



A New Model for IT in the Age of Cloud Banking

By: Nathaniel Ward & Ted Goldwyn



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Overview

A road map to help financial institutions achieve digital transformation by leveraging IT professionals at the earliest stages of technology decisions through implementation, integration and beyond.

Strategies

- Reimagining the role of IT departments for today's rapidly-changing marketplace
- Empowering IT to drive customer engagement, efficiency and innovation across the bank
- Leveraging IT to train and educate front-line and back-office peers throughout the organization
- Turning to IT to provide advice and counsel on the best ways to implement new technology

Conclusion

By embracing a new approach to IT in the banking environment, financial institutions, IT leaders and professionals will each experience tangible benefits that will grow their careers and transform the industry.

Executive Summary

The time has come for the traditional role of information technology (IT) in banking to transform. No longer are IT professionals expected to simply manage on-premises systems and servers. Today's chief information officer (CIO) must look to outsource a wide variety of functions to the cloud, freeing up resources to focus on the rapid iteration of new products, services and processes, efficiently and competitively. Today's IT must also engage at the earliest stages of all strategic decisions made throughout the organization.

It is of equal importance that IT begin to establish a true partnership with the business side of the financial institution (FI). In an age where customer expectations are rapidly changing, and financial consumers expect outstanding digital experiences and frictionless service at every step of the banking relationship, this means collaborating with the business and ensuring both business objectives and customer needs are driving the enterprise's IT strategy and efforts.

In this white paper, we share the trends behind this evolving transformation of IT in banking, as well as a roadmap for leveraging the IT-cloud vendor relationship to achieve comprehensive digital transformation. A new day has arrived for IT in the age of cloud banking.

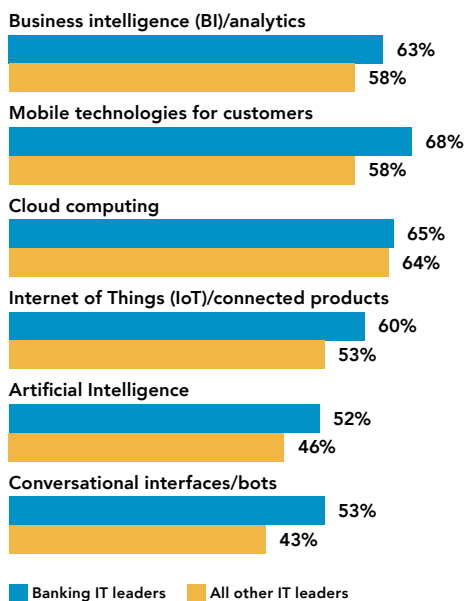
Introduction: Why Is the Role of Banking IT Transforming?

Financial institutions have long focused on the relentless pursuit of operational efficiency. Return on asset (ROA), return on investment (ROI) and efficiency ratios have been key benchmarks of success in the industry for decades. This laser-like focus on operational effectiveness has not changed over time.

What has changed are the digital service expectations of today's financial consumers. Seventy-two percent of millennial consumers (those born roughly between the years 1980 and 2000) are optimistic that technological advancements in financial services will positively impact their relationships with banks by 2020¹. To respond to consumers' growing demands and expectations, resourceful banks and credit unions are seeking opportunities to innovate their offerings and the customer experience by leveraging the latest technology.

Many bank technology leaders get it. Seventy-four percent of bank CIOs recognize that IT functions as an extension or partner of business units, rather than in an isolated bubble². Additionally, a higher percentage of IT leaders in banking name top technology innovations as critical or high priorities, as compared with their peers in other industries³ (Figure 1).

Figure 1: Percentage of IT Leaders Who Say Each Technology is a Critical or High Priority – Banking vs. All Other Industries

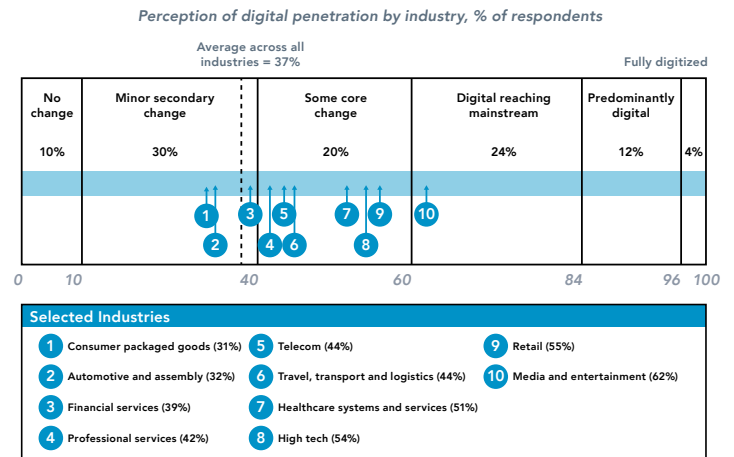


Source: The Role of IT in Banking's Digital Transformation, Salesforce Research

At institutions of all sizes, technology expertise is growing as more employees in various roles and functions throughout the organization bring technical skills and IT experience to bear. Nowhere is this more impactful than in the C-suite and among business unit leaders, who increasingly understand and embrace the importance of technology in business decision-making.

