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Wells Fargo Online Financial Services (B)

Mary D'Agostino, vice president and manager of finance, strategy and planning for Wells Fargo's Online Financial Services group (OFS), packed her briefcase late on a Friday night in April 1998 with 11 proposals for new projects that she had vowed to review by Monday morning. While reading through 11 proposals was going to take her most of a day, she welcomed the task since these were the first proposals to be evaluated using OFS's new initiative ranking process. The new process required that each initiative pass through a series of screens to ensure that it qualified as a strategic initiative. A detailed business case with strategic, financial and resource implications would then be developed for those initiatives, which passed through the screens. The initiatives would then be ranked for priority utilizing a new quantitative. OFS's management team planned to meet Monday morning to review and rank the 11 proposals with the new model. This was a major change from OFS's previous process in which initiatives were evaluated in a far less structured manner. With hundreds of potential initiatives under consideration at any one time, D'Agostino was relieved to have a more disciplined approach in place. D'Agostino reflected:

> Our previous process for setting priorities among initiatives had a number of weaknesses. We were re-prioritizing on a weekly basis, decisions were being made top-down and we lacked the strategic and financial data required to make informed decisions. Clearly, we needed a new approach.

Having recently led the project to implement a balanced scorecard (BSC) for OFS, D'Agostino looked forward to using the BSC as one of the screens in the new initiative ranking process.[1] Over the weekend she planned to run the 11 initiatives through the model and rank them in preparation for Monday's meeting. She wondered how the results from the initiative ranking model would line up with management's current set of priorities.

Online Financial Services

OFS developed and supported Wells Fargo Bank's online banking services. These services were accessible through the Internet at www.wellsfargo.com and through the Quicken and Microsoft

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[1] The process of developing the balanced scorecard is described in Wells Fargo Online Financial Services (A), HBS Case # 9-198-146.

Senior Researcher Nicole Tempest prepared this case at the HBS California Research Center under the supervision of Professor Robert S. Kaplan as the basis for class discussion rather than to illustrate either effective or ineffective handling of an administrative situation.

Money personal finance software packages. Customers could take care of many of their banking needs online; for example they could review their checking account and credit balances, pay bills, transfer funds, conduct stock and bond trades, and apply for new accounts. By early 1998, over 450,000 Wells Fargo customers had enrolled in online banking, 350,000 of whom were using the Internet-based service. Online banking was expected to grow rapidly in the U.S. over the next three years, from an estimated 4.5 million households in 1997 to 17 million households in 2000 - a 56% compound annual growth rate.[2] Wells Fargo's online service was experiencing its own rapid growth, enrolling close to 1,000 new customers daily.

The Need for a New Approach

Given the rapid pace of change in the online financial services market, OFS continually explored a large number of potential opportunities for expanding and improving its online banking service. Initiatives ranged from conducting basic system maintenance to forging new strategic partnerships. With limited staff and budget for new initiatives, OFS's management team spent significant time trying to decide which initiatives they could support. The review process was difficult since OFS had never developed a formalized process for evaluating projects. The department had grown rapidly and new initiatives were being generated faster than management's capability to review and assess them. Often initiatives would be approved on the basis of little factual information only to be deferred or rejected the following week when a new higher-potential initiative appeared. D'Agostino described the process:

> Our initiatives range from things we have to do for the infrastructure and maintenance of our business, to strategically desirable opportunities that would maintain our leadership position in the online financial services market. In the past we selected initiatives based on subjective and opportunistic factors. Instead of evaluating a complete fact-based business case on each initiative, we put a lot of faith in the project's sponsor to communicate the importance of an initiative. Weekly, we reset our priorities among initiatives at our regular Wednesday meeting. The continual changes in direction has consumed a lot of executives' time, led to frustration among employees, and caused us to spend a lot of money on projects that eventually got delayed or abandoned. We knew that if we had a more rigorous, fact-based process, we could build consensus from people across functional areas about how to set priorities among initiatives and we wouldn't have to re-rank them nearly as often. But with our business growing and moving so fast, we hadn't taken the time to develop such a process.

