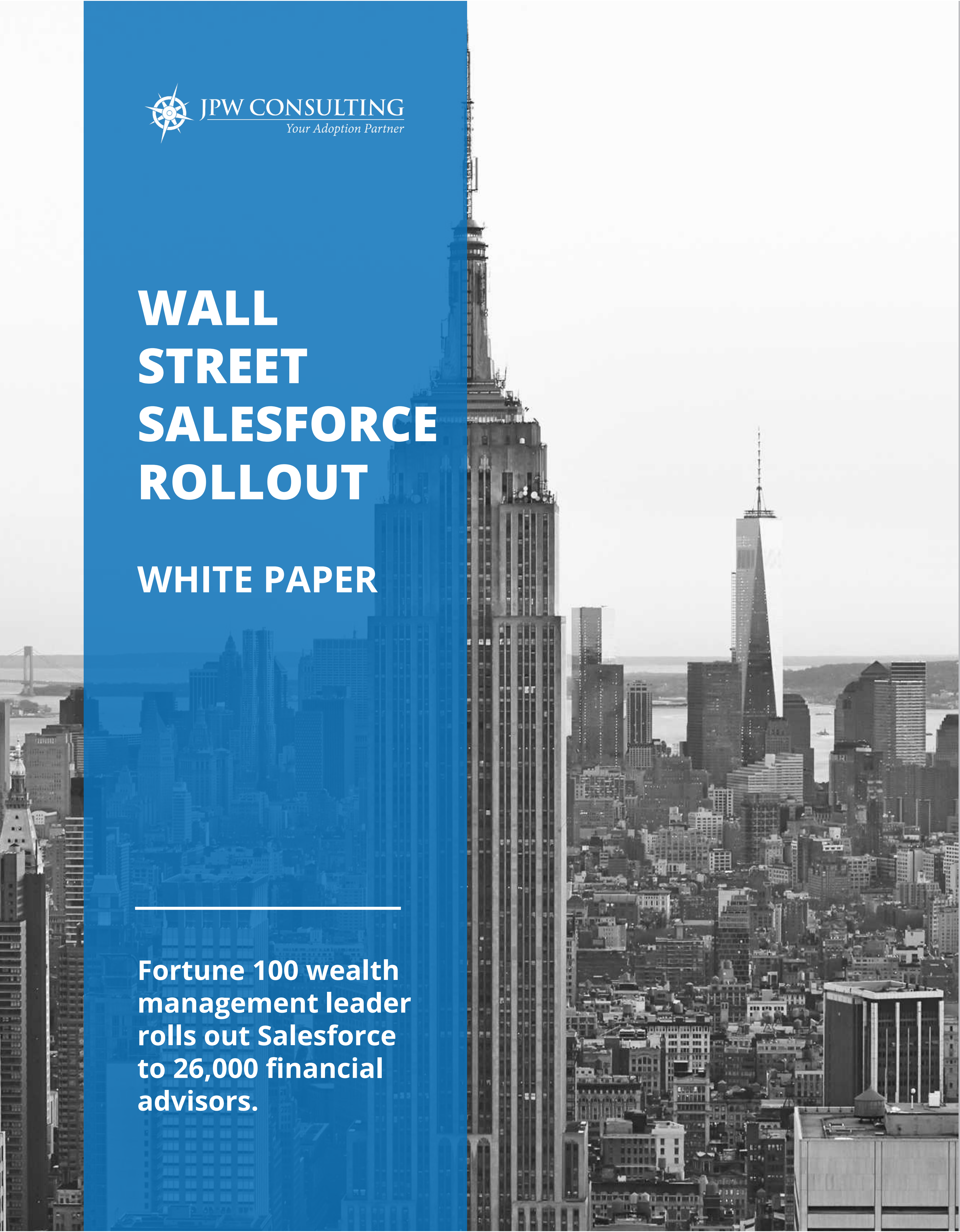

JPW CONSULTING
Your Adoption Partner

WALL STREET SALESFORCE ROLLOUT

WHITE PAPER

Fortune 100 wealth management leader rolls out Salesforce to 26,000 financial advisors.

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OVERVIEW

In early 2007, our client, the 2nd largest investment firm in the United States, endeavored to launch one of the largest technology rollouts in Wall Street history to all their Financial Advisors (FAs), Client Associates, and Managers. Salesforce.com was the primary driver of the rollout. It represented a brand-new client relationship management (CRM) technology to the firm and integrated with their already existing Wealth Management platform. In addition, there was a complete migration from Microsoft Office 2003 to the 2007 version and significant enhancements to their existing Wealth Management platform, changing the way users work and view individual client account information. The combined change in technology, workflow, and business process represented an enormous challenge for all users from the ground up through management to adapt to the changes and still continue to function, and even excel, in a fast-paced business environment.

