

Fidelity Contact:

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Question 1: What voice of the customer activities are you submitting for consideration?

Describe how your organization listens to your customers, interprets their feedback, and takes action based on those insights. Please be as specific as possible.

“The year 2011 is our 65th year in business, an appropriate time to reflect on what helped us grow. Actually, it’s quite simple. Like any good craftsman, we worked to serve our customers...”

- Ned Johnson, Chairman of Fidelity Investments
Excerpt from Fidelity’s 2010 Annual report

“We will be recognized as providing the best customer experience in the financial services industry...”

- Abby Johnson, President of Personal, Workplace and Institutional Services
Excerpt from Fidelity’ Leadership Meeting, 2010

Every associate, manager, and executive at Fidelity understands that achieving our mission depends on our ability to listen, interpret, and act on the Voice of our Customers and associates and to connect those actions to measurable outcomes for our customers and business. Our company was founded 65 years ago on a core value: “The Customer Is Always First.” This value sits at the heart of our VoC model and Customer Experience program, which is comprised of four integrated elements:

1) Customer, Associate and Market Pulse

Fidelity’s VoC program incorporates three important dimensions and multiple listening posts to inform priorities and activities:

- **Direct feedback from customers:** Based on the principles of the Net Promoter Score (NPS) system, Fidelity solicits and listens to customer feedback and sentiment related to both service quality and overall loyalty (related to the overall relationship with the customer) to gauge the health of the customer experience and ensure we are delivering high quality experiences at every touchpoint that are aligned with targeted segment strategies. The platform is:
 - Multi-channel (Web, email, chat, phone, branch, mobile, social)
 - Multi-LOB (Personal investing; Workplace (401k) investing)
 - Multi-Product (Investments, annuities, insurance, retirement, college, cash management)

Listening posts include:

- **Touchpoint VoC** – Following point of contact in a channel (live or online), feedback is directly gathered to measure interaction quality, its impact on loyalty as well as identify opportunities for improvement.
- **Relationship VoC** – To gauge overall customer loyalty, Fidelity solicits customer feedback on perceptions of their overall relationship with Fidelity. This enables Fidelity not only to understand the loyalty of contactors but also those that may not have had a recent interaction with us. This important post provides measurement of, and insight into, the loyalty drivers that need to be addressed as part of our overall customer strategy.
- **Social Media Moderation And Engagement** – Fidelity actively manages both closed and open communities for multiple purposes including the distribution of proprietary “points of view,” customer service and dialogues about emerging customer needs. Examples include our Facebook and Twitter presence and our invitation-only **GreenLine Community**, which is moderated with customers to discuss and shape the future of Fidelity’s customer experience using discussion threads, journaling, etc.
- **Executive Offices/Escalations** – A dedicated group of associates handles all executive escalations and provides special handling of situations when customers expect specific responses from executives. While small in volume, this represents a rich source of information to identify service delivery gaps or opportunities for improvement.
- **Ethnographic And Retrospective Experience Research** – Fidelity uses these important posts as part of an ongoing series to understand the emotional and functional needs of customers as input to persona development and experience blueprints for our personality based segments like “expert independent investors”.
- **High Impact Design Thinking and Usability** – Fidelity maintains leading in-house facilities and usability engineers and design thinkers that are focused on gathering customer feedback on existing and new products and services in development for both customers and associates.