The OFS Balanced Scorecard

Online banking was growing in importance within the bank. OFS management wanted to focus the department's limited resources on the most important drivers of the business. In addition, the team wanted to be able to objectively measure OFS's performance and communicate the information both within, and outside of, the department. While significant profits from online banking were likely to be several years away, the business was strategically important to the bank in both the short- and long-term due to the high value nature of the customer base it served. The team did not want to rely on traditional financial measures alone to assess performance in the online banking business. As a rapid growth, knowledge-intensive business, an over-reliance on financial metrics could lead to poor long-term decision making.

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[2] Online Banking Report. January 1998.

A cross-functional team from OFS had developed and implemented a balanced scorecard for the department in late 1997 to evaluate performance from a multi-dimensional perspective. The scorecard's focus on quantifiable measures fit well within the Wells Fargo culture, which embraced quantitative metrics. The scorecard team had identified three strategic platforms for OFS:

- Attract and retain high value and high potential value customers
- Increase revenue per customer, and
- Reduce cost per customer.

The team then developed a comprehensive set of specific objectives and quantifiable measures that supported these platforms. **Exhibit 1** shows the linked set of objectives for OFS's three strategic platforms. OFS senior management planned to use the scorecard as its primary communication tool and diagnostic framework at its monthly operating meeting. **Exhibits 2a-2c** show the reporting format for the strategic measures in the three strategic themes.

Once the scorecard was developed, the team turned its attention to identifying the initiatives that would support each of the objectives on the scorecard. A senior manager with the consulting firm assisting OFS with the balanced scorecard project, recalled:

> Once we had established the objectives and measures for the scorecard we began the process of identifying specific initiatives to support each objective. Since there was no centralized list of initiatives, we asked the team to assemble a complete set from the five different functional areas. When they came back, they brought us not just a *few*, but an *overwhelming* number of initiatives - over 100. We learned that this was fairly typical for OFS since, as a project-oriented organization, it was accustomed to considering numerous potential opportunities at any one time.

The initiatives spanned a broad spectrum, from highly "strategic" to "business as usual." While both types were important to the business, OFS had to manage carefully the tension between near-term and longer-term objectives when allocating resources between the two types of initiatives. Without a framework to determine what qualified as strategic versus business as usual, it was difficult to identify the most important initiatives and to make critical resource allocation decisions among them.

The Initiative Identification Process

The team developed a new process to screen initiatives. The process started by sorting initiatives into two categories - "strategic" and "business as usual." The team developed three criteria for a project to be classified as strategic:

- Helps OFS achieve a strategic objective (defined by the three strategic platforms outlined in the balanced scorecard)
- Builds a competitive advantage, and
- Builds a sustainable point of differentiation.

To qualify as strategic, the initiative had to rate "high" on *each* criterion. Initiatives that rated "medium-to-high" were considered "major projects"; initiatives that rated "medium-to-low" were considered "minor projects" and those that rated "low" were considered "activities" (see **Exhibit 3**).

As an example of this rating process, OFS evaluated an initiative to offer a discount brokerage service. Such a service would defend against customers defecting to major discount brokerage firms, some of which were encroaching into the retail banking market. From an offensive perspective, Wells Fargo believed that offering a discount brokerage service would give it a competitive advantage in attracting and retaining customers, since it believed that customers would place a high value on the convenience gained from handling more of their financial transactions in one place. It also would differentiate the bank from its commercial banking competitors, since very few of them were offering a discount brokerage service. In addition, it would enable the bank to generate additional fee income from customers and encourage customers to keep more of their money in the bank, all of which would increase the bank's profits. Based on this rationale, the discount brokerage initiative rated "high" on each of the criteria in the first screen.

Conversely, another OFS initiative, to upgrade the look and feel of the www.wellsfargo.com Web site, would not significantly impact OFS's strategic objectives and was not likely to give the bank either a competitive advantage or a sustainable point of differentiation. Since this initiative did not rate "high" on any of the three criteria, it did not pass through the initial screen as a strategic initiative.

The team then segmented the strategic initiatives that emerged from the first screen into two groups: those that were function-specific and shorter term, and those that were cross-functional, relatively expensive and longer term. The team used three questions in this segmentation process:

- Does the initiative reallocate resources within other functional units?
- Does the initiative cost more than $500,000?
- Does the initiative take more than three months to implement?

The team wanted to use the initiative ranking model to establish priorities among cross-functional, major projects that required widespread support to succeed. Therefore, only those initiatives that received a "yes" answer to any *one* of these questions would pass through this screen to the initiative ranking model. For example, developing a discount brokerage service would require support from several different groups, including the investments division, the customer information group and an outside vendor. It would cost over $500,000 and take four months to develop. This initiative, therefore, easily passed through the second screen.