JPW Consulting was initially brought in to execute onsite training to all 26,000 users over a two-year period, visiting all 650 branch locations nationwide in a gradual rollout. The challenge was to successfully transition users from the old technologies to the new technologies with minimal interruption and still achieve effective levels of user proficiency. Initially, the role of JPW Consulting was strictly to provide quality end user training and documentation. As the rollout progressed, the focus shifted from training services to a strategic Change Management and Adoption process, which focused on Salesforce.com usage where no corporate mandate existed to force user participation. This study is primarily focused on the initiative around Salesforce.com, since usage was optional and not mandated. Migration to Office 2007, as well as the enhancements to the Wealth Management platform, were "rip and replace," and the users had no choice but to use those tools.

CHALLENGES

JPW faced significant hurdles when the rollout began in early 2007. Usage of Salesforce.com was not mandated. Not only was adoption optional, this Salesforce release wasn't the company's first experience with a CRM. Over the course of the previous 10-12 years, the client introduced at least three different products designed to provide FAs necessary tools to capture client notes and activities. The necessity of accurate note taking and client documentation is critical in an industry as heavily regulated as financial institutions. The general CRM reaction among employees was negative.

There was considerable frustration expressed among FAs and their teams with each release because of a perceived lack of follow-up, general support, and commitment to long-term use. In this fragmented environment, advisors and their teams patched together individual work-arounds, addressing CRM needs in differing ways. Many sophisticated teams purchased elaborate competitor systems and customized them to fit their teams. Some teams built their own systems using existing tools such as Microsoft Outlook, Microsoft Access, or Excel. Some simply kept notes in a file or a notebook, while some users had no system whatsoever and simply kept emails or information in their head.

As evidenced in the vastly different client relationship tools chosen by FAs, teams had historically been given a sense of independence within the company that only provided the name brand and a supporting infrastructure to build their book of business. Within this independent structure, FA teams were highly reluctant to embrace a technology that allowed management access to their book of clients and prospects. Clients and prospects were viewed as the property of the FA and their team, and if the relationship between a team and management goes awry, the FAs can take their list to another managing company.

THE MANAGER ACCEPTS THE STATUS QUO. THE LEADER CHALLENGES IT.

There were not only cultural challenges to surmount with this rollout; there were also logistical obstacles. There was often a lack of awareness at the branches with regard to knowing how to be prepared and when the trainers would be there to assist. The branch contact role was often assigned within a branch to whomever had the time to reasonably coordinate such events. Often these were not people with clout or influence; and therefore, could not command the attention and cooperation within a branch and its various teams. Trainers often experienced situations where users had no idea trainers were coming, or had no knowledge of Salesforce.com as a client tool.

Along with the cultural and logistical challenges came technical obstacles. The data loaded into Salesforce.com was data accumulated over years from their wealth management client and prospect pools, Outlook, and any other system they utilized or kept. The Wealth Management (WM) platform, being the most common source of starting data, was often by far the messiest with considerable client duplicate records, and missing data. The WM platform was not easy to maintain or to keep client data orderly. Since this data was usually migrated into Salesforce.com, the resulting mess of data was very often a deal killer on the spot as the users came to grips with the enormity of data consolidation and cleansing. Teams interested in trying Salesforce.com often gave up at that point.

WE USED A PHASED APPROACH

In order to allow users to gain a comfort level with Salesforce.com, before attempting to use some of the more involved/complex features, training was delivered in a phased approach, starting with the basics of Salesforce.com and moving to more advanced sessions as proficiency developed. As the rollout progressed, more robust features were added to Salesforce, and these new features were integrated into the phased training process as they were released.

PHASE 1

The role of JPW Consulting for Phase 1 of the project started primarily as a training vendor. Responsibilities included the development of training material as well as the delivery of training sessions. The materials created included trainer scripts, a trainer checklist, quick reference guides and user guides. The trainer scripts were to be used as guides when delivering training. sessions. This ensured that the information delivered during the training sessions was consistent from trainer to trainer and from site to site. The trainer checklist was created to ensure that all users were set up with the appropriate system settings and profile. The checklist provided consistency from user to user and branch to branch. The quick reference guides were designed to provide users with a quick step by step overview of the most frequently used functions in Salesforce.com. The user guides were in-depth step-by-step guides that detailed all of the Salesforce.com functions available to users.

The objective of Phase 1 was to transition and train all users on the basic functionality of Salesforce.com within the allotted timeframe for the project. This was accomplished by offering a flexible training schedule - a key concern in this busy work environment. Multiple sessions of each class were offered during a week-long engagement to accommodate the users' schedules and allow for options in attendance. Client Associate (CA) role-based training was also offered in order to address the Salesforce.com features and functions that would be used specifically by the CA group.
Training was delivered via various modes. On-site classes were short sessions that focused on specific groups of topics and functions within Salesforce.com based on user experience. Desk-side support was offered during and after class training to reinforce the classroom experience and also provide personalized one-on-one support. On-going virtual classes were also offered for users who were unable to attend the onsite sessions. Trainer to user ratios varied based on the complexity of the material, the number of training sessions offered, and the number of users at each site.