Despite these positive trends, the financial services industry still struggles to keep pace with other sectors undergoing digital transformation. Digital penetration in financial services is not yet mainstream, sitting at just 40 percent, well behind the media and entertainment, retail, healthcare and travel industries⁴ (Figure 2).

Figure 2: Digital Penetration Differs by Industry



Source: "Digital Banking Success Requires a Cultural Shake-Up," by Jim Marous, The Financial Brand, August 7, 2017

Even though banking IT leaders have prioritized the creation of a single customer view (perhaps due to insistent demands from their business unit partners), only 32 percent have integrated at least three-quarters of their data sources. Unless banks prioritize investment in new data solutions, the lack of visibility into customers and their needs will prevent them from meeting consumers' growing demands for connected, frictionless experiences⁵.

Moreover, to increase the speed of both product introductions and process improvement, IT must transform its development cycle. Today, only 45 percent of bank IT departments can design and prototype a new app in under one month⁶. Seventy-five percent of banking IT leaders rate the speed of application/project delivery as a critical or very important key performance indicator (KPI)⁷, and 73 percent rank improving the speed of development cycles as a critical or high priority over the next 12-18 months⁸.

Beyond the challenges of meeting rapidly-changing customer expectations, improving efficiency and boosting development cycles, banking IT leaders also face a host of new and emerging technologies, including artificial intelligence (AI) and machine learning, business intelligence and analytics, blockchain, the Internet of Things (IoT) and conversational interfaces.

The good news is that although most financial institution CIOs admit they're still in the early stages of AI planning, the current deployment of this technology in banking exceeds that of other industries. Seventy-two percent of banking IT leaders have already adopted AI in some capacity, compared to just sixty percent of IT leaders in other industries⁹.

As critical as attention on the customer experience has been, a renewed focus on innovating the back office is overdue¹⁰. Legacy systems and processes have weighed down profitability and ROI for long enough. And although most banks and credit unions of any size today boast an attractive and easy-to-use online customer interface, the web presence is simply "table-stakes" in today's digital-first banking climate. The next frontier in banking technology will be devoted to transforming how bankers in the middle to back office work together.

Lastly, to address the challenges presented by fintech disruption, FIs need to react quickly and nimbly to new, innovative competitors that have seemingly sprung up overnight¹¹. Digital-only banks, challenger banks and alternative lenders have set a high bar for where traditional institutions must strive to maintain customer loyalty and share of wallet.

To succeed in the new world of financial services, bank IT leaders must take bold steps. This begins with reimagining the role of IT in the organization.

The Challenge: An Outdated Mindset Confronts a New Reality

Before your institution can begin transforming its IT role and structure to create a nimble and efficient organization, it must face down several daunting barriers to building a strong IT-cloud provider relationship.

1. The FUD factor: This one is big. No one is immune from the looming shadow of FUD (fear, uncertainty

and doubt). In an IT environment where career success and reputation were formerly measured by metrics such as computer room dimensions, the number of custom systems and staff size, change in and of itself is a source of stress and apprehension.

Yet moving to an outsourced, cloud-based model means smaller hardware stacks, fewer 3:00 a.m. crisis calls and a streamlined staff focused on proactive innovation rather than reactionary troubleshooting. Although in the long run this results in a more efficient, less cumbersome and lower-cost approach to managing the IT function, in the near term it also causes disruption and unrest. It may mean the shifting of roles, shuffling of staff and retraining of talent. For a time, IT leaders themselves may suffer feelings of diminished control and influence in the organization, and even irrelevancy.

2. Data security peril: Although cloud solutions built on best-in-breed platforms like Salesforce and AWS have over time successfully addressed lingering questions about whether they can offer a security posture that is equal, or indeed better than on-premises systems, the general public continues to worry about the safety and security of their personal financial data. Breaches have increased in number and severity as bad actors have grown more aggressive and sophisticated.

In Europe, financial industry firms have the additional challenge of new regulations and large fines for non-compliance with rigorous security protocols enacted under the EU's General Data Protection Regulation (GDPR)¹². These requirements are expected to be implemented enterprise-wide at global companies with a presence on the Continent and eventually adopted by most firms throughout the world.