- **Direct Feedback from Associates** – A critical part of our efforts to improve the customer experience has been the direct engagement with customer-facing associates. Listening posts in this category include:
 - A proprietary system called Value Network which associates use to directly enter feedback or suggestions after customer interactions.
 - Feedback from customer outreach, which is Fidelity's outbound contact program to close the loop with detractors, is captured and integrated into loyalty and improvement planning.
 - Spaces, which is a collaborative platform that integrates and organizes customer and field suggestions on product and service improvements. Frontline and HQ associates use this internal community solely to discuss improvements to the customer experience. Frontline representatives and HQ associates exchange thoughts, ideas and suggestions on how to improve the overall customer experience. Now, the Customer Experience Space is a cornerstone of our associate listening and closed loop feedback system, having thousands of threads dedicated to VoC. Product, segment, channel, and functional leaders are actively engaged in the online community soliciting insights and sharing solutions implemented.
 - A recent addition to our overall customer experience efforts has been the solicitation of associate feedback in our employee engagement program. Applying the concept of employee NPS, associates are surveyed periodically to obtain not only the measure of likelihood to recommend Fidelity as a great place to work, but also the likelihood to recommend Fidelity to a friend or family member as a place to invest their savings.
- **Monitoring customer perspectives of competitors and external experience leaders** – To round out Fidelity's customer perspective, we also ensure that we understand the loyalty drivers and service quality of our competitors as part of our overall benchmarking process. This is integrated into our quarterly loyalty reporting so that we benchmark both the discreet improvement in our own scores and also how those relate to the results of our competitors. In addition, we continually benchmark experience leaders outside Fidelity (Apple, Dell, Ritz-Carlton etc.) to understand opportunities to translate leading practices to Fidelity's customer experience efforts.

Most importantly, the interpretation and analysis of feedback is accomplished through an integrated platform that focuses on the customer and points employees to insights and actions that affect the customer experience, rather than the data collection process or "research insights" that are detached from daily responsibilities and relevant customer touchpoints.

2) End-to-End Process Improvement

This key area represents a comprehensive approach to turning customer and associate feedback into action. This includes addressing customer pain points or "rocks" that customers and associates have told Fidelity about, to diagnosing and making sure Fidelity is flawless in those "**Moments that Matter**" most to customers. The rich VoC information that is gathered, aggregated and prioritized is the fuel for every product, technology, and process improvement that Fidelity makes. A centralized database and management tool breaks down traditional silos and provides a single view into all customer experience improvement opportunities and their status regardless of channel, segment, product, or functional ownership. Importantly, these opportunities are tracked and visible to every associate and are facilitated through a **cross-functional weekly management process**. Examples of these efforts include:

- **Voice Response Unit Authentication** – 16% of customers calling into the automated phone system were failing authentication because they were asked to translate their alphanumeric PIN into phone touchtone numbers. The improvement, which really came down to two words, is expected to save one million minutes in handle time annually and return a 5-year NPV of \$4 million.
- **Transfer of Assets** – This "Moment That Matters" represents the seemingly simple (yet complex) task of transferring assets to establish or expand a relationship. It has a direct connection to how customers perceive Fidelity at the beginning of a relationship. Customer and associate insights have shaped the future experience maps and changes in electronic, physical and operational touchpoints that have been put in place. For key transactions we've seen significant experience improvement:
 - Straight through processing up 84%; Cycle time reduced by 20%
 - Transaction satisfaction increase by 30%
- **Mobile Applications** – The VoC insight provided through online and social channels aided the overall priority and design of Fidelity's mobile presence, including the development of Android, iPad and remote deposit apps.
- **Closed-loop feedback with frontline representatives** – By transparently showing the progress and impact of the resolution of key customer barriers (directly sourced from them), associates are better informed, have confidence in VOC systems and are able to better serve customers. When frontline associates are able to discuss customer experience improvement ideas directly with product owners, it results in better experiences for customers.

3) Culture, Communications, and Governance

The most recent addition to Fidelity's Customer Experience efforts includes explicit work around culture, communications (both associate and customer) and experience governance. This is based on the belief that the environment and **culture of service and advocacy** we create for our associates is the very foundation for how we deliver and serve customers every day. Without it, we will not be able to achieve our stated mission of delivering the best customer experience in our industry. There are a number of visible efforts that manifest that focus:

