

CASE STUDY: FORTUNE 500 SERVICES COMPANY



CLIENT CHALLENGE

- A global services company was under pressure from its clients to explore new delivery models and evolve its service offerings to remain relevant.
- The goal was to transform the organization, putting an innovation culture at the core, and through this evolve its offerings, embracing new business models and emerging technology.

SOLUTION DELIVERED

- Designed managed build-out of innovation sites, embracing the latest technology to support cross site collaboration.
- Managed a full-time secondment program, presenting opportunities for the strongest performers to apply. Active participation from 20+ countries ensured diversity of thought.
- Selected and implemented an Ideas Management Platform. Launched multiple innovation challenges to crowdsource ideas globally and provide transparency to all.
- Managed program to train over 5,000 people.

VALUE REALIZED

- Focus on innovation has positioned the organization very differently with its customers and is recognized as a significant contributor to a return to double digit growth (>15% per annum) and record levels of operating income.
- Digital Delivery and Innovation Services are rapidly growing and have generated over \$100m in 2019 (from a standing start in 2017).
- Innovation culture is consistently highlighted as a strategic differentiator in response to RFIs / RFPs. Clients cite this as reason the organization was selected.

CASE STUDY: LARGE HEALTHCARE PROVIDER



CLIENT CHALLENGE

- Protiviti helped a UK Hospital with an innovation effort focused on improving the detection and treatment of bladder cancer, a condition which in London, has seen no improvement in mortality in 50 years.
- The client wanted to design a program of activities to help them explore the challenges in more detail
- A key objective of the program was to challenge stakeholders to examine the process differently.

SOLUTION DELIVERED

- Facilitated design thinking workshops with key individuals to quickly align on the priority areas requiring attention.
- Working collaboratively across stakeholders, we quickly identified pain points and highlighted the areas that, if addressed, would have the most impact on patient outcomes.
- Focused efforts on defining potential solutions that would address the issues identified.

VALUE REALIZED

- Client quickly identified alternative approaches to effectively diagnose cancer and fast track the patient to surgery and a designated hospital bed.
- Client progressing a variety of solutions identified. Key areas of focus included: improving patient experience; speeding up the process; prioritizing patients for surgery; reducing time between detection and surgery; freeing up hospital beds; utilizing new technology (AI) to improve detection and quality of diagnosis, and cost reduction.

CASE STUDY: LARGE PUBLISHING COMPANY



CLIENT CHALLENGE

- A large publishing company wanted to explore “next generation” opportunities to transform the Internal Audit function.
- The client needed assistance to understand the technologies being used by leading Internal Audit functions and how these tools could be applied in their own Internal Audit processes.

SOLUTION DELIVERED

- Hosted discovery session to discover unique problems, needs, and identify areas to explore.
- Presented “next generation” Audit capabilities to educate on industry best practices
- Facilitated design thinking exercises to unlock employee creativity in exploring solutions to transform Internal Audit.
- Shared insights and recommendations to help the client prototype tailored solutions

VALUE REALIZED

- Client uncovered root cause issues or obstacles that prevented the company from successfully executing on “next-gen” opportunities.
- Actionable solutions were identified to address root causes and uplift the audit practice, including digital education roadshows and practical cases for automation.

CASE STUDY: GLOBAL FINANCIAL SERVICES PROVIDER



CLIENT CHALLENGE

- One of the largest banking institutions in the US wanted to explore innovative and differentiated experiences to enhance a credit card program.
- They sought to design unique customer experiences leveraging their credit card program to drive traffic in-store Retail locations and online at their Retail partner.
- Client was looking for opportunities to increase customer engagement, in-store / online sales, and elevate their credit card customer service experience.

SOLUTION DELIVERED

- Presented emerging trends in credit card / payment industry to educate client on leading practices.
- Explored customer experience pain points to reframe problems and identify root causes.
- Helped the client create and prioritize various solutions across the Retail customer lifecycle.
- Developed storyboards to illustrate customer experience and created a prototype of the “winning” storyboard using the Google Design sprint methodology.