3. Ever-increasing compliance burden: As a highly-regulated industry, compliance is an expensive and time-consuming endeavor, and has only grown more so in the wake of the late-2000s financial crisis. In the U.S., the burden may be lightening somewhat after years of reactionary legislation like the Dodd-Frank Act and the creation of the CFPB, as a more business-friendly federal administration seeks to roll back onerous and redundant regulations. However, in Europe and other international regions, the burden only continues to grow, particularly in the areas of privacy and data security. The enactment of the GDPR and PSD2 (the

Revised Payment Service Directive), which allows potential competitors to view bank customer account information, are evidence of the continuing expansion of the regulatory regime in Europe.

These regulatory challenges represent a real constraint on financial institutions and their IT departments, but banking regulators in both North America and Europe are rapidly warming to cloud banking as a viable alternative to on-premises systems. Supervising entities are establishing safe data security protocols and best practice guidelines and are even encouraging FIs to store their customer data in the cloud. For instance, the United Kingdom's Financial Conduct Authority (FCA) launched "Project Innovate" in October 2014, which included the development of an "Innovation Hub" to help fintechs and banks gain rapid feedback on regulatory barriers to new product offerings. The FCA also released its final guidance for cloud computing in July 2016,¹³ and has sponsored "hackathon" events to encourage collaboration among traditional banks, challenger banks and fintechs.

It is also true that in financial services, the regulatory burden is often presented as an excuse for complacency and "business as usual" thinking.

In contrast, other highly-regulated industries like pharmaceuticals and travel have successfully gauged how to embrace new technology and the digital experience to meet customers' expectations while also successfully beating back upstart competitors.

For example, according to Deloitte, pharmaceutical companies tripled the number of apps they developed between 2013 and 2016, from 305 to 988. In addition, a survey of 190 patient groups found that 50 percent use a health app "regularly" or "occasionally," with nearly 70 percent claiming to use at least one app to manage their specific health condition¹⁴.

In the hospitality industry, artificial intelligence (AI) is rapidly occupying the penthouse suite. For instance, at the Cosmopolitan in Las Vegas, visitors can text "Rose" (a souped-up chatbot) any time, day or night. Rose will attempt to fill guests' requests on its own or solicit help from a human representative if needed. Marriott uses its own AI-powered chatbots at nearly 5,000 hotel locations to help guests with reservation changes and other common needs¹⁵.

4. The legacy load: Unwinding a complex web of on-premises computer infrastructure that controls a multitude of diverse financial processes is daunting. When the legacy architecture builds up over many years or even decades, the burden of tackling such a project can be immense.

Yet the rewards of addressing this challenge are significant. By reducing the number of in-house hardware, systems and custom applications, IT leaders can significantly minimize redundancy and opportunities for errors and downtime. Often, it is difficult to inventory all the systems currently installed at a single institution. Some software packages were implemented years ago to solve a single problem in one department. That department may no longer use the solution, or it may have grown redundant or obsolete. Yet the solution continues to live on in a backroom server somewhere, hoarding data, slowing down overnight processes, and ultimately impacting customer service.

"Around two or three years ago, we looked at the business services area and mapped all of the business processes with the intent of increasing efficiency, throughput and overall volume," says Judy Harrison, senior vice president of lending systems at Navy Federal Credit Union (\$95.3 billion assets, Vienna, VA). "One of the things we found was that we had an older platform with disparate systems that created a lot of inefficiencies. It took longer to originate memberships and loans. We concluded we needed a new platform."

By conducting a thorough internal audit and review of all current systems, hardware, software and processes, IT can help to streamline the current jumble of interlocking infrastructure, and redesign the entire web around a single, cloud-based bank operating system, saving money, time and resources in the process.

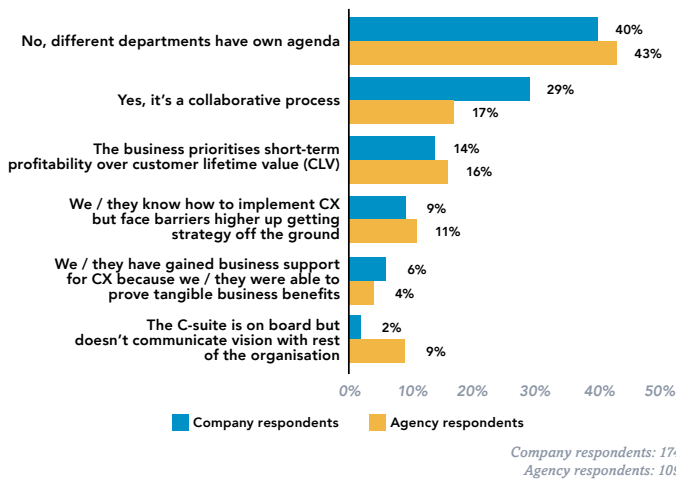
5. Minding your people: If certain obsolete or inefficient systems are outsourced, downsized or eliminated, doesn't this mean your current staff will have to face the same fate? Not necessarily. More likely than not, your in-house talent can be employed more impactfully on new and exciting projects. Instead of running redundant overnight reports and batch processes, manually keying information into databases or generating redundant customer documents, staff can work on developing