The proponents for each initiative that passed through the two screens would then be asked to develop a more detailed business case. In addition to a summary financial measure, such as net present value, the business case would describe the initiative's projected impact on revenues, expenses and capital, its implementation time, and its impact on the organization. A template was designed to help standardize the format for business cases (see **Exhibit 4**).

The Initiative Ranking Model

In order to make the ranking process more objective and fact-based, the team developed an initiative ranking model that assigned points based on the initiative's ratings against six criteria:

Criteria	Definition	Weighting
Strategic importance	• Fit with strategic platforms outlined in balanced scorecard	40%
Cost	• Cost of implementing the initiative (from conception to deployment)	15%
NPV	• Present value of net benefits (three year time horizon)	15%
Elapsed Time	• Implementation time period (from conception to deployment)	10%
Interdependencies	• Degree to which the initiative is dependent upon other initiatives or other parties	10%
Risk/Complexity to Implement	• Operational risk • Technology risk	10%

Each initiative was given a score, between 20 and 100, on each of the six criteria. For example, an initiative projected to give the bank a decisive strategic advantage would receive a "very high" rating, worth 100 points on the strategic importance criterion.

The team weighted the scores for the six criteria to reflect the importance of each criterion to the decision to proceed. The strategic importance criterion received the highest (40%) weighting. The two financial criteria (cost and NPV) both received a 15% weighting and the remaining three implementation criteria each received a 10% weighting. The weighted individual scores on each criterion were then added together to come up with a total initiative score that was used to rank the initiatives (see **Exhibit 5** for the complete ranking model).

The Initiatives

Of the complete list of 100+ initiatives, only 11 qualified for the quantitative ranking model, having survived through the first two screens. The initiatives included new products, services and system enhancements (see **Exhibit 6** for the list of initiatives). Project sponsors prepared a business case for each initiative that provided the data required for the initiative ranking model (see **Exhibit 7** for a sample business case and **Exhibit 8** for a summary of the key facts on each initiative).

Next Steps

The OFS management team planned to convene on Monday morning to review the 11 business cases and test the initiative ranking model in its first real-life application. While D'Agostino was excited about the prospect of having a quantitative process in place, she wondered whether the results would support management's current set of priorities or not. How would the group handle conflicting priorities? While she knew the team would address this on Monday, she hoped to get a head start on the issue over the weekend.