VALUE REALIZED

- Client renewed and retained their Retail partner contract by demonstrating differentiated experiences that their credit card program offers relative to competitors.
- Clickable prototype provides a working demonstration of the features offered across the cardholder lifecycle, especially within customer acquisition

CASE STUDY: GLOBAL ALTERNATIVE INVESTMENT PROVIDER



CLIENT CHALLENGE

- One of the world's leading multi-asset alternative investment firms engaged Protiviti to support with ideation and prioritization of solutions to successfully achieve their 2020 strategic plan.

SOLUTION DELIVERED

- Designed a session tailored to client's objectives: cybersecurity, asset inventory and identity and access management (IAM).
- Helped client identify the gaps and challenges with their current program and align on priorities for 2020.
- Using insights uncovered in the first part of the session, Protiviti challenged the client to spark new ideas and generated 50+ creative yet practical solutions utilizing design thinking methods.

VALUE REALIZED

- Leveraging Protiviti's Security and Privacy expertise, client developed a clear, actionable roadmap of 50+ initiatives to transform the IT organization.
- Prioritized initiatives for short, mid and long-term within each of the client's 6 focus areas: risk governance, IAM, active defense, asset inventory management, KPI identification and unstructured data strategy.

CASE STUDY: LARGE FINANCIAL SERVICES PROVIDER



CLIENT CHALLENGE

- A large financial institution wanted better understand Business Email Compromise (BEC) and to explore potential solutions.
- The leadership team was concerned with Commercial Payment Fraud, specifically the 'spoofing' of executive email accounts to misdirect funds to a fraudster.

SOLUTION DELIVERED

- Developed a Stakeholder Map for the Commercial Payment Fraud ecosystem to better understand the scope of the problem.
- Conducted multiple design thinking activities, working with a diverse group of subject matter experts across multiple functional areas to better understand the root cause and impact.
- The innovation team worked with the client's team, using various design thinking techniques, to formulate multiple alternative potential solutions for further consideration, including analysis of potential challenges, roadmap for deployment and plans for prototyping and testing the potential solutions.