new, innovative solutions to improve the customer experience on modern platforms that give you – and their future careers – a significant boost. You will soon find that your best team members will be invigorated and energized by the opportunity to work on creative projects with a real impact on differentiation, service and the bottom-line.

Of course, the age of the cloud demands different types of IT skills. These include specializations in diverse areas including: the latest cybersecurity and authentication protocols, object-oriented systems and administrative functions.

6. Breaking down walls: Any organization of a certain size or vintage runs the risk of having walls of inefficiency and concealment build up over time. The danger is that a “this is how we’ve always done it” mindset will inevitably creep in, particularly among long-time employees. Siloed departments tend to communicate with each other less often and less effectively. Myopic thinking and a glacial pace of change are the unfortunate hallmarks of such firms.

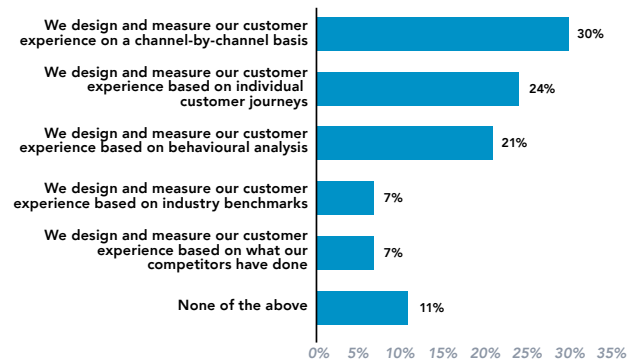
Figure 3: **Are you (or your clients) adequately supported by other members of the organisation to reach your (or their) customer experience aims?**



Consider a March 2017 survey¹⁶ by eConsultancy, which found that 40 percent of company departments surveyed disdained collaboration in favor of taking an individual approach to reaching customer experience improvement goals (Figure 3). Moreover, 30 percent of respondents said they implemented customer experience improvements on a department-by-

department basis, versus organization-wide (Figure 4). This is not an effective approach to attaining meaningful enterprise-wide change¹⁷.

Figure 4: **Company Respondents**
What is driving your customer experience implementation process?



Respondents: 186

Source: <https://econsultancy.com/reports/implementing-a-customer-experience-cx-strategy-best-practice-guide/>

7. Fintech myopia: Of course, banking institutions aren't the only organizations with blinders on. Fast-moving fintechs can often miss the forest for the trees. Sometimes, fintech innovators are so focused on presenting their unique product as the only solution for all problems, no matter how big or small, they don't take the time to fully grasp the range of challenges and constraints a traditional, highly-regulated and immensely complex institution faces daily.

A recent European digital banking conference featured a parade of keynote speakers from technology companies preaching to the bankers in attendance. The presenters exhaustively explained to these industry veterans exactly what they were doing wrong, and how their solutions would instantly turn the banks' fortunes around. Of course, in between speaking sessions these fintech executives were tripping over each other to pitch those same bankers their partnership proposals.

For true collaboration among traditional banking institutions and upstart financial technology companies to take hold, both sides need to leave their egos and assumptions at the door. Only through a clear strategy that begins with active listening and an honest assessment of shared challenges will these nascent partnerships work.

The Solution: Redefining IT for Today's Financial Institution

These challenges seem daunting. But there is a path forward—a new model that allows IT to drive customer engagement, efficiency and innovation in the financial services organization. It begins with a few key decisions geared toward designing a new technology platform in the cloud.

1. Embrace buy vs. build for routine processes:

The reimagining begins with an audit and inventory of all internal processes and systems. Look at what functions are managed using on-premises servers and custom-designed, in-house systems. Then determine if these processes can be performed more efficiently and effectively if they were outsourced.

Ask these questions as you begin your audit:

- Is the process or function a key competitive differentiator?
- Is it customized to your institution's specific, unique needs?

If you answer "no" to either of these questions, then ask yourself the following:

- Is the technology behind this process old or obsolete?
- Does supporting the system require significant internal resources and/or time that could be better used elsewhere?
- Can the solution be easily replicated using a third-party provider?

