



High performance. Delivered.

## Case study: Content management utility for UBS

The communication paradigm has shifted from analog to digital. Digital channels outweigh the few analog channels in terms of relevance with hits in the multi-digit million figures. This revolutionary change has outpaced the evolution of organizational setups and infrastructures still present in most companies. Effectiveness and speed are key to serving the new digital reality. A scalable operating model paired with a tailored platform is crucial for best-in-class marketing operations. This is why the global Swiss bank UBS, world's largest wealth manager, is partnering with Accenture and Swisscom.

### Market reality

Accenture research<sup>1</sup> reveals that marketing is undergoing a major transformation. Nearly three quarters of marketing leaders (73 per cent) believe that marketing operations are extremely important or very important in order to achieve their strategic goals.

However, only a half (49 per cent) of executives rates their company's overall marketing operations as industry-leading or above average. In line with these findings many companies are evaluating their digital marketing execution capabilities and operating models to assess whether they are flexible and responsive enough. Consequently, this assessment leads to the question whether future marketing operating models have to match the capabilities that the traditional analog ones have had.

Unprecedented volume increase in digital channels and cost-saving pressure forces marketers to completely revise their marketing strategies, tactics, and operations. Requirements to serve internal and external stakeholders with a cost-optimized global footprint rapidly increased over the past years. Today, marketing and brand assets must be deployed across channels and around the globe within minutes, not days or weeks. Content technology platforms must be accessible, secure and compliant across channels. New operational disciplines and leading technology solutions are the enablers of successfully tailored content delivery. This new way of marketing streamlines companies so that they become more agile and, overall, more productive. Known forerunners have spent less marketing money, reduced regulatory compliance risks and improved marketing effectiveness.

### Business Challenge

The Communications & Branding department of UBS runs two of the most important digital channels: first, its global website [ubs.com](http://ubs.com), and second the company-wide intranet. [ubs.com](http://ubs.com) offers content on app. 50,000 pages to a variety of internal and external stakeholders. It serves as entry point for all banking-relevant applications and portals for clients and prospects. The intranet is the official internal communication tool with more than 100,000 pages. All leadership messages to UBS' 60,000 employees are being delivered via this channel. An internal communication and productivity platform of this scope naturally drives digital collaboration by facilitating information sharing across corporate tools and portals.

<sup>1</sup> Accenture, "CMOs: Time for Digital Transformation or Risk Being Left on the Sidelines", June 2014.  
<http://www.accenture.com/us-en/Pages/insight-cmos-time-digital-transformation-risk-left-sidelines.aspx>

UBS already successfully initiated its journey to digital marketing excellence. During the past years, the corporate unit centralized high-volume and business-critical content publishing and integrated its web content management systems from several fragmented applications into one strategic platform. UBS piloted its transformational journey by installing an off-shore delivery model for a smaller, but important communications and branding function. Fragmented media monitoring has been transformed into an integrated and industrialized shared-service utility that is operated from near- and off-shore locations, leveraging fully digitized processes. To accelerate the required business transformation, UBS designed and later implemented a scalable operating model. Driven by this early foundation, UBS decided that its digital communication channels must take the next steps toward cost efficient delivery and scalability, while continuing to be compliant with increasing global and local regulations.

## How Accenture helped

Accenture partnered with UBS and successfully designed and delivered a next-generation marketing operating model. Alongside, Accenture implemented an off-shore social and editorial media monitoring utility. As a next step, both parties decided to engage in a journey jointly implementing a multi-layer operating model with a one-stop-shop "concierge desk" as the pivotal entry point for internal and external marketing and communication topics. UBS envisions a central 'service utility' for the bank's entire marketing portfolio ranging from business to IT requirements. The utility's core is both a specialized and highly industrialized production line for digital content and media monitoring services.

For the implementation, Accenture drew on the regulatory and hosting expertise of Swiss telecommunications and data center provider Swisscom.

Copyright © 2015 Accenture  
All rights reserved.

Accenture, its logo, and  
High Performance Delivered  
are trademarks of Accenture.

Jointly, the two designed the new infrastructure for UBS' digital platform and integrated the multi-tower outsourcing package as one managed service, providing marketing operations hosted on Swisscom's private data cloud.

The new Swisscom-hosted platform allows UBS to leave behind former constraints in the bank's technical operating environment whilst being fully compliant with the requirements of the Swiss Financial Market Supervisory Authority as well as UBS-internal policies.

"Today, marketing organizations need to manage digital content across multiple channels, media and geographies at pace and at scale," says Felix Wenger, Managing Director Communication & Branding, UBS. "At UBS, we implemented a next-generation marketing operating model with a scalable marketing operations platform that serves as a one-stop shop for all digital marketing needs – and we relied on Accenture's marketing and industry expertise and the Adobe Marketing Cloud to make it work."

Under a long-term contract, Accenture will run the new operating model end-to-end from near- and off-shore delivery centers, as well as through dedicated on-site resources in key locations to ensure close alignment and collaboration with UBS stakeholders across the globe.

## High Performance Delivered

The digital production and content services under this engagement combine Accenture's industry, functional, and outsourcing expertise to deliver robust digital, marketing and technology capabilities.

It is one thing for marketers to understand the influence of change; it is another to take action and help achieving results. "By reallocating efficiencies into growth drivers such as more tailored marketing messaging or increased media placements, we can help drive the top-line revenue growth agenda of our bank", says Hubertus Kuelps, Group Head of Communications and Branding at UBS.

"This replicable and leading content management utility will help UBS to cope with the revolutionary change in digital marketing and therefore open additional business opportunities beyond the cost reduction achieved", says Alexander Kettenbach, Managing Director Management Consulting Financial Services at Accenture. The new Accenture-managed service will be more agile with shorter release cycles and faster times-to-market. It will also create better brand consistency, higher efficiency, increased visibility into budget and spend as well as reduced regulatory compliance risks.

## About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with approximately 319,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US\$30.0 billion for the fiscal year ended Aug. 31, 2014. Its home page is [www.accenture.com](http://www.accenture.com).