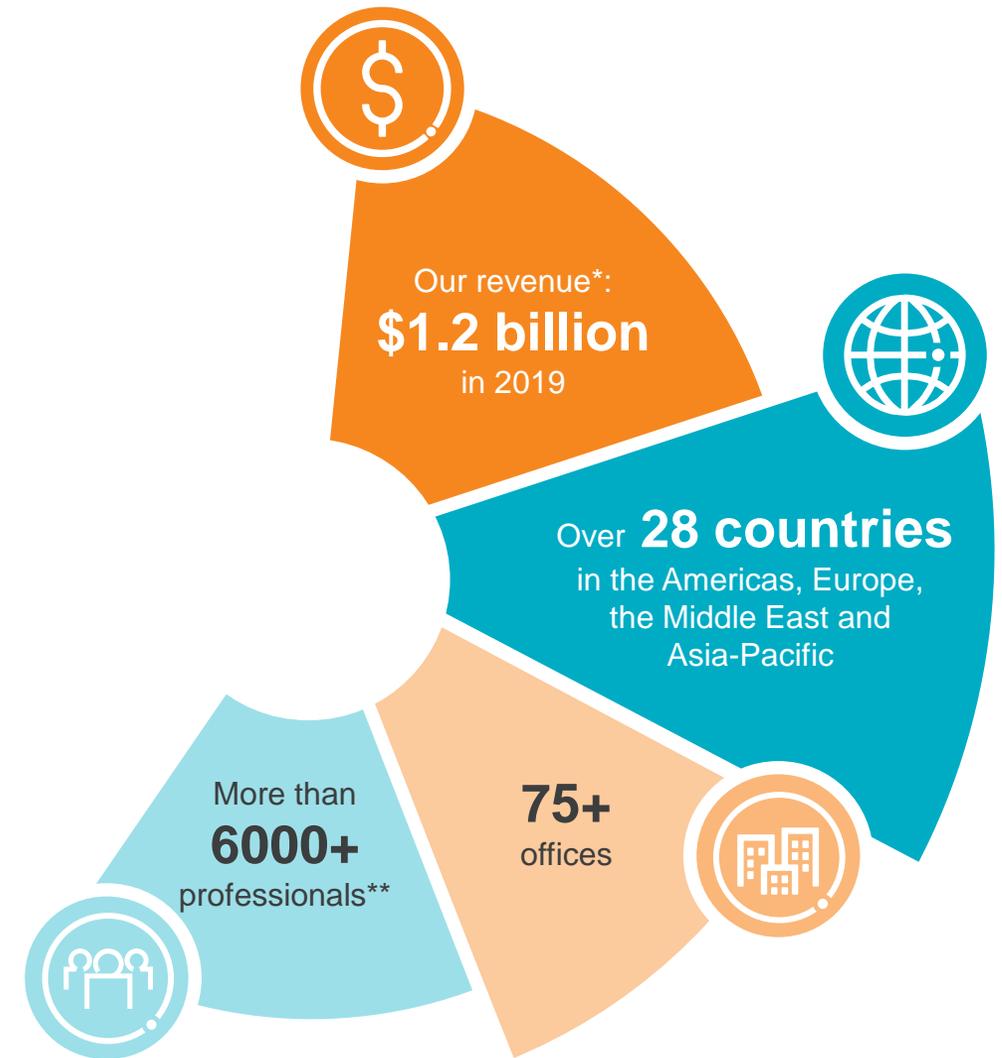
VALUE REALIZED

- Identification of three potential alternative solutions that can be built out to resolve an age-old issue that has plagued the payment industry that are now being explored.
- Deeper awareness of the various stakeholders involved in a BEC event via the use of detailed personas profiles.
- Understanding that alternative solutions exist to mitigate the risk of BEC that do not adversely impact the current business model.

PROTIVITI OVERVIEW

Protiviti provides consulting solutions in finance, technology, operations, data, analytics, governance, risk and internal audit to our clients through our network of more than 75 offices in over 28 countries

- Serve **60% of Fortune 1000[®]**
- Serve **35% of Fortune Global 500[®]**
- We also work with smaller, growing companies, including those looking to go public, as well as with government agencies.
- Protiviti is a subsidiary of Robert Half International



*Inclusive of Protiviti's Member Firm network

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Cincinnati, OH
Cleveland, OH
Dallas, TX
Denver, CO
Ft. Lauderdale, FL
Houston, TX
Kansas City, KS

Los Angeles, CA
Milwaukee, WI
Minneapolis, MN
New York, NY
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Philadelphia, PA
Phoenix, AZ
Pittsburgh, PA
Portland, OR
Richmond, VA
Sacramento, CA
Salt Lake City, UT
San Francisco, CA

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Stamford, CT
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São Paulo

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Kitchener-Waterloo
Toronto

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Santiago

6. COLOMBIA*

Bogota

7. MEXICO*

Mexico City

8. PERU*

Lima

9. VENEZUELA*

Caracas

Europe/Middle East/Africa

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Paris

11. GERMANY

Berlin

12. ITALY

Milan

13. THE NETHERLANDS

Amsterdam

14. SWITZERLAND

Zurich

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Birmingham
Bristol
Leeds
London
Manchester
Milton Keynes
Swindon

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Manama

17. KUWAIT*

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18. OMAN*

Muscat

19. QATAR*

Doha

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21. SAUDI ARABIA*

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22. EGYPT*

Cairo

23. SOUTH AFRICA*

Durban
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Brisbane
Canberra
Melbourne
Sydney

25. CHINA

Beijing
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Shenzhen

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