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Profile:

## Bedrock Enterprises (BE)

BE on New York  
Stock Exchange

**30.6USD**

4:00pm EDT

Change (% chg)

**\$-0.04**

(-0.13%)

**Prev Close**

**\$30.64**

**Open**

**\$30.67**

**Day's High**

**\$30.72**

**Day's Low**

**\$30.45**

**Volume**

**31,755,795**

**Avg. Vol**

**9,088,602**

**52-wk High**

**\$32.05**

**52-wk Low**

**\$19.37**

## Company Profile

Bedrock Enterprises (BE), incorporated in 1903, is a global digital industrial company. The company's products and services range from information technology solutions to medical imaging, financing and industrial products. The company's segments include Financial, Healthcare and Transportation Services.

## Bedrock Financial (BF)

The company's Financial Services division provides financial services and products for individuals and institutions, including providing financial services to Bedrock's transportation and healthcare clients. BF makes the majority of its revenue from three main products:

- **Commercial Lending and Leasing (CLL):** CLL offers working capital and other financial services to mid and large corporates, including those served by Bedrock's Healthcare and Transportation businesses
- **Private Client (BPC):** BPC provides wealth management services for high net worth individuals as well as corporates. Through its network of advisors, Bedrock provides financial services including portfolio management, advisory, trading, and succession planning. BF is one of the most trusted names in this business and they have clients that include presidents, heads of industry, and some of the world's largest pensions.
- **Investment Banking:** BF provides investment banking services to some of the largest corporations in the US. Their claim to fame is taking the lead on the Uber IPO. Currently, BF is looking to sell this business due to increased regulation and changes in market conditions.

## Bedrock Healthcare (BHS)

The company's Healthcare Systems division provides essential healthcare technologies to medical imaging, software and information technology (IT), patient monitoring and diagnostics, drug discovery, biopharmaceutical manufacturing technologies and performance improvement solutions. The company's Healthcare Systems provides a range of technologies and services that include diagnostic imaging and clinical systems:

- **Diagnostic Imaging Group:** DIG systems offers X-ray, digital mammography, computed tomography (CT), magnetic resonance (MR), surgical and interventional imaging and molecular imaging technologies to allow clinicians to see inside the human body more clearly.
- **Clinical Systems Group:** CSG products include ultrasound, electrocardiography (ECG), bone densitometry, patient monitoring, incubators and infant warmers, respiratory care, and anesthesia management that enable clinicians to provide care for patients every day from wellness screening to advanced diagnostics to life-saving treatment. Healthcare Systems also offers product services that include remote diagnostic and repair services for medical equipment manufactured by the company and by others.
- **Life Sciences Group:** LSG delivers products and services for drug discovery, biopharmaceutical manufacturing and cellular technologies to predict, diagnose and treat disease. It also researches, manufactures, and markets imaging agents used during medical scanning procedures to illuminate organs, tissue and functions inside the human body, to aid physicians in the early detection, diagnosis and management of disease through advanced in-vivo diagnostics.
- **Healthcare IT Group:** HIG provides IT solutions, including enterprise and departmental Information Technology products, Picture Archiving System (PACS), Radiology Information System (RIS), Cardiovascular Information System (CVIS), revenue cycle management and practice applications.

## Bedrock Transportation Services (BTS)

The company's Transportation Services division is a supplier to the railroad, mining, marine, stationary power and drilling industries. The Company's Locomotives provide freight and passenger locomotives, and rail services to help solve rail challenges. BTS manufactures high-horsepower, diesel-electric locomotives, including the Evolution Series, which meets or exceeds the United States Environmental Protection Agency's (EPA) Tier 4 requirements for freight and passenger applications. The Company develops partnerships that support advisory services, parts, integrated software solutions and data analytics. Its offerings include tailored service programs, high-quality parts for the Company and other locomotive platforms, overhaul, repair and upgrade services, and wreck repair. Its portfolio provides the people, partnerships and software to optimize operations and asset utilization.

Its technology arm, Digital Solutions, offers a suite of software-enabled products. These products support some of the most important functions of transportation related businesses, including routing, system health, and inventory management.

BTS's Mining business provides mining equipment and services, and its portfolio includes drive systems for off-highway vehicles, mining equipment, and mining power and productivity. Its Marine, Stationary & Drilling offers marine diesel engines and stationary power diesel engines and motors for land and offshore drilling rigs.

## Business Specific Objectives:

### Bedrock Financial

Bedrock Financial provides its services to both corporate and high net worth individuals. Finding new customers continues to be a challenge for BF and they are looking for ways for Salesforce to help. Revenues have been decreasing for the wealth management business since they lost some of their key management to a competitor. Some of the key reasons they gave for leaving were poor systems, bad data, and lack of leads.

Bedrock Financial is looking to create a community for its customers. The community should enable collaboration between advisors and their clients as well as brochureware. The President of BF is looking to create an onboarding journey for new customers (varying by net worth). In addition, she wants to incorporate SMS and other messaging as part of their outreach. They are also highly regulated and all content must be approved by legal. Note: Some of the BF products can be sold by third party providers (i.e. partners), so solutions must consider that requirement as well.

The wealth management business currently runs off a custom developed system called RockStar. This green-screen system is plagued with bad data, and virtually no flexibility. RockStar requires Cobol developers to make updates to the front end, and currently there are only 3 Cobol developers left in the organization, all located in different regions. There is interest in making a significant investment in this business and developing a state of the art system to help turn-around the wealth management business.

The wealth management business has 4 million customers. Each customer has an average of 10 accounts. Each account has between \$2.0 million and \$5.0 million in holdings.

Wealth management also wants to create a mobile experience for both their customers and their internal users, that provides real-time feedback on their investments, and the ability for customers to take action on investment recommendations from BFS advisors.

## Next Level of Detail on Bedrock Financial:

### Transforming Customer Journey using mobile apps

BF's Wealth Management division is developing a strategy to revamp the experience of their customers, both during onboarding and when established. BF's competitors have started to embrace multiple channels such as web and mobile to make their services easier to access and use, and this is rapidly becoming a differentiator in an already tough marketplace.

An SI has been engaged (Complex Software Experts Ltd) who are advising that they are ready to build the technology solutions across the customer journey. Their approach, which the CTO has not completely bought into, is based on engaging with SMEs for each of the process areas underpinning the customer journey to illicit system requirements for the SI to start building. The SI has told the CTO that they have a good understanding of what the requirements are based on working on similar projects in the past. They have some experience of Mulesoft Anypoint platform and have a good understanding of the technologies that the APIs will be integrating and therefore understand which APIs are most likely to be needed. They

have told the CTO that creating the APIs based on the systems is the key and they are keen to demonstrate that they can build many APIs for BF and want to get going ASAP.

They claim to be experts in agile delivery and have a “development” factory based in India that will build the software based on the requirements that are passed over during the definition phase of the project. This factory is based on working with detailed requirements and functional designs written within user stories or attached as word documents. The CTO likes this approach because of the clear handoff between BF and the supplier, however is not proclaiming to be an expert in delivery methods or agile ways of working.

BF have also engaged intermediaries to understand how the experience of selling products to customers on behalf of BF could be improved. A repeated requirement from the larger intermediaries has been to provide mechanisms for them to connect their own systems with BF's customer and fulfillment systems. Furthermore, for BF themselves to reconcile sales across the intermediary network they currently rely on a mix of flat file extracts and manual processing which can in turn lead to delays in processing, and in some cases seller commissions at intermediaries.