If you answered "yes" to any of the above questions, it may be time to explore a third-party cloud vendor that can offer a best-in-breed solution that meets your needs. First, look to buy rather than build a solution for "table-stakes" functions like back office workflow and process automation. Such processes are typically cost-drivers, and you should seek to make them as efficient, cost-effective and non-resource draining as possible. Next, explore your options with customer-facing processes like complex customer onboarding, account opening and loan applications that are expensive to build and maintain. By outsourcing

such solutions, you will reduce friction and improve speed in all areas of the operation and release your IT resources and talent to focus on what is truly unique and differentiating at your institution – such as developing new products and other long-term, strategic initiatives.

2. Reimagine IT as an internal strategic consultant:

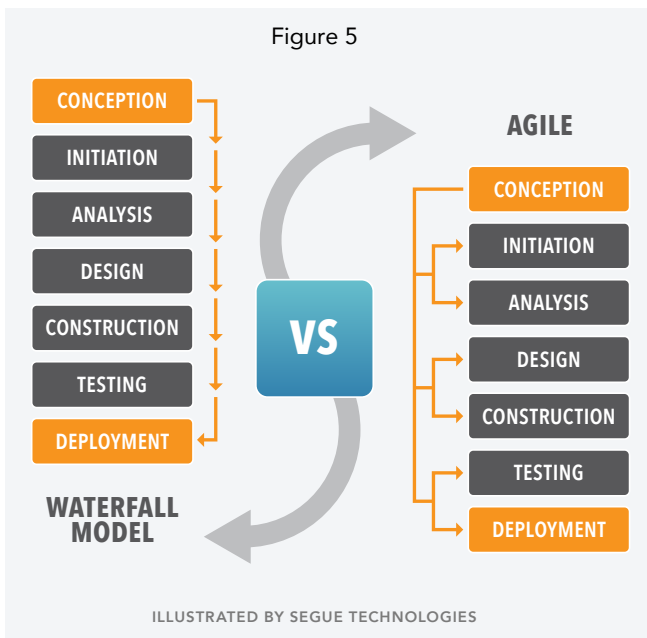
Even while the process of cleaning up resource-draining legacy systems and processes is completed, IT leaders can show their value as an internal consultant for all technology-related decisions. The CIO and other key IT staff should be involved in helping to search, vet and advise on all new software platform adoptions from the earliest stages, including the vendor search, background research, due diligence, onsite visits and demos.

Once a new solution is selected and implemented, IT should be intimately involved in the training and education of their front-line and back-office peers around the organization. They can also regularly coach staff on how to best deploy and use the technology in their areas. For instance, if the commercial lending department implements a new spreading solution, the IT department can work with them, applying technical know-how and a deep understanding of the department's needs to figure out the best, most efficient and time-sensitive way to use the system effectively.

Lastly, IT leadership and staff are in the best position to understand how various in-house and external systems and solutions fit together and integrate throughout the organization. For this reason, IT should be engaged in all new implementations and integrations and are uniquely positioned to provide advice and counsel on the best and most efficient ways to use these solutions, ensuring data integrity and all processes are running to their fullest potential.

- ### 3. Employ faster development:
- To compete with new, more-nimble entrants to the financial services sector, traditional banks and credit unions need to adopt faster product and solution development than in the past. After taking care of the back of the house by outsourcing generic technology, eliminating redundant processes and streamlining operations, IT leaders will free up their staff to develop new, innovative products and solutions. Different approaches will work better for different types of projects.

Two of the most popular approaches to new product development are the “Agile” model (which sometimes incorporates “SCRUM” methodology, focused on rapid iteration and active collaboration among developer teams, customers and stakeholders)¹⁸, and the “waterfall” method. Waterfall is an older, more traditional approach that generally follows a linear, step-by-step path from conception to deployment. Agile, on the other hand, is a type of Rapid Application Development that makes use of short-term, incremental deployments, known as “sprints”¹⁹ (Figure 5).



Another method growing in popularity within the financial sector is “low-code” development. This model employs the use of point-and-click or visual coding tools designed for non-technical users. Low-coding helps IT departments share the app development workload with staff within the business units that will use the software. According to Salesforce, 91 percent of banking IT leaders are using or plan to use low-code development over the next year to 18 months²⁰.

4. **Serve as an external consultant:** One of the most important roles of IT is as a liaison between the financial institution and the third-party technology provider. No one understands all the interconnected complexities of the myriad internal and external systems and platforms as well as the CIO and their team of IT professionals. For that reason, it is critical for IT to have a seat at the

table from the earliest stages of researching and vetting a new cloud vendor, and to hold that seat through implementation, integration and beyond.