- The public and explicit charge to all associates at Fidelity by Abby Johnson to provide the best customer experience in our industry, building on Fidelity's core value of *"The Customer Is Always First"*.
- The creation of Customer Experience principles and manager toolkits to drive the dialogue and action needed for change (e.g. tactics for structured discussions in small team meetings to relate principles to the teams' efforts).
- Internal communications, including roadshows, town hall meetings etc. where every conversation begins with the dialogue about customers.
- The development of internal branding aligned with our corporate brand that ties Fidelity's current efforts to our heritage of innovation and customer orientation; **"Customer Experience – It's in our DNA."**
- *Communications tools and resources:*
 - A Customer Experience portal that serves as a centralized source for gathering feedback, aggregating messaging and communicating program progress to associates.
 - Weekly and monthly push communications are distributed to associates to close the loop on experience improvements, status and recent customer wins.
 - **"Voices"** – a site used to highlight direct customer and associate experience feedback and share best practices via videos, call clips, social streams, etc.
 - Connection to corporate branding and values with all collateral, physical (posters, banners, elevators) and digital signage.
- *Hiring, Onboarding, Training and Coaching* – This includes embedding customer experience principles and dialogue into associate hiring, on-boarding and training programs. For example:
 - Having explicit questions in hiring and interview guides that screen for customer orientation.
 - Reinforcing customer focus through best practices and ongoing coaching supported through interaction models and training for sales and service associates that focus on emotional quotient, customer need identification and follow-through.
 - Delivering standardized onboarding that introduces all new hires to Fidelity's focus on the customer, Customer Experience principles and practices.
 - Rather than use operational measures, like average handle time (AHT), associates are coached using VoC feedback and interaction models that are based on impact on customer perceptions and ability to meet their needs.
- *Proactive Customer Outreach* – A critical component of being a customer centric company includes the ability to scale a closed feedback loop system. Fidelity expanded its customer outreach program to contact any customer that provided feedback on opportunities for improvement (whether a detractor or suggestion after a poor interaction) to resolve issues and to strengthen long-term relationships. This linkage between feedback and outreach creates a successful closed loop process with customers that enable Fidelity to address key issues while continuously improving and deepening customer relationships. Additionally, direct feedback from outreach calls is fed into the overall VOC End-to-End Improvement efforts noted above.
- *Executive Engagement* – An important element of associate engagement includes the executives that lead and prioritize the activities. This takes the form of business leaders holding customer experience reviews for their product or business line, frequent discussion of the customer experience at Executive business reviews supported by VoC data and participation in customer outreach and escalations. Experience improvements, including the fact they were sourced from VoC, are highlighted in executive communications and progress reporting.
- *VoC Ambassadors* – Fidelity recently announced the creation of a program called **VoC Ambassadors**, comprised of over 40 leading customer-facing associates who represent an extraordinary commitment and passion for the customer experience. These associates serve as a critical connection for the organization – they amplify the customer and associate voice, close the loop on status of work and provide monthly input into product, service and process design efforts.

- *Experience Governance* – To support the cultural changes underway, Fidelity has changed the way that it governs and oversees changes and development of the customer experience. For example:
 - Creation of a “**Customer Lens Process**” which embeds customer experience elements and check points into existing methodologies and includes aggregate views of planned changes to the experience so Fidelity can deliver more customer-centric products/experiences that delight customers and positively influence satisfaction and loyalty.
 - Executive sponsorship and ongoing management of **Fidelity’s Customer Experience Council**. Comprised of senior level executives and field representatives, the Council has been charged with the governance, oversight and coordination of VOC and Experience efforts across channels, support partners and service organizations.

4) Measurement & Rewards

An important part of Fidelity’s VoC efforts include linking the efforts to measurable outcomes and recognizing those associates who help deliver an outstanding experience for customers – regardless of their functional role in the organization. Examples include:

- *Experience Measurement Dashboards* – Data from feedback programs, business units, and collection channels are integrated on web-based dashboards and reporting portals. Information is presented and customized for all levels of the organization. The data that are most likely to drive action at each level of the organization are highlighted and connected to insights and drivers of satisfaction and loyalty and included in management discussions and routines.
- *Business Analytics* – Fidelity links its VOC efforts to business outcomes, including economic impact, through discrete customer analysis that illustrates the impact and linkage of movement of customer satisfaction, loyalty and word of mouth, helping executives and associates understand the payback on VOC efforts.
- *Variable compensation* – Fidelity explicitly includes customer experience measures in variable compensation for frontline representatives, managers and executives. To create alignment and shared goals, all bonus scorecards at the management level and across business units and support functions include the same measure (Net Promoter).
- *Rewards and Recognition* – Fidelity has expanded its programs to reward and promote outstanding achievement in Customer Experience and has linked them to our programmatic efforts. These include:
 - **President’s Circle** – This program, which traditionally has celebrated the top front line associates for sales and relationship management, was repositioned and expanded to celebrate associates for their contributions to the customer experience.
 - **Excellence in Action** – A quarterly peer-nomination program for all associates, whose criteria is based on exemplifying behaviors in support of delivering a great customer experience.
 - **Customer Experience Leaders** – A program for front line associates, managers and their teams that rewards team performance for exceeding goals for transaction quality and loyalty.
 - **Executive Follow up** – Using specific VoC that positively highlights the contribution of associates, executives send follow up notes to associates to celebrate and reinforce the behavior that drove the positive customer comments.
 - **Customer Success Stories** – Stories of experience excellence are highlighted and shared on the internal CE portal, in weekly corporate communications and on the new “Voices” site with videos and commentary.

At Fidelity, the commitment and vision is clear – to provide the best customer experience in our industry. The focus across the organization on creating systematic change, with the Voice of the Customer at the center, is the key to our company’s current and future success.

Question 2: How has this activity improved your organization's business results?

Please be as specific as possible about business benefits like increased revenue, decreased cost, increased customer satisfaction, or decreased customer complaints. Please specify how you measure those benefits.

As a result of its efforts, Fidelity has seen progress in a number of areas:

- Financial Contribution:
 - Customer and financial analytics show a direct correlation and linkage between increases in satisfaction and loyalty scores and increases in net flows, breadth of relationship and customer retention. In particular, we

linked interaction quality with loyalty (NPS) and found that customer's who indicated their loyalty was greatly increased by their most recent interaction showed behavior that drove **4.5 times more positive money inflows** compared to a poor interaction which drove 6 times the negative outflows.

- Specifically within our High Net Worth population, outreach and experience improvements reduced detractors within the segment of our best customers from 30% to 10% yielding an **increase in net flows of \$4.2B over a 2-year period**.
- Since deploying the focus on loyalty and the VoC business processes around it, Fidelity has experienced a **17% growth in operating income**.
- Trends in transaction quality and Customer Loyalty have increased substantially over the short and longer term as a direct result of VOC activities:
 - Fidelity's online satisfaction increased 19% from 2004-2010.
 - In Fidelity's High Net Worth and target customer segments, **NPS nearly doubled and increased 30%** respectively from 2009 to Q1 '11.
- Reaction from customers to callback and outreach programs has been consistently positive and is helping to improve loyalty, increasing the likelihood to refer customers and unlock the potential for asset consolidation and expansion of customers' relationship to Fidelity.
 - *Example:* As the result of outreach, over 50% of NPS detractors were moved out of the detractor category and showed **increased assets of over \$519M** over a 1 year period.
- Positive comments from customers regarding Fidelity's presence and engagement in social communities, either to proactively recover on service gaps, or to help investors engage with Fidelity on their needs. Example: "I love @Fidelity. Their customer service via IM, the ATM rebates, the website. I'm naming my next pet Fidelity."
- VOC input was used to directly inform a number of important changes for customers in 2011:
 - Fidelity's Browser-based tools for active traders – www.fidelity.com/at
 - Product additions (e.g. No commission ETF's, unified managed accounts)
 - Focus on End-to-End Service, including improvements to key moments of truth like Problem Resolution or Transfer of Assets
 - Development of proprietary points of view to answer key consumer questions about market volatility and investment strategies (Fidelity Viewpoints)
 - Upgrades to the online and mobile experience, including mobile applications, social communities and ratings and reviews
 - Changes to the relationship management system and desktop tools that front-line associates use to serve customers and manage customer relationships everyday
- Decreased cost-to-serve by eliminating key customer barriers that would either create additional phone calls, branch visits or customer escalations.
 - *Example:* Changes to live channel identity verification processes directly sourced from VOC input are expected to save \$20 million over the next 5 years.
- Increases in internal employee engagement resulting from seeing the impact of their suggestions manifested in improvements to the customer experience (baseline established at year end 2010).