Exhibit 1

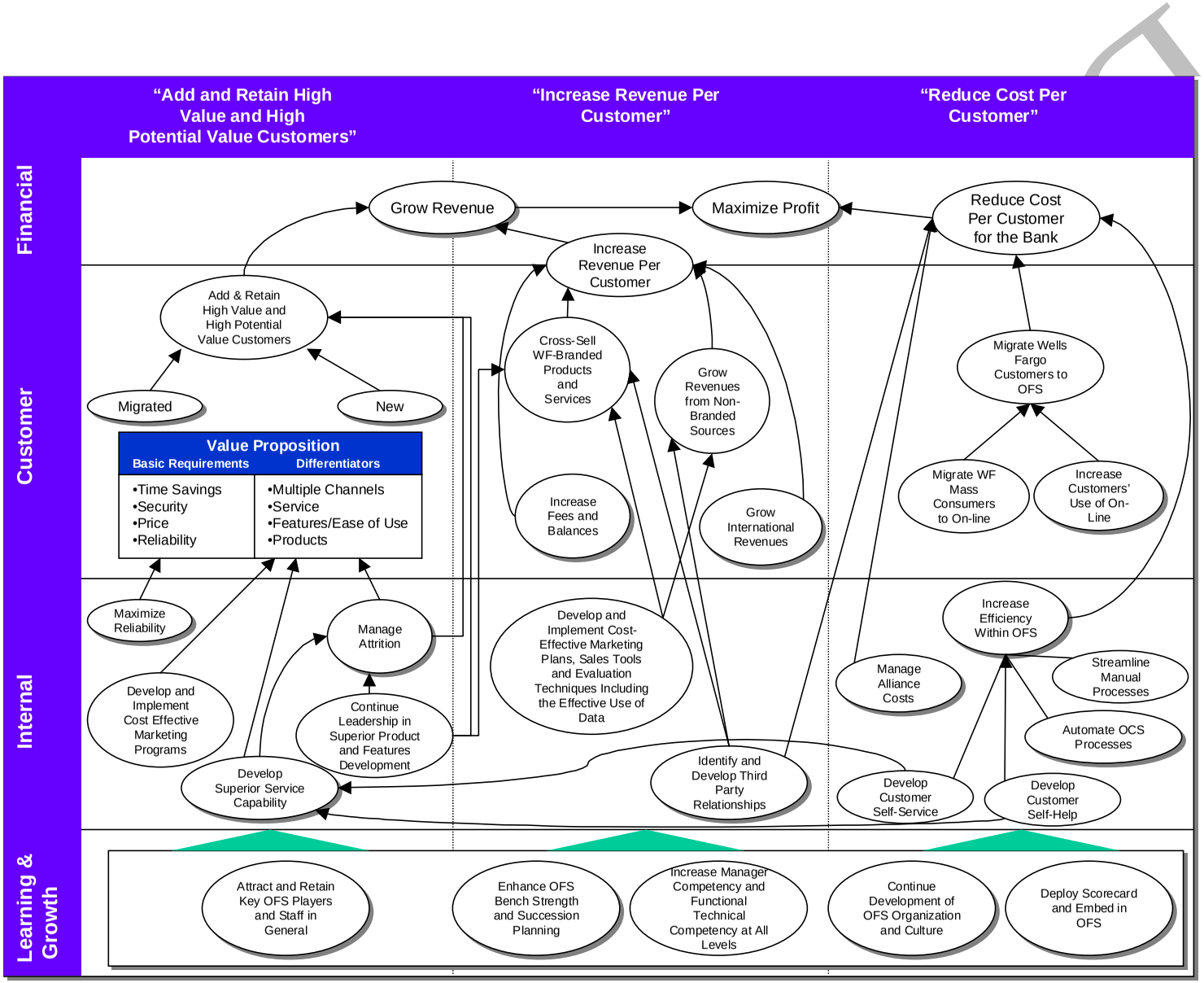
"Add and Retain High Value and High Potential Value Customers"
"Increase Revenue Per Customer"
"Reduce Cost Per Customer"
Financial
Customer
Internal
Learning & Growth
Grow Revenue
Maximize Profit
Reduce Cost Per Customer for the Bank
Increase Revenue Per Customer
Add & Retain High Value and High Potential Value Customers
Migrated
New
Value Proposition
Basic Requirements
Differentiators
•Time Savings
•Security
•Price
•Reliability
•Multiple Channels
•Service
•Features/Ease of Use
•Products
Cross-Sell WF-Branded Products and Services
Grow Revenues from Non-Branded Sources
Increase Fees and Balances
Grow International Revenues
Migrate Wells Fargo Customers to OFS
Migrate WF Mass Consumers to On-line
Increase Customers' Use of On-Line
Maximize Reliability
Manage Attrition
Develop and Implement Cost Effective Marketing Programs
Continue Leadership in Superior Product and Features Development
Develop Superior Service Capability
Develop and Implement Cost-Effective Marketing Plans, Sales Tools and Evaluation Techniques Including the Effective Use of Data
Identify and Develop Third Party Relationships
Increase Efficiency Within OFS
Manage Alliance Costs
Streamline Manual Processes
Automate OCS Processes
Develop Customer Self-Service
Develop Customer Self-Help
Attract and Retain Key OFS Players and Staff in General
Enhance OFS Bench Strength and Succession Planning
Increase Manager Competency and Functional Technical Competency at All Levels
Continue Development of OFS Organization and Culture
Deploy Scorecard and Embed in OFS

Exhibit 2a OFS SCORECARD SUMMARY – THRUST 1: Add and Retain HighValue and High Potential Value Customers