IT leaders have an important role in educating the cloud solution provider on the institution’s operations, processes, existing legacy systems and other outsourced technology across the entire enterprise. They should capitalize on the opportunity to share internal constraints and barriers to innovation, including those related to compliance, legacy systems, market, philosophy and culture. The CIO must establish an honest, bilateral dialogue to learn about the vendor’s solution, its flexibility and customizability, and how it can best fit with or adapt to the bank’s existing systems.

Above all, be open-minded. The best client-vendor relationships feature forthrightness on both sides, where everyone involved is open to adopting new ways of thinking and strives to achieve their mutual goals²¹.

By adopting this approach, and being involved in all decisions from the get-go, IT leaders will become a force for positive change, helping their organizations make better, faster and more impactful decisions.

5. **Seat technologists on both sides of the table:** It is critical to bring the right experts into the conversation from the earliest stages of the vendor-bank relationship. This means ensuring that technology decisions are not being made solely by business line executives. Although it is important for product and functional areas like business services, treasury management, retail and consumer lending to have a hand in selecting the technology they need to do their jobs, it is just as important for people with the requisite technology skills and knowledge to be involved at every step of the process, providing critical input on how any new solution will integrate with existing systems and solutions, as well as asking (and answering) the right questions pertaining to data security, implementation timelines and resource requirements.

6. **Break down siloes:** IT leaders can also make a strong impact on internal culture. Because technology spans every department, product area and operational function across the enterprise, the CIO is in a unique position to take a stratospheric view of the culture and internal climate and identify gaps and barriers to change.

Once these challenges are identified, IT leaders can implement various methods to help bridge the gaps and eliminate departmental and functional siloes. One way is to establish cross-functional **centers of excellence** to leverage the diversified expertise and skills of high-performing team members across the organization. According to Tech Target, “A center of excellence (CoE, also known as a competency center or a capability center) is a corporate group or team that leads other employees and the organization as a whole in some particular area of focus such as a technology, skill or discipline.” The CoE also improves cross-departmental communication and ensures buy-in for new, innovative solutions from key areas including finance, compliance and legal, to name a few.

Another approach gaining popularity is what Accenture calls the “**Digital Factory**”²², which aligns people around skills and business capabilities as opposed to product. The goal is to improve collaboration and reduce time to deployment through rapid iteration.

It is also important for IT professionals and business line end-users to meet early in the project cycle to gain a shared understanding of all goals and challenges. To ensure all parties speak the same language, educate administrators and technologists on banking terms, financial practices and customer service. And to facilitate buy-in, ensure the employees who will actually use the solution have a say in the design of the final product.

To access an actionable roadmap for eliminating siloes and instilling a change management mindset in your organization, download [Supporting Innovation Through a Culture of Change](#), an nCino thought leadership white paper.

7. **Embrace “first principle thinking”²³:** According to Amala Duggirala, enterprise chief information officer at Regions Bank, “When we start thinking about products with a plain piece of paper instead of from where we are today, understand what the customer needs versus wants, and take the impact of all the innovations happening around us,” that is “first principle thinking” product design.

A classic example of first principle thinking was the development of the Apple iPhone. “Did anyone want an iPhone twelve years ago?” asks Duggirala.

“No. But could anyone live without it today?” The brilliance of Apple founder and CEO Steve Jobs lay in his uncanny ability to design beautiful, functional consumer technology that people craved, even if they had never expressed a desire for such products before they were invented.

First principle thinking means taking account of the latest innovations happening all around us—in consumer products, in customer interfaces and the latest web design, and applying them to the creation of an entirely new customer engagement paradigm. Recent examples of companies that have gone beyond tweaking current, accepted practice include Amazon, Uber and Netflix. Each has created or transformed entire industries by embracing first principle thinking: the idea of starting from nothing and designing for the consumer’s needs, not wants.

To succeed in today’s hyper-competitive financial services marketplace, banks and credit unions must reinvent themselves. This begins with developing new, innovative products, services and delivery channels—all of which depend on technology.

8. **The cloud vendor also has a role to play:** Of course, all responsibility should not be placed solely on the shoulders of IT. For the vendor-client relationship to be successful, the cloud service provider must be willing to engage IT early in the process—during the sales, due diligence and vendor assessment phases. In fact, the best vendors insist this happens. Such vendors ensure that IT is a critical part of the integration and implementation phases and strive to establish a true collaborative partnership with the institution at all levels. They recognize they don’t know everything—not even close! The vendor’s role is to listen, ask questions, share constructive ideas and admit to their gaps in understanding. They should also put their best technical people on the project, early, to ensure all the client’s questions and concerns are answered and met. By following these best practices, the relationship will start on the right foot and the path to success will be clear.