PHASE 1
REINFORCEMENT

Upon completion of training, the lead trainers were tasked with writing summary reports to capture key information about the site visit. These reports consisted of individual class attendance summaries, qualitative analysis of the branch experience, and recommendations for follow-up actions at both the branch and individual user level. The cumulative data captured from all sites was the driving force behind ongoing training delivery enhancements. Reinforcement training came in the form of ongoing virtual class offerings, allowing users who had not been able to attend onsite the chance to receive the same training and to ask questions. Additionally, the enterprise's help desk personnel were equipped and staffed to answer *"how to"* questions and to assist with level one training support. Finally, all users were provided with hard copy documentation to reference as needed.

PHASE 2: CONTINUED EDUCATION, REINFORCEMENT, AND NEW USERS

There were three primary objectives for the Phase 2 revisit program: 1) Provide continued education and reinforcement training to existing users 2) Deliver more precise topic driven training aimed at real world business objectives and solutions. 3) Educate new users as well as encourage non-users with the features, functions, and benefits of Salesforce.com. JPW's role shift to Change Management allowed for more adaptive training techniques and focused on specific strategies to make the training more impactful and beneficial for the user.

The Change Management strategies that were put into place included an ongoing communication plan, role-based team and user training, user focus groups, and adaptive ongoing reinforcement strategies. Salesforce.com during Phase 2 was addressed more in a Day in a Life approach as opposed to a features/functional approach.

RIGHT PEOPLE
RIGHT CONTENT
RIGHT TIME

COMMUNICATION PLAN

A Communication Plan was put into place to create greater user awareness, demonstrate the positive value of Salesforce.com, and prepare users for continued training. The Communication Plan consisted of onsite announcement posters clearly illustrating class offerings and suggested training tracks. Also, internal management sent email blasts that addressed key benefits of Salesforce.com specific to the various user groups in advance of training.

ROLE-BASED TEAM AND USER TRAINING

Team Training was also introduced. This was a big hit with the users as they work in teams and it was important for each member of the team to understand their role in the use of Salesforce.com and how other members of the team used the application. This provided continuity and collaboration among the team while enabling the trainers to address team specific, business focused training.

USER FOCUS GROUPS

The User Focus Groups were created internally to allow users the opportunity to share experiences, success stories, and best practices with each other. This information was then disseminated into the general user population via templates and through trainers. The best practices were usually incorporated directly into training scenarios for ongoing material refinement.

ADAPTIVE ONGOING REINFORCEMENT

Class topics were adapted to a 'Day in the Life' format. Rather than training based on features and functions of Salesforce.com, training was approached in a workflow process format. It was important to understand the workflow of the various users and address the training in a more user process manner. The trainer scripts were re-worked into a storyline showing how to easily move through Salesforce.com in a way that mirrored their workflow.

PHASE 2 TRAINING

The training for phase 2 had two objectives, 1) to provide new user training for those recently converting over to Salesforce.com, and 2) for existing users, to build upon their experiences and need for more granular solution-based knowledge, and to acquaint them with newly introduced features and enhancements.

The on-site training and multiple session offerings were clearly a win from Phase 1, so they were carried over into Phase 2. The on-site classes were short, workflow and solution-based sessions. While basic skills classes needed to be offered for new users, the offerings for existing users were significantly broader. This created class sessions with lively, solution targeted exchanges. The overall experience was well received.

One-on-one, Desk-side support was also a big win from Phase 1 so this was continued in Phase 2 to offer that personalized training. Deskside support sessions tended to be far more business process oriented than they had been before. Detailed team consultations were more prevalent as existing teams looked to turn Salesforce.com into a complete business process solution. Overall these sessions were very powerful, and they often created additional awareness and desire by colleagues in adjacent workspaces overhearing the discussion.

POST TRAINING STRATEGIES & REINFORCEMENT

The successful processes for feedback and reinforcement from Phase 1 were continued in the subsequent phase. Virtual class offerings were continually refined to match current knowledge and class offerings. The feedback was reviewed continually and class content was refined to incorporate new information and best practices.

ABOUT JPW CONSULTING

JPW Consulting is a professional services consulting firm. Our mission is to provide premium-quality training and consulting tailored to each client's business and workflow. Our priority is to ensure client satisfaction by devising and implementing innovative solutions within each client's desired timeframe and budget. At JPW, "Turning Knowledge Into Action" is our driving vision.

Our competitive advantages include the strength of our personnel, our flexibility and scalability to meet the needs of clients in a rapidly changing work environment, and our track record of achieving—and often exceeding— our clients' objectives.
JPW's experienced consultants specialize in developing programs around a company's culture, current needs, and existing knowledge base. We assist clients in aligning their practices and standards with PMI® and the Project Management Body of Knowledge®. Our training yields immediate results.

To learn more, please visit us at **www.jpwconsulting.com** or contact us at **(877) TeamJPW (877.832.6579)** or **info@jpwconsulting.com**.