Question 3: How has this activity improved your customers' experiences?

Please be as specific as possible about how your activity improved the perceived quality of the experience your customers have when interacting with your organization. For example, do you better meet their needs, make it easier to do business with you, or make it more enjoyable to do business with you? Please specify how you measure those benefits.

In addition to improvement in the measures outlined in Question 2, perceived and real improvement in the customer experience is reflected in the convenience, interaction quality and enjoyment that customers experience when interacting with Fidelity. Examples include:

- *Problem Resolution* – A critical "Moment that Matters" for our high net worth customers is the efficient resolution of a complex service request. However, in the past, we placed the onus on the customer to navigate across Fidelity functional boundaries to resolve a request. Based on VoC data, Fidelity overhauled this model. Now, for complex service requests, a "case" is opened and a singular Fidelity represented is accountable to see that request through to

closure and proactively inform the customer of the status. In the first few months of this new program, we have seen an **increase of +6% in the Net Promoter Score.**

- **Rollover Management** – As the nation’s largest 401k provider, a significant number of customers choose to roll over their funds from their plan to a Fidelity retail IRA. Despite being part of the same company, these services were provided by separate business units and the process could be challenging for customers, as highlighted in VoC loyalty data. To address this challenge, a dedicated group of Rollover specialists was created to specifically help plan participants and make the transition seamless from a 401k to an IRA.
- **Income Strategy Program** – To better meet customer needs and desires for income and management during retirement, Fidelity launched a comprehensive program, supported by powerful online tools and rep-led interactions, which provides guidance to customers on how to generate the retirement income needed for a successful retirement.
- **Electronic Delivery** – For online account management, Fidelity enhanced its electronic delivery program to eliminate millions of physical documents including summary prospectuses of non-Fidelity fund prospectuses, account profiles and expansion of online confirmation and tax history.

Question 4: How is your voice of the customer program owned and managed?

Please describe the individuals and teams inside your organization that are responsible for the voice of the customer program and the roles that they play. Describe any vendors that support your program and the roles that they play.

Customer Experience management at Fidelity is truly a team sport. There are many functional areas that play a critical role in making our VoC efforts successful:

- A **Customer Experience** organization that facilitates the overall program through thought-leadership, development and management of national programs, processes and business functions. This team is tasked with working with key business partners across Fidelity to ensure a systematic and disciplined approach to experience management and improvement with a keen eye towards driving higher levels of customer loyalty and satisfaction across Fidelity’s channels, segments, products and operations. This organization consists of Customer Experience professionals who are driving the programmatic components outlined in question 1 and is responsible for the oversight and management of Fidelity’s overall VoC program.
- A **Market Insights** team manages all the ethnographic, touchpoint and loyalty research that generate a substantial amount of VoC that is subsequently turned into action.
- **VoC Process Improvement Managers (PIMs)** – Associates from Fidelity’s contact center organization are solely dedicated to working with the Customer Experience team to identify, triage, prioritize and resolve items stemming from VoC feedback.
- **VoC Ambassadors** – This select group of 40 front-line associates facilitates the two way dialogue on improvement opportunities with their local PIM and also serves as local evangelists for Fidelity’s overall customer experience efforts.
- **Over 6,000 branch and phone associates** who:
 - Engage customers in meaningful conversations using a consultative approach.
 - Solicit, recognize, and share opportunities for improving customer experience.
 - Engage VoC Ambassadors and product, segment, and functional owners in the experience dialogue using internal collaboration tools.
- **Fidelity’s Customer Experience Council** – Oversees planning and progress of our Customer Experience program

Partners

Stanford D-School

- In partnership with Stanford, Fidelity is building a competency and repeatable processes in design thinking, which is focused on innovation through human centered design and radical collaboration.

Medallia, Inc.

- Collaborative platform available to all members of the organization (from front-line to senior management), combining data collection, reporting, and customer feedback with 2-way integration with Fidelity CRM systems.
- Transaction filtering, sampling, prioritization, and quota management focusing on high-priority “moments of truth” interactions.

