

# FINESTA FINANCIAL

---

## Company Overview

**Finesta Financial LLC** ('Finesta') serves start-ups, as well as established companies, focused on innovative services to plan and fund a company's growth strategy; especially to global markets. Finesta has an established business model working with clients as a trusted advisor and growth partner. Finesta prides itself on providing outstanding service focused on quality, performance, and financial results.

### Key Information

Headquarters	Chicago, IL (United States)
International Offices	Hong Kong, London and Sydney
Subsidiary Status	No
Company Type	Public
Total Employees	15,000
Year of Founding or Change in Control	2000
Primary Industry	Financial Services

## Problem Definition

Finesta recently conducted an assessment to identify where to drive organizational improvement to ensure continued success. The assessment identified:

- Risks and opportunities with an underlying theme of 'organizational agility' which was defined as "the capability to rapidly change or adapt in response to changes in the market".
- Key projects and initiatives conducted in the past few years that had not produced the desired results and had to be reworked or delayed due to poor adoption and challenges in benefit realization as originally defined in each project's charter and funding approval documentation.
- A drop in employee morale coupled with management frustration that was impacting the culture.

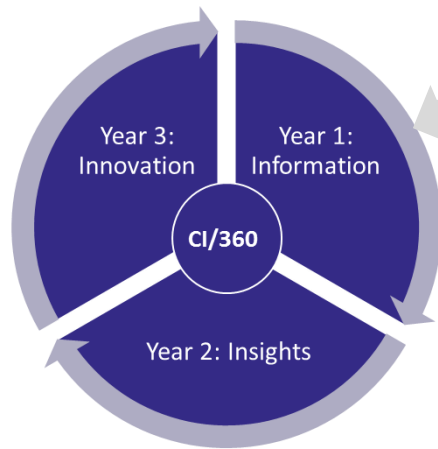
In summary, there was no approach defined for how to introduce change successfully at Finesta – a situation that caused concern at the top level of the organization.

*"Organizational agility will help Finesta react successfully to the emergence of new competitors, the development of new industry-changing technologies, or sudden shifts in overall market conditions. I am asking my leadership team and everyone in the organization to make agility – our ability to change quickly and effectively – a priority and to define specific actions we can take in every aspect of our business to be able to adapt quickly to client needs now and in the future." – Liam Goodman, President and CEO*

As part of the new directive, Liam assigned overall accountability for driving organizational agility to his Chief Operating Officer (COO), Mina Wynn. Mina set out to establish standardized processes, methods, tools, and measurements for managing change. She understood that demonstrating change success and delivering measurable results on a strategic initiative would be necessary before establishing an enterprise change capability. Mina created a new role for a Director of Change Management and hired Laney Carter, a 10 year Finesta employee, in this position to start their change management journey.

## The CI/360 Project

The Client Insights/360 (or 'CI/360') Project is a Finesta strategic three (3) year initiative designed to introduce a new operating model, processes, roles, and tools to transition the current transactional model of financial services engagement to one built on a personalized customer experience. The project will be completed as separate change initiatives each with its own primary focus, project team, and improvement objectives.



### CI/360 Project Year 1 (Information):

Cloud-based customer relationship management (CRM) system that standardizes:

- Client data profiles (single, best version of the client truth),
- Finesta solution portfolio profiles, and
- Client opportunity profiles across all 4 global office locations (Chicago, London, Hong Kong, and Sydney) with validated user stories for CI/360 Project Year 2 (Insights)

**Project Objectives:** Standardize client information and engagement processes to increase sales, client retention rates, loyalty and advocacy.

## CI/360 Project Team

- Mina Wynn (COO/Primary Sponsor)
- Paul Ross (Global Client Services Business Owner)
- Rachel Hogan (Enterprise Information/IT Owner)
- Camille Harris (Customer Experience SME)
- Sam Cantu (PM Lead for Strategic Initiatives)
- Laney Carter (Director of Change Management)

## CI/360 Project Year 1 Impact Groups

- Client Services staff (all locations)
- Information Technology staff (solutions, support, and infrastructure teams)

## Prosci Methodology

Finesta selected Prosci as their global partner for change success. The selection was made after evaluation of alternative approaches based on a defined set of requirements. Key differentiating factors for the selection of Prosci included:

- Prosci best practice research supports the methodology and tools (research-based)
- Prosci offers a structured and intentional approach to change at both the individual and organizational level (holistic)
- Prosci offers the guidance and support to design the best path forward focused on building change management competencies and capabilities (easy-to-use)

*Finesta Financial LLC ('Finesta') is a fictional company used by Prosci as a sample company. Finesta is for illustrative purposes as a composite of many projects and clients. All scenarios, people, and roles represented are fictitious. Each was created to describe typical challenges faced when managing change and the decisions and actions that could be taken to address them. All example outputs leverage best practice research consistent with the Prosci methodology.*