preserved and its relationship with the bank must be enhanced.

Underlying principles for partnering
Throughout the process of transforming a bank’s customer interactions, EDS remains committed to two underlying principles:

- **The bank’s customers are its clients and will remain so.** Normally, when banks seek help from service providers about how to better manage their customers, bank executives worry that they will lose touch with – and control of – their most valuable asset – the customer. A bank’s strategies for customer segmentation, customer treatment, product offerings and service are core differentiators in acquiring and retaining customers. EDS’ view is very clear on this issue. Our CRM solution enables and supports our clients’ ability to deliver against their CRM vision with higher levels of customer care and at lower costs versus their customer strategies.

- **We do not promise a “silver bullet” solution that will transform your business overnight.** Our experience shows that transformations are a pragmatic, ongoing process that require technology and process improvement, as well as cultural change within the organization. CRM is never “done” to any of our clients. It is accomplished by working with our clients to achieve clearly defined goals. Without this appreciation, the culture will “reject” the change.

Implementing real value
EDS is as pragmatic and risk-sensitive as our banking clients in balancing the demands of a bank’s current business practices with the desire to realize long-term benefits. EDS’ implementation approach is designed to deliver successful implementations while reducing risk, project duration and cost.

EDS works with our clients to develop a shared vision so that a project delivers the maximum benefit – from both a business and a technology perspective. Our track record has earned us a reputation as a proven provider of a quality-certified CRM solution.

The process for continual improvement
The marketplace demands ongoing improvement – improvement that continues to be delivered long after the initial implementation – which is why we embed ongoing improvement approaches into every step of the journey. EDS’ CRM solution includes periodic review and implements operational improvements through quality assurance processes, such as Six Sigma and Customer Operations Performance Center (COPC), rigorous metrics and reporting.

Executive management dashboard
Any investment is justified only if it delivers real business value to the bottom line. Our clients demand and deserve quality service. There is nothing “hit-or-miss” about delivering service excellence. That’s why EDS initiated the Service Excellence Program, which delivers measured reporting on the services and solutions to enable client success. Working as a team, EDS and our clients track and measure specific, critical results at every stage of the transformation. We don’t just look at service level agreements (SLAs) under a contract. Instead, we create a comprehensive management dashboard that puts our clients in control and gives them the ability to measure their success.

EDS delivers higher client satisfaction, lower costs
Our experience with clients shows that EDS’ CRM solution can:

- Increase a bank’s wallet share from 8.7 to 13.8 percent in two years
- Increase a customer segment contribution by 110 percent in two years
- Retain up to 89 percent of customers through a consistent, standardized experience based on customer segments
- Reduce the time to bring new products to market from six months to six weeks
- Reduce operating costs by more than 90 percent by using automated speech transactions rather than a live attendant
- Reduce agent turnover and increase job satisfaction, in turn increasing customer satisfaction by 0.53 percent for every 1 percent increase in agent job satisfaction
- Lower IT investment by 20 percent through the use of managed services
Delivering results for our clients

EDS has a solid track record of helping clients improve customer satisfaction and retention, maximize customer value and optimize profitability. We also help them increase revenue, while reducing the costs of acquiring and servicing customers by 20 percent or more. We accomplish this by integrating the right people, processes and technologies.

**Award-winning call center**

Results:
- Takes more than 350,000 calls a month
- Resolves 83 percent of calls at the first contact
- Averages a customer wait time of just 14 seconds
- Earned its third Client Service Model of Excellence in 2003

From the beginning, Visanet teamed with EDS to provide a comprehensive, industry best-practices outsourcing solution, from fast, reliable and secure transaction processing to call center support. Together, EDS and Visanet jointly manage the company’s CRM functions, including a call center that handles manual credit approvals, cardholder issues and technical support. The call center also collects detailed information about field operations, providing a powerful management tool as well. Today, Visanet processes 58 percent of all credit card transactions within Brazil – more than 1.3 billion transactions a year. The company’s revenues have almost doubled over the last few years, and Visanet continues to gain market share.

**Optimizing the customer experience**

Results:
- Embedded product information into the CRM solution
- Provided online tools for real-time analysis and instant insight into the market
- Increased operational effectiveness 20 percent

Dedicated to continuous improvement across its enterprise, la Caixa, the leading financial institution in Spain, realized the time had come to optimize its CRM program. The Spanish savings bank identified its primary objectives: improving overall process efficiency, increasing employee empowerment to positively affect the customer experience, enhancing business intelligence and adding new channels to make it easier for customers to do business. EDS created a state-of-the-art contact center, integrating Siebel’s CRM application into the bank’s existing network, to create a solid backbone for service operations. EDS then identified, prioritized and standardized the bank’s CRM processes, ensuring consistent customer data was delivered across all channels. Other functions, such as direct billing, marketing, credit scoring and document management were integrated into the call center for a single, streamlined solution. A technical help desk was also implemented to address customer and employee ATM-related issues. Finally, EDS trained la Caixa’s employees on the new CRM solution, showing them how to access customer data and identify the best opportunities for cross-selling.