GfK/Synovate/Foresee

- Facilitates online customer experience survey distribution and results collection.
 - Management of continuous Loyalty research for both personal and workplace investing as well as workplace participant phone and Web channel satisfaction research.
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- Extensive data and key driver analysis creating focus on NPS and customer interaction improvement opportunities.

Vision Critical

- Management of the closed Green Line online customer research community of target customers used to identify emerging trends and obtain advanced feedback on product or service development.

Jive Software

- Provides the backbone for the Customer Experience social platform that frontline and HQ associates use to discuss the customer experience and provide ideas and real-time suggestions for improvement to the experience.

Forrester Research and Consulting

- Provides thought leadership, research and access to other customer experience professionals to accelerate learning and progress on overall customer experience efforts.

Question 5: What are the most innovative characteristics of your activities?

Please highlight the specific activities or processes that stand out from those of your competitors. How does your effort set you apart?

Breadth and Depth of VoC Program Activities – From Abby Johnson discussing the company's Net Promoter progress during Fidelity's 2011 annual shareholder's meeting to customers and front line associates collaborating on the future of Fidelity's experiences, the commitment to customers and experience differentiation is clear and visible at Fidelity. Most importantly, Fidelity's customer experience program focuses on the multiple and interconnected levers required to create successful change for customers and Fidelity. Working on any one of these pieces alone is worthwhile and important, but the comprehensive nature of the program allows Fidelity to create a multiplier effect while creating sustainable change.

Closed Loop Feedback – Establishing closed loop systems for both customers (e.g. calling every detractor) and employees (e.g. communicating changes emanating from their feedback) have helped every piece of our experience program. Not only does it serve as a visible reflection of our commitment to customers, it enables further experience improvements, drives customer loyalty and reinforces that associates are the most important part of delivering an outstanding experience (and engages them in the journey). Many firms ask for feedback for measurement or internal analysis, but stop there. At Fidelity, we believe in the principle "Why ask for feedback if you aren't going to do anything with it?"

Associate Engagement – Engaging associates at all levels directly and transparently in the customer experience dialogue has made a difference not only in the volume of discussions, but also the quality of discussions as associates:

- Understand the connection of their daily work to delivering the best customer experience
- Believe that they have the opportunity and responsibility to improve and change the experience

There is a great deal of confidence that Fidelity will continue to see employee and customer NPS move in tandem with the approach that has been taken.

Question 6: What lessons have you learned that would be most valuable for other firms?

Please be as specific as possible about the advice you would give to others facing a similar situation.

There are a few important considerations that we would share with others:

- **Take The Time To Create A Gameplan** – Create the plan for the elements of the business system that need to get established or improved, while being diligent about getting wins along the way. While the broader plan can seem overwhelming, breaking it up into workstreams with short and long term deliverables, and engaging the rest of the organization in solving them, will pave the way for success.
- **Don't Underestimate the Power of Closed Loop Feedback** – VoC information and systems are worthless unless you plan to harness it, turn it into action, and tell people what you are doing with their feedback. This counts for customers as well as associates.
- **Don't Forget the Associate Experience** – One of Fidelity's Customer Experience principles is "Create an environment worthy of our teammate's best efforts" which is an acknowledgement that the results that a business gets are directly a function of the environment that they set up for their associates. Engaging associates in the experience improvement dialogue is important, but investments in training, resources, career development and the tools that associates use everyday are equally critical to achieving sustainable change.

Fidelity Investments

Forrester Voice of the Customer Application

Supplemental Material

April 22, 2011

Turn hereSM



Fidelity's Vision: *To Provide the Best Customer Experience in the Financial Services Industry*



FIDELITY'S CUSTOMER EXPERIENCE PILLARS

Customer, Field, & Market Pulse

Giving Rise to Customer and Associate Voices

End-to-End Process Improvement

Streamlining our Major Customer Activities End-to-End Through the Lens of the Customer

Culture, Communications & Governance

Driving Customer and Associate Engagement Through 360° Communications and Teamwork

