

Harnessing Value— A Single Customer View Is Industry First at KeyCorp

The Situation

After years of expansion and acquisitions, KeyCorp (Key) has grown into a \$92 billion asset, bank-based financial services company providing a full complement of products and services to more than 2.4 million consumer and commercial clients.

In recent years, the bank's revenues and net income had stagnated—costs were high and the bank was losing market share. Key needed to become more client-focused if it was going to improve its competitive profile. Like most banks, Key was organized around its lines of business.

After three years of productivity improvements and with strong commitment from Chairman and CEO Henry L. Meyer III, the bank

embarked on a growth-focused Client Experience (CE) initiative, which was aimed at fundamentally changing the way Key dealt with its clients.

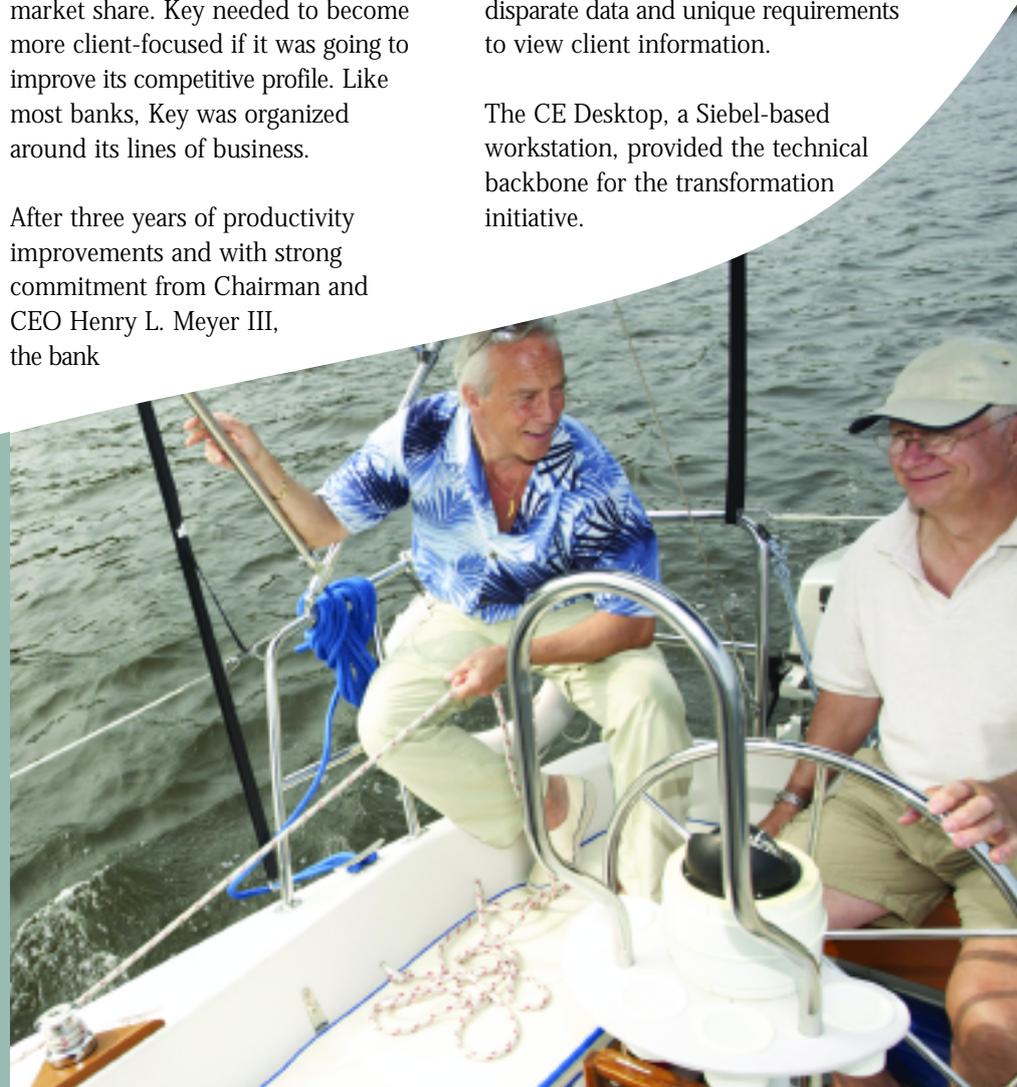
The Solution

With Capgemini's help, Key selected and began deploying a single enterprise-wide, Siebel-based platform. The challenge lay in creating a single view of the client across three different lines of business with disparate data and unique requirements to view client information.