**Improving efficiency worldwide**

Results:
- Implemented the solution in 58 locations and 19 countries
- Increased staff forecasting accuracy
- Reduced payroll by about 18 percent without any impact to service
- Reduced hardware, software licensing and maintenance costs

Successfully managing a worldwide network of contact centers requires coordinating thousands of agents with multiple skill sets to ensure calls are handled quickly, efficiently and expertly. With 22,000 contact center agents at 214 sites in 25 countries, optimizing agent work schedules was crucial to achieving that goal. EDS implemented its own forecasting and staff-planning applications, as well as the Blue Pumpkin work force management suite, which EDS reconfigured to operate throughout the enterprise. The solution’s powerful call volume forecasting capabilities let management predict call patterns, staffing needs and generate centralized schedules. Reporting tools analyze forecasting, planning accuracy and schedule adherence. Today, all contact centers share centralized processes, training and procedures that ensure consistency and excellence across the globe.
EDS’ credentials in CRM

Our CRM group and solutions have helped clients improve their bottom-line goals by increasing new revenue through customer growth and by reducing overall service costs.

Some of the work that is core to what we do in CRM includes the following:
- Processes more than 200 million multichannel contacts annually
- Providing 22,000 contact center professionals who deliver CRM services on behalf of 500 clients from 214 locations in 25 countries in 43 languages
- Achieving customer satisfaction ratings of 98 percent
- Utilizing Customer Operations Performance Center (COPC) compliant methodologies for management, people and technology

Financial services expertise

EDS has more than 200 financial services clients in over 30 countries. With more than 35 years of experience in the financial services industry, EDS has dedicated itself to the financial services sector with –
- Relationships with nine of the top 10 global financial services firms
- More than 15,000 EDS employees dedicated to serving the retail banking industry
- Industry experts averaging more than 20 years of experience in financial services
- The Banker Technology Awards’ Outsourcing Project of the Year in 2004

Conclusion

With intensifying competition threatening banks’ revenues and putting downward pressure on operating margins and profits, retail banks are facing increasing pressure to increase their growth rate. How can banks leverage their most important asset – their customers – to accelerate organic growth?

Having spent more than 30 years delivering CRM solutions, EDS has learned how and why customers interact with their bank and what they are looking for when they do. We applied this deep practical knowledge to developing a CRM solution specifically for the retail banking industry.

The experience of our clients has shown that through EDS’ CRM offerings, banks can achieve real business results, including the following:
- Delivering more consistent service based on a full view of the customer
- Increasing the adoption rate of new products
- Lowering product development and service costs
- Deploying customer channels more rapidly and efficiently

Financial institutions turn to EDS for our industry insight and our solution implementation experience. Our deep knowledge in implementing CRM solutions for global financial services clients has positioned us as a recognized leader in optimizing the customer experience.

We help companies around the world transform their businesses and embrace new opportunities. Find out how we may be able to help your institution optimize the value and loyalty of your customer relationships, increase top-line growth and turn customer knowledge into competitive advantage, while dramatically reducing operating costs.

CRM/Contact Center Outsourcing Awards:
- CRM Magazine’s 2006 Service Leader Awards
- In December 2005, Forrester Research ranked EDS as a “leader” in multichannel contact center outsourcing
- Frost and Sullivan’s 2005 Product Innovation Award
- Outsourcing Center’s Award for Most Collaborative Relationship for Contact Center
About the Author

Pat Russ

Pat Russ brings 22 years of sales, marketing, operations and technology management experience to EDS. Since joining the company, Russ has been a subject-matter expert helping develop the EDS enterprise CRM architecture and specific CRM solutions. Russ also supports EDS’ clients in his role as a client industry executive.

Russ has extensive experience in CRM across numerous industries, with a focus on the financial services industry. He has held positions including vice president and principal with a professional services firm serving the financial services industry, a regional director with Roundarch (founded by Deloitte Consulting, BroadVision and the WPP Group), and a senior manager with Deloitte Consulting within its e-business and customer relationship management practice.

In each of his roles, he has been responsible for leading the design, development and implementation of an array of different enterprise business and technology solutions for Fortune 500 companies.

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3 Source for store numbers: walmart.com

About EDS

EDS (NYSE: EDS) is a leading global technology services company delivering business solutions to its clients. EDS founded the information technology outsourcing industry more than 40 years ago. Today, EDS delivers a broad portfolio of information technology and business process outsourcing services to clients in the manufacturing, financial services, healthcare, communications, energy, transportation, and consumer and retail industries and to governments around the world. Learn more at eds.com.

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