 = greater than 5% better than Plan

 = within 5% of Plan

 = greater than 5% worse than Plan

STRATEGIC OBJECTIVES	Measure	Business Proponent	1997 Baseline	1998 Target	Rolling 3 Months Dec	Jan	Feb	Actual YTD	Plan YTD	B/(W) Plan
GROW REVENUE	1. Revenue by product/service	K. Gilbert/M. Baumli	$710	$940				$768	$660	
	2. # and % of active online customers (AOL & INT)	K. Gilbert	104,000 48%	419,000 72%				246,000	268,000	
RETAIN VALUE CUSTOMERS	3. # of Incremental and total online customers	K. Gilbert	120,000 260,000	160,000 480,000				28,000	41,000	
	4. Profit (value) per customer and portfolio (BLENDED)	M. Baumli	$240	$280		QTRLY	QTRLY	$250	$258	
MAXIMIZE RELIABILITY	5. Weighted Internet Availability	L. Gasparini	96.3%	98.9%				93.3%	98.9%	
	6. Response Time (Open Net acct summary)	L. Gasparini	18.2 sec.	15 sec.				15.2 sec.	18 sec.	
EFFECTIVE MARKETING	7. Acquisition Cost per Enrollment	K. Gilbert	$28.16	$18.29				$24.16	$21.80	
MANAGE ATTRITION	8. Customer Satisfaction Ratio	R. Wallace	TBD	TBD	TBD	TBD	TBD	TBD	TBD	
	9. Online Checking Attrition Rate	K. Gilbert/R. Wallace	16.3%	11.0%		QTRLY	QTRLY	13.8%	14.2%	
SUPERIOR LEADERSHIP	10. Weighted competitor index measurement	M. Baumli	TBD	TBD	TBD	TBD	TBD	TBD	TBD	
SUPERIOR SERVICE	11. Bill Pay Claim Ratio	S. Geraghty	2.6%	0.9%				2.1%	1.6%	
	12. Telephone Total Service Factor	R. Wallace	78.2%	86.0%				83.0%	82.0%	

Note: All numbers have been disguised to preserve confidentiality.

Exhibit 2b OFS SCORECARD SUMMARY – THRUST 2: Increase Revenue Per Customer

 = greater than 5% better than Plan

 = within 5% of Plan

 = greater than 5% worse than Plan

STRATEGIC OBJECTIVES	Measure	Business Proponent	1997 Baseline	1998 Target	Rolling 3 Months Dec	Jan	Feb	Actual YTD	Plan YTD	B/(W) Plan
REVENUE/ CUSTOMER	1. Gross revenue per customer (BLENDED)	M. Baumli	$497	$529		QTRLY	QTRLY	$497	$510	
CROSS-SELL	2. # of products held/customer (includes business products)	M. Baumli	2.4	3.0		QTRLY	QTRLY	2.4	3.0	
NON-BRANDED SOURCES	3. Revenues by third-party relationships from non-WF branded sources	K. Gilbert	$ -	$ -	n/a	n/a		$23,510	$0	
FEES AND BALANCES	4. Increase in fees and balances at WF per customer	K. Gilbert	$12,000	$12,300		QTRLY	QTRLY	$12,000	$12,000	
INTERNAL REVENUES	5. Increase in revenue from other WF business units	M. Baumli	$22,105	$28,205				$2705	$3200	

Note: All numbers have been disguised to preserve confidentiality.

Exhibit 2c OFS SCORECARD SUMMARY – THRUST 3: Reduce Cost Per Customer

 = greater than 5% better than Plan

 = within 5% of Plan

 = greater than 5% worse than Plan

STRATEGIC OBJECTIVES	Measure	Business Proponent	1997 Baseline	1998 Target	Rolling 3 Months Dec	Jan	Feb	Actual YTD	Plan YTD	B/(W) Plan
BANK COST/ CUSTOMER	1. Total cost per average customer	R. Wallace	$198	$150				$150	$200	
ALLIANCE COSTS	Royalties per customer (Gross)	S. Geraghty	$3.97	$4.21				$4.00	$3.78	
CUSTOMER USAGE	2. Sessions per active customer	M. Baumli			Not yet developed					
INCREASE EFFICIENCY	3. # customers/OCS service FTE	R. Wallace	1705	3107				1769	1846	
STREAMLINE PROCESSES	4. Cost per agent contact (DNIE)	R. Wallace	$19.34	$13.14				$20.50	$18.30	
AUTOMATE PROCESSES	5. # of contacts/customer/mo.	R. Wallace	.20	.25	Not yet developed			n/a	.25	
DEVELOP SELF-SERVICE	6. # of systematic contacts per customer/mo	R. Wallace	.03	.04	Not yet developed			n/a	.03	
DEVELOP SELF-HELP	7. # of agent contacts per customer/mo	R. Wallace	.23	.27				.23	.26	

Note: All numbers have been disguised to preserve confidentiality.