And it doesn’t end there. The best cloud vendor – IT collaborations feature open, ongoing communication, and opportunities for administrators and end users to provide feedback and suggestions. This should include regular follow-up by vendor representatives

whose only role is to proactively ensure the long-term success of their customers. Some vendors also offer a dedicated platform for financial institution end users to collaborate and share questions and ideas.

For example, the nCino Community is a collaborative online ecosystem of resources and tools that support customers' success with the nCino Bank Operating System. The nCino Community has matured into a thriving network of over 12,000 members, providing a venue for nCino customers, employees and partners to collaborate, share best practices and solve problems in real time. Active Community members recognize they are empowered to improve the system and are excited and passionate about effecting real and lasting change.

A World of Benefits for Financial Institutions and IT Professionals

By embracing this new approach to IT in the banking environment, financial institutions, IT leaders and professionals each experience tangible benefits. These include:

FOR THE FINANCIAL INSTITUTION:

- **Compete more effectively:** By engaging IT throughout the organization, your institution will be better prepared to act quickly on employee and customer needs. As the eyes and ears of the enterprise, a strategically-minded IT leader can quickly assess areas in need of innovation, customer and staff pain points and market opportunities, and react quickly by either buying the right solution or building in-house through rapid, iterative product and solution development.
- **Implement solutions faster:** With active IT engagement from the earliest stages and open, robust communication with the bank's business units and vendor partners, implementation projects will be completed more quickly and effectively.

Navy Federal Credit Union implemented the nCino Bank Operating System for business loan origination and member onboarding in 2018. Dave Ledwell, senior vice president of business and consumer lending sought a

platform to facilitate the \$95 billion cooperative's digital transformation and allow it to offer new products and services more quickly and efficiently.

"We want to grow this business and we think we have a big opportunity," Ledwell says. "This software allows us to scale and get bigger but it's really not about being big. We think the growth is the result of serving the members quickly and more efficiently and giving them the products and services that they ask for."

- **Attract the best talent:** Financial institutions have long been considered a technology career backwater. To some extent, this is well-deserved. New hires are often relegated to PC support and running overnight batch jobs and mundane reports. However, as the institution outsources generic processes and systems, IT professionals will have the opportunity to participate in exciting implementation projects with innovative vendors, as well as internal product development projects that will help differentiate your firm from the competition. In turn, your bank or credit union will develop a reputation as a preeminent employer, helping you to attract the best and brightest talent in the business.

Corning Credit Union (\$1.4 billion, Corning, NY) implemented the nCino Bank Operating System in 2016. Leaders credit the solution with helping the Credit Union evolve into a better place to work.

"Everybody wanted to be on this system," says Jennifer Johnson, supervisor of business lending. "They were ready for it. They were excited about it. They love the system. They're happy to come to work, knowing how the process works and what they need to do."

FOR THE IT EMPLOYEE:

- **Learn new, marketable skills:** Cloud-based technology expertise is a valuable and sought-after skill for many employers. For example, IT roles that require Salesforce skills carry an 11 percent salary premium²⁴. Similarly, a recent job search on Indeed resulted in 84 current postings by financial institutions ranging from the Bank of Omaha to Citi for candidates with nCino skills and experience. Indicative of this trend, attendees at nCino's live training events have grown each year (Figure 6), and the number

of certified nCino Administrators has reached triple digits (Figure 7). nCino is in the process of both expanding the number, depth and capacity of its live training events, and adding new certification programs designed for lenders, credit analysts, loan closers and other end users.

Figure 6

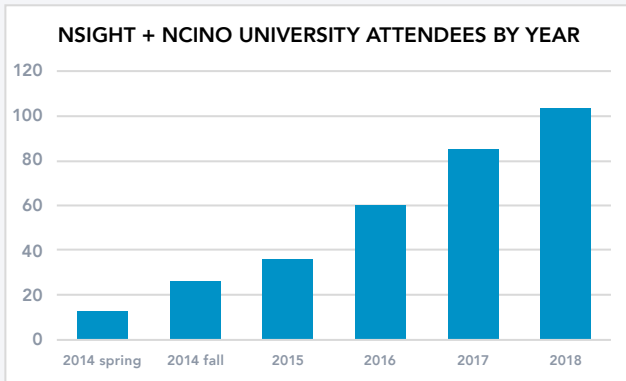
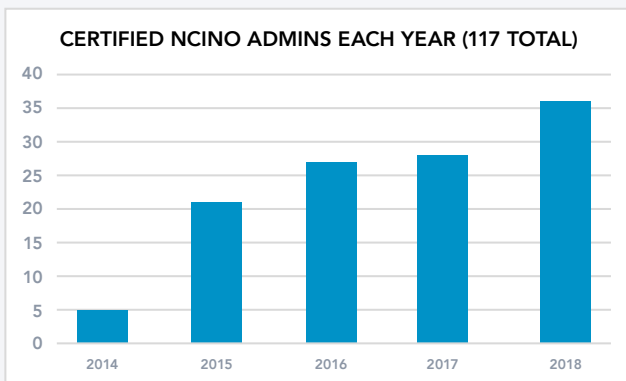