Measurement & Rewards

Measuring What Matters and Recognizing Progress

OUTCOMES

Deeper Customer Loyalty

Simple, Integrated Customer Experiences

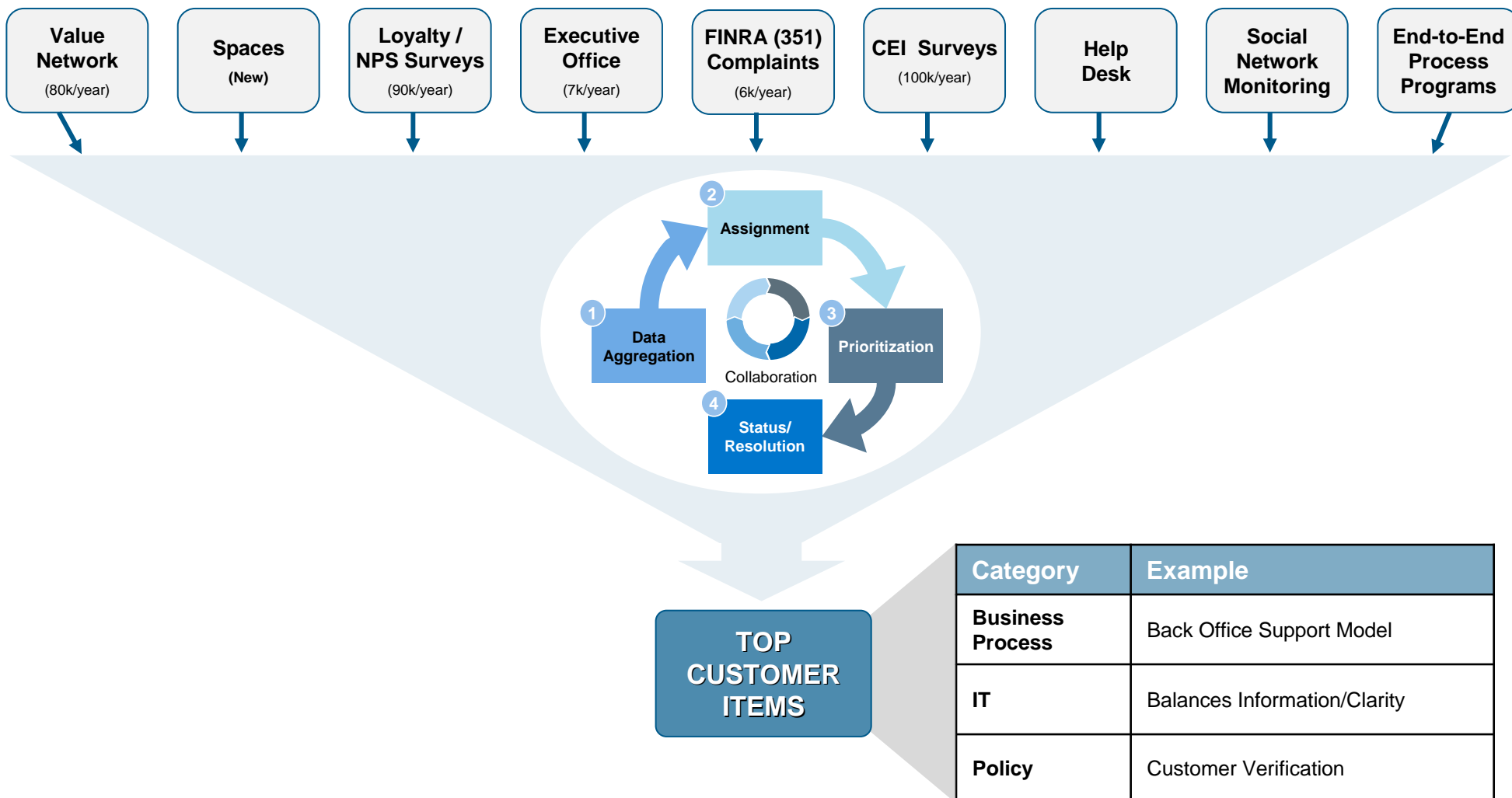
Engaged Employees

Operational Efficiency

Superior Performance to Peer Firms

A Robust Voice of the Customer and Associate Process Is A Core Part Of Fidelity's Customer Experience Program

INPUTS ACROSS FUNCTIONAL AREAS AND INITIATIVES



Identifying “Moments that Matter” Has Been Key To Fidelity’s End-to-End Process Improvement Work

Identifying the Moments that Matter and then focusing on those experiences lead to engineering a better customer experience and loyalty improvement.