Exhibit 3

WELLS FARGO

Definition of a Strategic Initiative

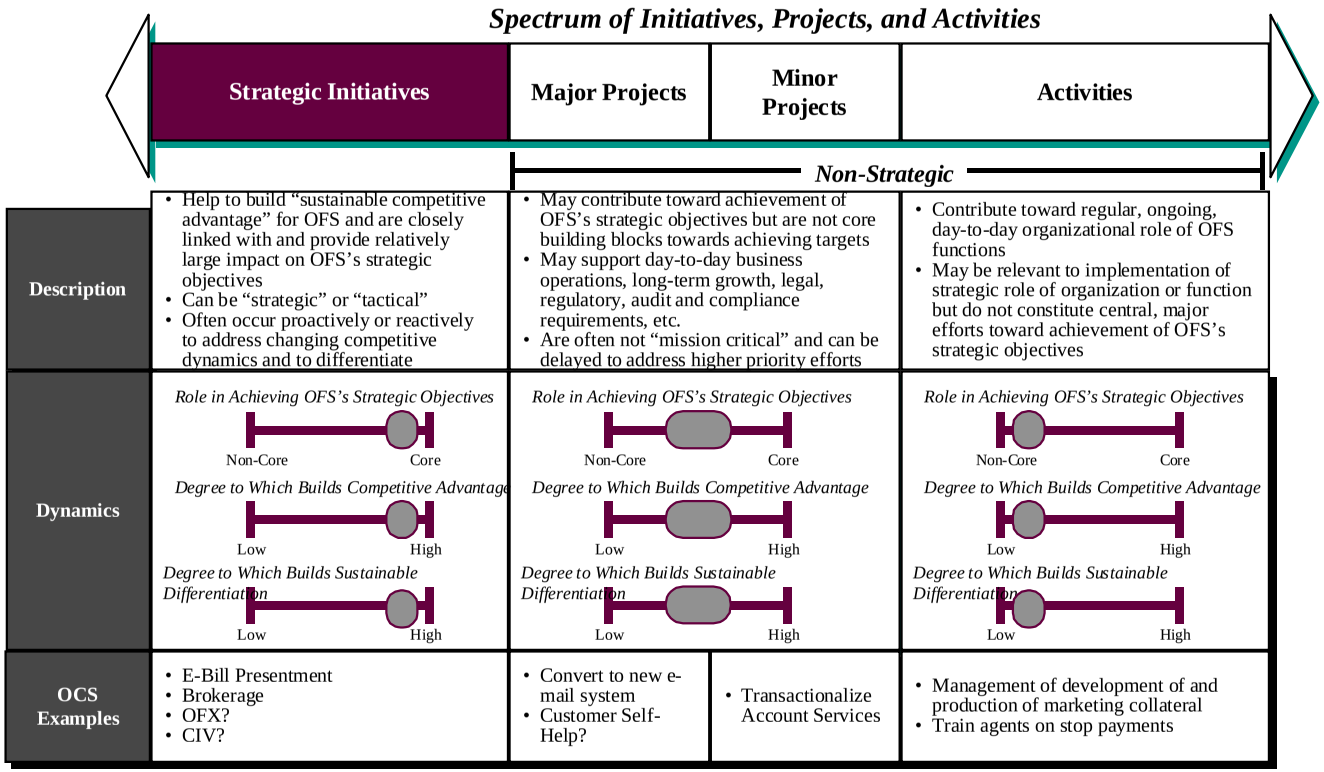

Exhibit 4

WELLS FARGO

Strategic Initiative Overview Template

Strategic Initiative Name			
Sponsor		Initiative Cost	
Scope and Objectives			
High Level Business Case			

	1998				1999				2000			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Revenues/Benefits Operating Expense Capital Net												

NPV		Assumptions	
Key Milestones		Resource Rqmts.	
Risks		Duration	
Dependencies		Cross-Impacts	

