



PRIMERICA: THE INSIDER'S VIEW ON WHAT IT TAKES FOR SUCCESSFUL DIGITAL TRANSFORMATION IN CRM

VIDEO TRANSCRIPT

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JILL BAKER – Hi, my name is Jill Baker and I'm an associate director with Accenture's global Pega practice I'm joined here today by Dale Tuck, Primerica's chief Information Technology Officer and we'd like to talk with you today about Primerica's digital transformation program on Pega. Dale thank you so much for joining us here today, we really appreciate your willingness to share your story. Let's start our conversation by having you tell us a little bit about Primerica and its history

00:43

DALE TUCK - Perfect 50 Jill thank you so much for having me, and Pega thank you for allowing me to share our story so Primerica is a 40-year-old financial services company. We have a range of products and services term life

insurance investments and more recently we've started a mortgage business that is rolled out into a few states. Our customers are middle America. We have this maniacal focus on helping families achieve financial independence and unlike the typical draft towards digital and disintermediating the human factor. We're all about real people meeting over the kitchen table and maintaining a long-term personal relationship

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JILL BAKER – I love that personal approach so nice, so differentiating. Um, 40-year history, I am certain that in that time you've likely had technology changes. Um what signals were happening in the organization that prompted you to embark on this particular journey?

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DALE TUCK – Yeah, great question Jill, so imagine that you're a 40-year-old company.



Um and you've grown up you've added more applications that support your business all developed at different stages. It makes it really really difficult to access your Data. Additionally, your IT skills are in disparate technologies and what that results in is that you're really not close enough to the business to partner effectively. The result is a disjointed experience and an impediment to deliver rapidly. Thankfully we're not alone in this journey many companies are facing the same challenges and uh Pega is perfectly suited to help us address it.

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JILL BAKER – Great I am certain that's true you cannot be the only organization facing some of those challenges. In your role leading your organization through this transformation, what were some of the key strategies that you brought forward knowing you needed to get them right from the start?

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DALE TUCK – Another great question so I think the first one was reducing the technology sprawl. The second one was focusing on skills so fewer technologies, fewer skills that we could become really good experts in and then the third one which is really the most important was getting closer to our business Understanding exactly what they needed and then being able to deliver it quickly. So, one of our strategies was implementing design thinking with the outcome of being able to think up front in partnership with the business with a focus on a minimal viable product with a focus on value. And then, obviously speed the other thing that really enabled that strategy was uh implementing platforms in this particular case a local platform like Pega. The Pega platform allows us to deliver more quickly it's been proven to increase speed of delivery with it and business engaged in value right from the start which is really exciting. It ties up with uh closer to the business strategy. I think the other thing and more excited for me is that Pega allows us to leverage reusable components and create a homogeneous experience for our users.

Not to mention the fact that as we re-skill our teams, that our teams have mobility across different projects and that has really boosted morale for them.

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JILL BAKER – Yeah so true I am I smile because you spoke to us about people process and technology as your winning themes. I guess we shouldn't be surprised about that at all. Um you likely ran into some challenges along the way I'm sure. Um what things did you not expect that you encountered and how did you help lead your organization through those challenges

04:11

DALE TUCK – Yeah so, I think when we started this journey um it was really a it was initially a legacy modernization initiative uh however that quickly transformed into a full digital transformation program and really what we learned is that a poor definition of digital will fail or at least not gone are the results that you expect. So, one of our key strategies was getting a clear definition of digital. It's not about a new interface or a new widget. It's really about understanding the entire processing. Uh optimizing across all the touch points. So really, digital for us spanned all the way from the first time one of our clients or our agents touch a system all the way to the back office are processing. It's about addressing the entire process and we believe with the right strategy with the right solution like Pega, success uh has become far closer than we ever imagined.

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JILL BAKER – Yeah, it that's interesting right making sure that the entire team has a clear understanding of where you're headed. What is the definition of success? What does success look like for you? and having that shared across the whole team? When we started our



conversation, you spoke about some of the challenges that prompted this particular journey if you were to fast forward to today. How would you describe Primerica now?

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DALE TUCK – Yeah, so Primerica has delivered three industrial strength applications plus we've implemented an analytics solution called workforce intelligence which looks for inefficiency and processes. Each have been successful in their own rights and all four have been delivered in a matter of months again in strong partnership with our business. We've changed the way we speak about value; we've changed the way we think about skills in our IT department. We've changed the way we engage with our business; we're now delivering value to our business in days versus months or years. Our marketing application which is part of our CRM is already showing a major amazing success in customer engagement with open rates on some of our campaigns in excess of 35 percent. And the most exciting thing for me Jill is that over 200 of our 500 IT professionals are currently training on some part of Pega and are really eager to use those skills to help Primerica be even more successful.

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JILL BAKER – Yeah, so exciting what amazing results in a relatively short amount of time. Um, Dale I want to thank you again for sharing your story. I am certain that our audience has learned a lot from your journey. Thank you again.

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DALE TUCK – Jill, thanks very very much, appreciate it.

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TEST TEST Thirdly, data, data, data. So rely on those data-led insights. Rethink and redefine the role that data plays to unlock growth. Identify those new consumer and customer trends and respond faster. The speed, the agility, is something that, again, we hear a great deal from on consumer goods in terms of having a real, tangible, competitive advantage.

And then, lastly, as we just discussed, tap into that power of human plus machine. So develop those AI cloud and machine-learning capabilities to help automate some of the executional, repeatable tasks across channels, so you free the humans up for more strategic, value-added work.

Renee Ertl:

Oh, and thank you, Oliver, for these tremendous insights into the opportunities for growth in consumer goods. Any final thoughts?

Oliver Grange:

Well, thank you for your time. If I was to leave you with one message, it would be this, that whilst finding and delivering growth is an increasingly complex task, these are also exciting times with abundant opportunities. So today is a great time for CPGs to reset, renew, and evolve for future growth.

Renee Ertl:

Thank you again, Oliver. And thank you for listening to this podcast. For more information, please visit www.accenture.com/consumergoods.