



## MAKING POINTS: BILL WRAY

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**CITIZENS’ BILL WRAY POINTS OUT WHY THEY CHOSE TOUCHPOINT® FOR THEIR CUSTOMER INTERACTION INITIATIVES. WRAY IS EXECUTIVE VICE PRESIDENT AND CHIEF INFORMATION OFFICER FOR CITIZENS FINANCIAL GROUP, ONE OF THE NATION’S LARGEST BANK HOLDING COMPANIES, WITH MORE THAN \$77 BILLION IN ASSETS.**



### **FIDELITY INFORMATION SERVICES: TELL US ABOUT CITIZENS BANK’S CUSTOMER INTERACTION INITIATIVES AND WHAT DROVE THE NEED TO LOOK AT THE TOUCHPOINT SOLUTION?**

**Bill Wray:** We’re all about growth – both through acquisitions and organically. We have a strong sales culture, but to allow our branches to continue to drive growth, they needed greater ability to fulfill and service customers. This is about sticking to our basic strategy of deposit and loan growth and finding a tool to enable our branches to do that.

trying to bite all of that off at once is a fairly daunting task. So I would say multi-channel integration wasn’t the driver, but it was one of the features we expected to be able to get.

### **FIDELITY: HOW DID YOU APPROACH THE VENDOR LANDSCAPE?**

**BW:** We set up a matrix: feature-function, client references, technology architecture and financial viability. It’s like doing a credit analysis from the lending standpoint. You have to get to know the company. It’s about a lot more than just software.

### **FIDELITY: WHY DID YOU LOOK AT THE TOUCHPOINT SOLUTION?**

**BW:** This is our single biggest strategic project, so we looked at who is doing what in terms of branch automation. Broadway and Seymour had been doing this for a long time, and as part of Fidelity, they were one of the first providers we thought of. We looked at industry information, talked to analysts and included WebTone in our broad set of vendors.

### **FIDELITY: WHAT WERE THE KEY REASONS YOU CHOSE TOUCHPOINT?**

**BW:** First, we couldn’t overlook your intellectual capital in terms of understanding the branch sales and service process. Software can be made to do anything, but you have to know what you’re doing and have the ability to bring that experience to the table. Fidelity certainly has that depth of experience because you’ve been in this business for a long time.

### **FIDELITY: HOW IMPORTANT WAS BRANCH RENEWAL VERSUS MULTI-CHANNEL?**

**BW:** There’s a very specific strategy here. We are very good at servicing and selling in our branches, but we want to be even better. So clearly, that’s the primary business driver. We wanted to be smart from a technology standpoint and set ourselves up for multi-channel integration, although

Next, we liked the technology architecture. I would not want to invest in a prior-generation fat-client system, even though those are still the predominant systems in production today. We felt that would have been investing backwards. We liked your commitment to a web-based, thin-client approach. Also, your reference clients – people you have done work for that gave us candid assessments and really like you. Finally, the ultimate test was a

thorough, two-horse funded pilot. You can see all the demos and talk to all the clients you want, but until you've actually seen someone working in your environment delivering on something with you, it's hard to really know what the partnership will be like.

### **FIDELITY: ROI PLAYS A LOT IN THESE DECISIONS. ARE THERE SOME KEY METRICS YOU USED IN YOUR EVALUATION PROCESS?**

**BW:** The primary one was "What will this do for our customers?" One of the key things we want is a "comes-with" philosophy. If you come in for a checking account, we make it very easy for you to get ancillary services like a debit card or online banking or direct deposit. The fact that we could deliver that as a package quickly with far less paperwork meant that we thought sales could go up a reasonable amount - and that ultimately means service for our customers that is more appropriate to their needs.

### **FIDELITY: YOU'RE COMFORTABLE THAT YOU WILL SEE A RETURN ON THE TOUCHPOINT INVESTMENT?**

**BW:** Yes, we're seeing it in the pilot branches already. We have a working production version of this right now in a pilot mode. We didn't expect the software to teach people how to sell. We already have people who know how to sell. What we expected was that it would help them service and sell more quickly and efficiently and in a way the customer likes.

### **FIDELITY: DID THE FIDELITY DELIVERY TEAM PERFORM TO YOUR EXPECTATIONS?**

**BW:** Absolutely, that's what the funded horse race was about. We had our final two selections go head to head on this and TouchPoint won. Anybody can have software. You can have a company that's viable, but if you can't get smart, dedicated people working in your shop to deliver the code in a way that works, nothing else matters. To me, as someone who does projects for a living, deployment capability was probably the single key driver, and you were very good at that.

### **FIDELITY: WOULD YOU BUY FROM FIDELITY AGAIN?**

**BW:** Absolutely. This is a five-year project. We're not only going to buy multiple products from Fidelity, but now they're an important part of our technology environment. I would expect to be able to leverage Xpress Enterprise Services as we start to do other channel integrations. Right now, for example, we are looking at our whole Internet channel and we think we can take advantage of the TouchPoint's architecture as we start to integrate more channels.

### **FIDELITY: DO YOU HAVE ANY OTHER ADVICE FOR OTHER EXECUTIVES WHO ARE LOOKING AT THIS TYPE OF INITIATIVE?**

**BW:** Yes: keep it simple. What are you trying to do? What change are you trying to make happen from a business standpoint? And if that change is expense reduction or sales per session or process improvement, focus like a laser on that, and don't let other things get in the way. Lots of people can show different screens with pretty colors. Lots of people can talk a good game. Lots of people can throw pricing figures around. All that matters is getting what you set out to get, and partnering with someone who can get you there. People often lose sight of the business objective, and the project expands and tries to solve all problems at once and do CRM and do this and do that. You've got to focus on your primary objective and partner with somebody who understands that objective and can help you get there.

### **FIDELITY: THE CONCEPT OF PARTNER VERSUS VENDOR FEEDBACK HAS BEEN THAT WE WERE TREATED AS A PARTNER FROM DAY ONE.**

**BW:** The TouchPoint team suffered the same abuse we inflicted on ourselves in terms of our schedule and timeline. My job as the CIO is to help the bank meet its business objectives. The best way to do that is to partner with a few solid companies like Fidelity. To me it's far more than simply dropping in a piece of software. It's a fundamental part of our business lives. You can't do that unless there are people you trust implicitly, because you're making a huge bet on them.



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