Exhibit 5

WELLS FARGO

OFS Initiative Prioritization: Criteria Definitions

	Criteria	Weight	Definition/Sub-Categories		Scores				
					○	◔	◑	◕	●
	Strategic Importance	*40%*	• Competitive edge • Value to customer • Window of opportunity • Sustainable differentiation/ease of replication	• First to market • Gain market share • Match competition • Value to OFS	Very Low *80 points*	Low *160 points*	Moderate *240 points*	High *320 points*	Very High *400 points*
Business Case	*Initiative Cost*	*15%*	• Cost of implementing the initiative (from conception to deployment)	Function formula: *200 - Cost(in K)*.171* *Max Points: 150* *Min Points: 30*	Very High >$1M *30 points*	High *Use formula*	Moderate *Use formula*	Low *Use formula*	Very Low <$300K *150 points*
Business Case	*NPV*	*15%*	• Present value of net benefits (three year time horizon)		Very Low NPV<$1M *30 points*	Low $1-$3M *60 points*	Moderate $3M-$6M *90 points*	High $6M-$15M *120 points*	Very High >$15M *150 points*
Implementation	*Elapsed Time*	*10%*	• Implementation time period (from the time an initiative is conceived *and* acted upon to deployment)		Very Long >16 months *20 points*	Long 12-16 months *40 points*	Moderate 8-12 months *60 points*	Short 4-8 months *80 points*	Very Short <4 months *100 points*
Implementation	*Interdependencies*	*10%*	• Degree to which the initiative is dependent upon other initiatives or other parties	Dependency: • WF: Wells Fargo party • External: Non-WF party (e.g., CheckFree)	Very Interdependent: >1 external or 4 WFs *20 points*	Relatively Interdependent 1 external or 3 WFs *40 points*	Moderately Interdependent 2 WFs *60 points*	Relatively Standalone 1 WF *80 points*	Standalone OFS Only *100 points*
Implementation	*Risk/Complexity to Implement*	*10%*	• Operational risk • Technology risk	Dimensions: • Technology to WF • Technology to Industry • Technology	Very Large New New Alpha *20 points*	Significant New New Beta *40 points*	Moderate New New Not New *60 points*	Not Significant New Not New Not New *80 points*	Very Small Not New Not New Not New *100 points*
	Total	***100%***			***Range for Initiative Total Scores: 200-1000 Points***				

Exhibit 6

Initiative	Definition
Product enrollment	Project to automate account application processes to allow customers to open accounts (checking, savings, etc.) online.
Bill presentment	The introduction of a new billing paradigm whereby the customer receives and is able to pay bills online.
Discount brokerage	The addition of an online discount brokerage service to the bank's Web site.
Mortgage	Introduce a new product to sell mortgages which would include an online application and mortgage calculator.
Contact management system	Install a system to track customers' contacts with our customer service area whether by phone or email, as well as tracking our responses in order to better assist the customer, to speed error resolution and to improve management reporting.
OFX (Open Financial Exchange)	Project to convert Microsoft Money and Quicken accounts to OFX. OFX is a new technical protocol and system developed in a collaborative effort by Microsoft, Intuit and Checkfree. This conversion will allow Microsoft Money and Quicken customers to have "real time" account access via the Internet.
On-line Community	Make wellsfargo.com an Internet personal finance destination site by offering financial advice, creating a chat area, offering financial planners and tools, etc.
Interbank transfers	Expand the functionality of the bank's online banking service by implementing the ability to transfer funds between a customer's Wells Fargo account and an account at another financial institution.
Mondex on the Internet	Enable and launch the use of Mondex (a smart card product) as a payment mechanism on the Internet.
Computer/telephony integration	Install new technology in the customer service area to speed up servicing time and improve the customer experience by automating the authentication process and by better capturing details on customer questions and issues.
Online statements	An initiative to display customer account statements online.

Exhibit 7 Summary Business Case — Online Statements

OBJECTIVE	To implement the delivery of account statements online
STRATEGIC IMPORTANCE	Online customers currently have the ability to view and download the last 45 days' worth of activity on their accounts via the Internet/AOL. Presenting the full acount statement online would be the next step in eliminating printed, mailed statements altogether. This is important to the long-term goal of offereing low-cost, online-only accesss accounts, beginning with the Electric Money Market Account. Online statements would improve the customer experience – statements would be received immediately vs. the 2-3 day mail delay and statements would no longer get lost in the mail.
SCOPE	With the implementation of the Mass Archival Retrieval System in the Customer Information Group, statements for the following product types will be available: • Retail Transaction System: Checking, Money Market Checking, Savings, Market Rate and Money Market Access accounts. • Statement Utility System: Wells Portfolio and One-Look Business accounts. Customers should have the ability to display statements from the past 7 years.
RESOURCES	Systems development needs to be done within OFS to allow the statement information to be displayed online. Statement request and statement display screens need to be developed. In addition, Service Requests for printed statements received via the Internet/AOL must be modified to allow requests to be sent to mass archival retrieval system for completion.
INTERDEPENDENCIES	Internal: Customer Information Group Payment System Services Group External: None
TIMEFRAMES	1. Establish a central statement generation system (6 months) 2. Establish a processs to deliver online statements to the customers (5 months) 3. Turn off delivery of printed, mailed statements for online customers (5 months)
FINANCIALS	Attached