Figure 7



• **Grow your career:** As you extend your reach beyond your IT comfort zone and begin working with other departments, you will be recognized as a change agent and team player with insights and knowledge to share. This is a far cry from being pigeon-holed as “IT support,” out of sight and mind until a colleague faces an urgent technology crisis. In addition, IT professionals can leverage their cloud banking skills to not only climb the ladder at their current organization, but also transition from smaller, community financial institutions to larger, enterprise-level companies with greater opportunities for growth and advancement.

• **Work on exciting, leading-edge projects:** Above all, you will have the opportunity to work on new and engaging vendor research and implementation projects, venturing beyond the confines of your bank’s IT department to collaborate with some of the best programmers and innovators in financial services.

“There’s been a flourishing of creativity and ‘out of the box’ thinking since we started using the system,” says Evan Lloyd, commercial loans participation manager at Corning Credit Union. “Originally, we thought that we were going to take this implementation a little more slowly and get our hands wrapped around it piece by piece. I think we got wrapped around it a lot faster than we expected, and we’ve made a lot of system improvements as we’ve gone. Today, I enjoy my job more.”

FOR THE IT LEADER:

- **Grow influence:** As you outsource commodity processes to the cloud, your influence within the organization will grow as IT is increasingly recognized as a vital resource to other areas of the bank. IT will transform into a true profit center rather than a resource-draining cost center, and other executive leaders will gain respect for the expertise and broad strategic view you bring to the table.
- **Be viewed as a team player:** In addition, by collaborating closely with leaders in non-technical areas of the enterprise, and providing measured, sage advice on the purchase and deployment of new technology solutions, you and your staff will be viewed as collaborators, rather than detached, siloed IT specialists.
- **Expand your network:** Lastly, as you work closely with outside third-party cloud vendors and solution providers, you will naturally grow your industry connections, learn new skills and best practices, and be called on more often to share your perspective and considerable expertise at conferences, roundtables and other industry gatherings. IT leaders who develop business knowledge and a strategic mindset in concert with top-notch technical skills are highly sought after and valued in the industry. Get ready to join that rarified group.

Conclusions

Enabling transformative change can be difficult, frustrating and costly. But the price of standing still is much higher. Today's financial services consumers demand fast, frictionless and foolproof digital experiences. To maintain customer loyalty and stay competitive in a rapidly-changing financial marketplace, banks and credit unions must adapt with the times.

That adaptation begins within the IT function. The role of the CIO is ripe for transformation, from a manager of on-premises systems, servers and hardware, to a dynamic, strategic and consultative resource for the entire organization. Technology touches everything today, and IT leaders understand better than anyone how all the pieces fit together.

By reducing redundancy and obsolete, legacy technology, adopting modern product and process development methodologies, and bringing a thoughtful, collaborative mindset to relationships both inside and outside the institution, the role of IT is reimagined as the hub of a constantly evolving, revolving wheel of innovation.

The dawn of dynamic IT has arrived—is your institution ready? ■

About the Authors



About Nathaniel Ward

Nathaniel Ward is a regional vice president at nCino, the worldwide leader in cloud banking, where he is responsible for market development in the EMEA region. Nathaniel has over 20 years of enterprise software and advisory experience. Previously, he served as a market lead for CEB, now Gartner, in the IT practice supporting the EMEA region. In this role, he advised CIOs and their leadership teams on improving the speed and responsiveness of the IT function, including: operating model selection; strategic workforce planning; and new ways of working. Prior to CEB, Nathaniel worked for a number of software vendors whose propositions focused on CRM, predictive analytics and front office retail banking solutions. He holds a bachelor's degree in European law and modern languages from University of West of England. Outside of work, Nathaniel participates in sailing competitions around the world.

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About nCino

nCino is the worldwide leader in cloud-banking. Its Bank Operating System improves employee efficiency while enhancing the customer experience for onboarding, loans and deposits across all lines of business. Transforming how financial institutions operate through innovation, reputation and speed nCino works with more than 250 financial institutions globally whose assets range in size from \$200 million to \$2 trillion. A proven leader, nCino is part of the Forbes Cloud 100 and was named the #1 "Best Fintech to Work For" by American Banker. Follow [@nCino](https://twitter.com/nCino) or visit www.ncino.com.

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