The CE Desktop, a Siebel-based workstation, provided the technical backbone for the transformation initiative.

// With the implementation of the Client Experience desktop workstation, we now know more about client interactions than ever before. Capgemini's CRM expertise played an integral role in developing a differentiated and better KeyBank client experience for us. //

Kevin Riley, Executive VP
Customer Information and Relationship
Management, KeyCorp



The Result

Thus far, the CE desktop has been rolled out across the Retail and Wealth Management businesses within Key's Community Bank. More than 4,000 employees already are users. Not far off is the rollout to Key's Corporate and Investment Banking staff.

Early wins are impressive. For example, follow-up on leads have improved by more than 500 percent. Further, Key sales representatives have access to richer, more timely information about clients, including third-party data and a holistic view of their clients' relationships with the company. As a result, cross-selling opportunities for Key have nearly doubled.

"With the implementation of the Client Experience desktop workstation, our employees have a complete view of our client relationships across the bank's lines of business, while we continue to maintain strict privacy requirements. We now know more about client interactions than ever before. We can differentiate client treatment, optimize long-term client value and better manage the client's experience with KeyBank. Capgemini's strong customer relationship management (CRM) expertise has been invaluable in supporting our transformation."

Kevin Riley, Executive VP—Customer Information and Relationship Management, KeyCorp

How KeyCorp and Capgemini Worked Together

The long-standing relationship between Key and Capgemini had diminished until Capgemini responded to a small request from Key for technical support. This request turned into a six-week requirements definition and project verification.

During the project, Capgemini discovered it could add value to the

Client Experience effort by accelerating design and development of the desktop. The accelerated approach would also help to mitigate Key's risks. Capgemini crafted a tailored solution by leveraging its experience in Retail Banking and with Siebel, which included major work at two other industry-leading brokerage firms.

Upon completion of the solution definition, Key's management, confident in its technology capability and financial services credentials, trusted Capgemini to accelerate design and development of the solution based on Siebel 7.5 for Financial Services. Through this exercise, the sizing of the initiative became more realistic for Key's budgeting purposes and reduced the risk of overspending.

The most important components of the CRM solution focused on

enriching the client experience by making relationships transparent, developing analytics-based client treatments and offers, and enhancing advisor and system productivity. The solution is a web-based application that provides easy access to authorized users. It leverages Siebel's CRM functionality and Key's own customer data and security systems.

To deliver the CE solution, Capgemini deployed iterative process development and leveraged its "Rightshore"TM model by distributing delivery of services from Accelerated Development Centers in Chicago and Bangalore, India. The approach allowed the project to be fast-tracked, leveraging technology skills to meet tight deadlines without losing the ability to work in close partnership with stakeholders at Key.



About Capgemini and the Collaborative Business Experience

Capgemini, one of the world's foremost providers of Consulting, Technology and Outsourcing services, has a unique way of working with its clients, called the Collaborative Business Experience.

Backed by over three decades of industry and service experience, the Collaborative Business Experience is designed to help our clients achieve better, faster, more sustainable results through seamless access to our network of world-leading technology partners and

collaboration-focused methods and tools. Through commitment to mutual success and the achievement of tangible value, we help businesses implement growth strategies, leverage technology, and thrive through the power of collaboration.

Capgemini employs approximately 60,000 people worldwide and reported 2004 global revenues of 6.3 billion euros.

More information about our services, offices and research is available at www.capgemini.com

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