



The Computerworld Honors Program

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Final Copy of Case Study

LOCATION:
New York, NY, US

ORGANIZATION:
Scotiabank

YEAR:
2011

ORGANIZATION URL:
<http://scotiabank.com>

STATUS:
Laureate

PROJECT NAME:
Sales Builder

CATEGORY:
*Business
Responsiveness*

PROJECT OVERVIEW

Scotiabank serves more than 12.5 million customers in 50 countries around the world, offering a wide array of products including personal, commercial, corporate and investment banking services. With CAN\$497 billion in assets and 68,000 employees, the organization is one of North America's leading financial institutions and Canada's most international bank. Scotiabank has been developing and refining a sales reporting system called Sales Builder to encourage cross selling and track complex compensation rules, ensuring that sales officers are well informed, properly motivated and appropriately compensated for their efforts. The system supplies crucial information to sales officers working in the retail, corporate, wholesale and investment banking lines of business. Sales officers receive commissions when they sell credit cards, credit lines, mortgages and other financial products. However, some of these sales may later be withdrawn if, for example, a property sale doesn't close and the mortgage isn't used. Previously, the sales officers were diligent at entering the initial transactions but not very good at making corrections. That meant it often took a month or two before the discrepancies surfaced and the correct commissions were calculated. Rather than relying on this manual system, Scotiabank decided to obtain the correct commission information directly by gathering it from 17 product databases and feeding it into a centralized data mart called the Sales Hub. With the help of iWay Software, a division of Information Builders, Scotiabank automated this complex integration process, transposing information from different databases and multiple banking systems to consolidate it into the centralized data mart called the Sales Hub. The database feeds Scotiabank's SalesBuilder application, permitting sales officers at the bank's 1,100 Branches to more easily generate weekly sales and commission reports.

SOCIETAL BENEFITS

At a time when the financial services industry is under intense scrutiny for how it compensates sales professionals, Scotiabank is leading the industry with its focus on accountability, auditability and fairness in its commissions,

bonuses and reporting practices.

PREVIOUS PROJECT UPDATED/EXPANDED? NA

PROJECT IMPLEMENTATION COMPLETE? Yes

PROJECT BENEFIT EXAMPLE

One of the primary motivations for this information-management effort was to identify targeted leads for each sales officer. Scotiabank wanted to progress from a manual, ad hoc sales reporting process to an automated one that captures sales opportunities and then reports the data back to sales officers in the form of coaching reports and sales results reports. As a result of this effort, new CRM reports help Scotiabank's Customer Knowledge and Insights departments to reach out to customers and qualify leads in their contact management system, aligning each customer's profile and product mix with the skill set of the correct sales officers. "Whether its lending, investments, small business banking, or what have you, we now have current information to follow up with customers based on their perceived needs and profiles," said Mike Bekic, Director, Branch and CRM Technologies, Scotiabank. "Before the new automated product system was created, sales results and remuneration were calculated based upon an honor system of manually inputting sales information," said Martine Lamoureux, vice president of customer and investment banking services at Scotiabank. "Only after a multi-week review could we substantiate the results from the information available with all the resulting errors corrected. With the new automated product system feed, this information can be obtained and justified in a fraction of that time, helping us be more responsive to our customers needs."

IS THIS PROJECT AN INNOVATION, BEST PRACTICE? Yes

ADDITIONAL PROJECT INFORMATION

Scotiabank used iWay Service Manager and iWay Data Migrator to develop this data-acquisition and integration environment. Here is the basic workflow. See Appendix 1 for a schematic. iWay Service Manager receives financial, product and sales data via Web services interfaces, batch interfaces and interactive data-input procedures. The data originates from IMS, VSAM and DB2 databases and iWay transposes it into a common relational format, placing it into distinct event tables in a DB2 database. iWay Data Migrator periodically accesses the database tables to populate the Sales Hub data mart, permitting sales and marketing professionals to generate reports about customers, sales, forecasts and other essential CRM activities. iWay Managed File Transfer (MFT) automates this complex multi-step integration scenario, with complete auditing, notification and security. All iWay integration processes are reusable, so Scotiabank can leverage these ETL and Managed File Transfer assets for other business scenarios involving these core banking systems. Finally, Scotiabank used the iWay Business Rules Engine and the iWay Complex Event Processing technology to automate the commission structure for complex sales. For example, if a sales officer helps a customer invest \$10,000 into Certificates of Deposit, and then a month later persuades the customer to roll \$5,000 of that investment into a mutual fund, there is a different compensation structure for each type of deposit. iWay updates the appropriate banking systems and applies a consistent set of business rules to govern how the sales officer will be compensated for each type of sales activity. If a sale involves a transfer of funds from one location to another, the system can reconcile the results from

new and previous sales. This is important since the bank bases commissions on "net new money" coming into the bank.

