



MAKING POINTS ON TREASURY MANAGEMENT: DAN MCCARTY, COMERICA

“TouchPoint is going to allow us to become more efficient, more consistent and more streamlined...focused on the opportunity versus being focused on the process”

COMERICA'S DAN MCCARTY, SVP OF TREASURY MANAGEMENT SERVICES, POINTS OUT WHY THE BANK SELECTED TOUCHPOINT® FOR THEIR SALES AND SERVICE INITIATIVES WITHIN ITS TREASURY DIVISION. WITH MORE THAN \$52 BILLION IN ASSETS, COMERICA IS ONE OF THE NATION'S PREMIERE COMMERCIAL LENDERS.



INITIATIVE OVERVIEW

Comerica's Treasury Services division is undertaking an initiative to replace its current sales and service application with a private-labeled TouchPoint implementation named TRiO. The goal of TRiO is to automate and seamlessly integrate Treasury's sales, service and operations activities while providing more efficient access to customer and account-level information from multiple systems across the bank.

TREASURY SERVICES HAS A POSITIVE IMPACT ON COMERICA'S REVENUE STREAM SO YOUR CURRENT SYSTEMS AND PROCESSES HAVE OBVIOUSLY BEEN SUCCESSFUL FOR YOU. WHY DID YOU DECIDE TO UNDERTAKE THIS INITIATIVE?

Dan McCarty: This project is really the convergence of two separate needs. The first is taking our development strategy – people to process to paper – to the next level. There is too much paper that flows through our current system and even the part that's electronic involves spreadsheet technology. The system is cumbersome and beyond its intended capacity. It is similar to moving a pig through a python.

Secondly, we need to free up our sales and service professionals to do what we've hired them to do – meet and exceed our customers' expectations. They're spending too much time on administrative tasks, such as re-entering data and performing checks and balances on system information. We need to become more efficient, more streamlined and more customer – as opposed to system – focused.

CAN YOU TALK ABOUT THE KEY BUSINESS DRIVERS BEHIND THIS PROJECT?

DM: It's really a combination of our current technical limitations and the desire to move our capabilities to the next level. We've got an extended system that's forcing us to add staff to compensate for its inefficiencies. That's probably the key driver that led us to evaluate our options.

Another aspect that's crucial is being able to leverage Comerica's enterprisewide TouchPoint initiative because it promotes connectivity with our retail colleagues, who are a very active source of referrals and opportunities for Treasury Management. In fact, small business, which is part of our retail bank, generates about 20 percent of Treasury Management's revenues. We expect that number to grow significantly through the synergies that TouchPoint creates.

WHAT FACTORS DID YOU INCLUDE IN YOUR BUSINESS CASE FOR TOUCHPOINT AND HOW MANY USERS WILL BE AFFECTED BY ITS IMPLEMENTATION?

DM: The fact that we have a stressed system that is forcing us to add staff to accommodate its limitations is the core of our business case. We want to be focusing on meeting and exceeding the needs of our customers, rather than the inefficiencies of a challenged system. We also included revenue increases because we strongly believe that we're going to be able to actively manage opportunities from the efficiencies we'll realize by using TouchPoint.

Another key component was the importance to the entire organization of having one customer relationship management system to maintain and one partner for the

entire initiative. For us, it's not buying software, but partnering with an organization to achieve a lasting and successful relationship management process.

In regard to the number of users within Treasury, we're planning on rolling out TouchPoint to at least 800 users in our initial phase. This is in addition to the nearly 3,000 TouchPoint users in retail, small business and wealth and institutional management.

WHAT ROLE WILL TOUCHPOINT PLAY IN HELPING YOU REALIZE YOUR OBJECTIVES?

DM: TouchPoint is going to allow us to become more efficient, more consistent and more streamlined. By pushing data capture back to the beginning of the sales process instead of during every interaction, we can develop a once-and-done mentality. This will allow us to become more focused on the opportunity versus being focused on the process, the documentation, or the paperwork, which is where we are today.

We also think that TouchPoint is going to allow us to have better control over what is sold and ensure that it is implemented properly. I think that's the real hallmark that this project provides Treasury Management.

YOU STATED THAT YOU'RE WELL BEYOND THE CAPACITY OF YOUR EXISTING SYSTEM. DO YOU BELIEVE YOU HAD REACHED A POINT WHERE YOUR GROWTH WAS BEING RESTRAINED?

DM: Yes. In fact, we are challenged to maintain our performance today because of these system limitations. Our people are critical to our high-touch business model, but they have to be supported by the right technology to be successful.

YOU ALSO MENTIONED BETTER INTEGRATING YOUR SALES AND SERVICE ACTIVITIES. WHAT ARE SOME KEY THINGS THAT TOUCHPOINT BRINGS TO THE TABLE THAT WILL ALLOW THIS TO BE REALIZED?

DM: There are two primary benefits. The first one is the ability to manage the opportunity from the front-end of the process, throughout the sales cycle: from initial visit to proposal to acceptance to documentation to implementation to routine customer care.

The second one is to enable better information gathering about our customer activities. There is significant value to the organization in having better information.

TOUCHPOINT HAS A STRONG REPUTATION IN TYPICAL RETAIL CHANNELS. DID YOU BELIEVE IT COULD SUCCESSFULLY ADDRESS THE UNIQUE DEMANDS AND COMPLEXITIES OF TREASURY SERVICES?

DM: Since early in the project, the TouchPoint team has consistently exhibited the ability to listen to our issues and address the things we're looking for. Choosing TouchPoint was not a decision taken lightly nor was it one made for the short term.

YOU COMMENTED ON THE IMPORTANCE OF USING ONE PARTNER FOR YOUR CUSTOMER-FACING INITIATIVES. MANY INSTITUTIONS TOUT THAT STRATEGY, BUT IT'S ONE THAT COMERICA HAS REALLY EMBRACED.

DM: Yes, I think we're going to realize some significant advantages by leveraging these activities across the organization in building a customer relationship management dashboard and connecting to the existing systems within the organization. Once those interfaces are built, they are built for the entire bank to use. The exchange of information becomes even more seamless.

WHEN YOU GET TO THE END OF THE ROAD FOR THIS PROJECT, WHAT ARE THE THREE GOALS YOU WILL HAVE ACCOMPLISHED?

DM: The first one is an improved, more reliable system. The second is pushing the customer relationship management aspects for Treasury Management back into the sales process, not just in customer service or implementation. And the third – and most important – is an improved customer experience. The first two leave time for the third but the third drives this project.

WHAT ARE SOME THINGS YOU WANT YOUR TREASURY CUSTOMERS TO NOTICE ABOUT THEIR INTERACTIONS WITH COMERICA ONCE YOU'VE PUT TOUCHPOINT IN PLACE?

DM: I want them to notice that their service level agreements have improved maybe from two weeks to seven business days, or from one week to two business days. I also want them to notice that they're not being asked for the same data over and over again and that they're being provided consistent information, regardless of whether they're talking to sales, service, or operations.

I want them to feel that ComERICA is a very connected organization that serves their needs, their concerns and their issues – that we know who they are and handle their needs with the high-touch level that they've grown to expect from us.



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