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CITIZENS BANKING CORP.

Case Study

Conversion and Consolidation

"We have turned to ADS for everything from consolidations to training to data warehousing to IT strategy work."

—Richard Albee, EVP

ADS Financial Services Solutions is a strategy consulting and systems integration services firm dedicated to serving the needs of the financial services industry. ADS offers rapid, cost effective solutions to its clients' business challenges through its in-depth financial industry expertise, project management expertise and technology expertise.

CLIENT

Citizens Banking Corporation is an \$8 billion bank holding company with over 200 offices in Michigan, Illinois, Wisconsin and Iowa. The holding company operates banks under independent names with centralized operation support provided from its company headquarters which is located in Flint, Michigan.

SITUATION

Citizens had purchased the F&M banking operations in Wisconsin and Iowa. The F&M franchise was made up of 21 separate banks with different operating systems. Citizens wanted to achieve the economies of scale that it had in Michigan by collapsing the F&M charters and centralizing the operations and support functions while maintaining the community bank tradition of quality service in each unique market.

CHALLENGE

In addition to the goal of achieving the cost savings of centralization, Citizens had acquired a group of branches in Michigan from Bank One and needed to convert them into the Citizens franchise before consolidating the F&M operation. This new challenge led to the implementation of a phased approach to converting the data systems in addition to the operations consolidation over a 16-month time period.

APPROACH

Citizens needed outside assistance to plan and coordinate all of these activities, as well as Subject Matter Expertise in key areas to implement the plan. ADS designed a plan to complete the conversion and consolidation and provided ongoing consultation and management support to facilitate the consolidation of five separate banking systems and train employees in Wisconsin and Iowa.



“ADS has consistently demonstrated an ability to translate complex needs into concrete plans that take all factors into account.”

—Mary Russell, SVP

RESULT

ADS provided Citizens with solutions to meet their conversion and consolidation goals within the required timeframe. This included co-managing the conversion and consolidation of the 24-bank acquisition, introducing “best of breed” project management standards and methodologies, and conducting 660 training classes covering policies and procedures for the new Citizens employees. ADS also reengineered the use of key support systems deployed by Citizens including:

- Sales Incentive Tracking (Strategix)
- Optical Storage (ProtoCorp)
- Mortgage Origination (MortgageWare)
- Electronic and Card Management (FDR & CMC)

BENEFITS REALIZED

With ADS’ assistance, Citizens was able to meet accelerated project timelines that would not have been possible with bank resources alone. This was accomplished by:

- Recruiting and managing a branch conversion support team that provided pre- and post conversion support to bank staff; and
- Deploying a flexible team structure with the ability to expand or reduce resources to meet the needs of the organization.

This approach enabled Citizens to realize significant consolidation cost savings sooner than expected, increase the quality of the conversion and consolidation process to levels never before achieved by the bank, minimize customer impact, and realize recurring savings by adopting new processes and procedures.

In addition, the standardized conversion process developed by ADS was successfully transitioned to Citizens staff and included the creation of an enterprise-wide training program addressing both new skills education and corporate culture to new affiliate bank staff.

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