Exhibit 7 (cont.) Online Financial Services Group Business Case Summary: Online Statements

		Year 1	Year 2	Year 3	Notes
Estimated Costs:					
Customer Information Group Development		($185,000)	$0	$0	Assumes 6 months worth of development
OFS Development		($155,000)	$0	$0	Assumes 5 months worth of development
Payment System Services Group Development		($160,000)	$0	$0	Assumes 5 months worth of development
Total Costs		($500,000)	$0	$0	
Estimated Revenue/Cost Savings					
Total OFS Customers		500,000	750,000	1,100,000	
% Choosing to Receive Online Stmts. Only		10%	15%	20%	
Accts/Customer		1.25	1.25	1.25	
Statements/Year		12	12	12	
Total Paper Statements Halted		750,000	1,687,500	3,300,000	
Est. Statement Copy Requests/Customer/Year		0.10	0.10	0.10	
Total Statement Copy Requests		50,000	75,000	110,000	
Est. % Request for Online Statements		50%	50%	50%	
Total Online Statement Copy Requests		25,000	37,500	55,000	
Paper Stmt. Savings	$0.42	$315,000	$708,750	$1,386,000	Includes postage, paper, and processing saves
Backshop Saves	$0.76	$19,000	$28,500	$41,800	Elimination of manual fullfillment of stmt request
Net Cost Savings		$334,000	$737,250	$1,427,800	
Net Revenue		($166,000)	$737,250	$1,427,800	
NPV	12%	$1,455,797			

All numbers have been disguised to preserve confidentiality

Exhibit 8

Initiative	Strategic Impact	Cost ($000)	NPV	Time to Implement	Interdependencies	Technological risk
Product enrollment	Increases sales; decreases backshop staff and expenses	$750	$4-5MM	12-16 months	2 WFB departments involved; no external dependencies	Technology exists, but new to industry and WFB
Bill presentment	Attracts new customers to bill payment and online banking; increases revenue	$1,500	$5-6MM	12-16 months	Highly interdependent; multiple external parties involved	Totally new technology
Discount brokerage	Meets investment needs of high value customers; attracts deposits	$750	$2-3MM	8-12 months	Highly interdependent; multiple external parties involved	Technology exists in industry – new to WFB
Mortgage	Meets needs of high value customers; increases revenue	$500	<$1MM	8-12 months	External partner plus one internal department involved	Technology exists in industry - new to WFB
Contact management system	Improves customer service; decreases backshop expenses; increases revenues	$1,000	$2-3MM	12-16 months	Very interdependent	Technology exists, but new to industry and WFB
OFX (Open Financial Exchange)	Decreases backshop servicing costs, system maintenance, and royalty expenses	$1,000	$10-12MM	12-16 months	Highly dependent on external partners (e.g. Intuit)	Totally new technology
Online community	Attracts new customers; stems attrition; increases revenue	$500	$1-2MM	8-12 months	Dependent on at least 2 internal partners	Technology exists in industry – new to WFB
Interbank transfers	Decreases backshop costs; facilitates deposit balance transfers, enhances customer functionality	$750	$2-3MM	12-16 months	Need participation from multiple banks	Technology exists in industry - new to WFB
Mondex on the Internet	Increases sales opportunities	$1,000	$1-2MM	>16 months	Dependent on Mondex USA, other external partners and multiple internal departments	Totally new technology
Computer/ telephony integration	Decreases call handle time; improves customer service	$300	$1-2MM	4-8 months	Dependent on 1-2 other divisions within bank	Initiative will leverage technology implemented in other divisions within WFB
Online statements	Saves postage and statement processing costs; decreases backshop costs	$500	$1-2MM	12-16 months	Dependent on 2+ internal departments to spearhead the move to online statements	Technology exists in industry - new to WFB