Scoring Approach

- 1 Develop a list of moments as a common baseline across channels
- 2 Engage representation from channels/ customers to quantify several dimensions

- ▶ **Promoter:** Degree of impact the moment has to positively influence loyalty behaviors



- ▶ **Detractor:** Degree of impact the moment has to negatively influence loyalty behaviors



- ▶ **Volume,** or number of interactions for each moment

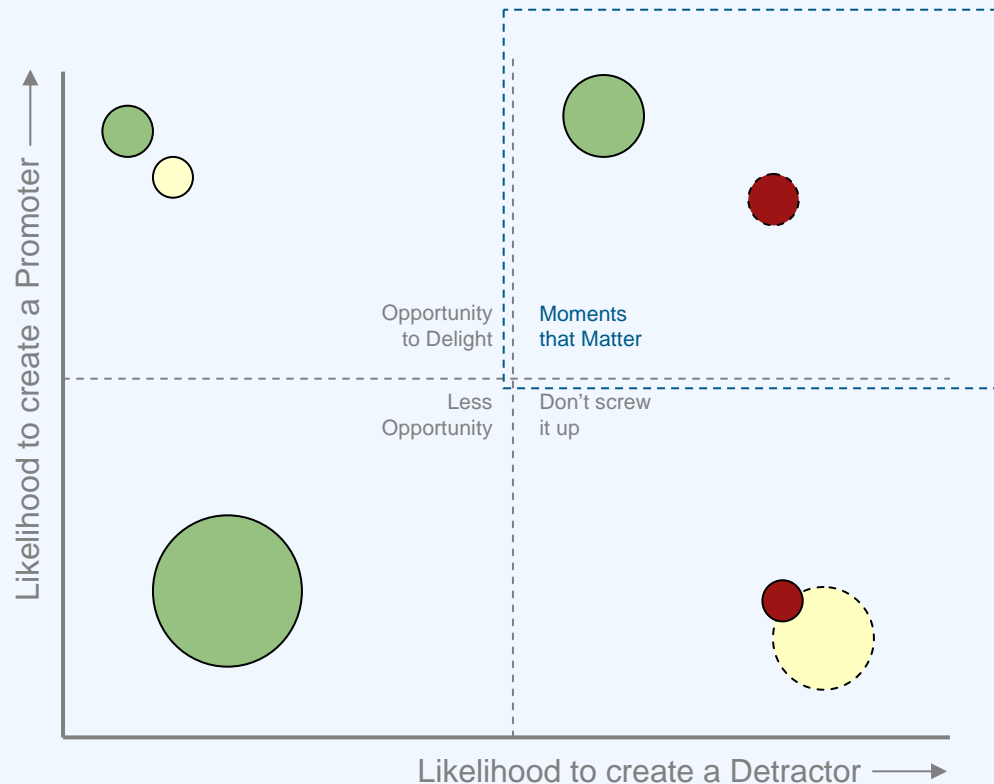
- ▶ **Opportunity to improve:** How well do our reps believe Fidelity executes each moment
Opportunity ● High ● Medium ● Low

- ▶ **Customer Effort:** How much effort do our reps believe clients personally put forth to address their request?



Moments that Matter: Analysis from Channel Input

The collective scoring provides valuable insight into the most influential interactions driving NPS.



A Wide Range of Communications Drive Awareness and Support Fidelity's Customer Centric Culture



EXECUTIVE COMMUNICATIONS

Customer Experience Program
March XX, 2011

Message from Abby Murphy
Dear Colleagues,
With strong backing from Abby Johnson, Fidelity's focus on the customer experience has never been stronger. The FWC system is established — in fact, from the address the line customer experience is the core — and we have seen a solid program built on the steps to success. This supports the vision and sets our course toward the future.

In this spirit, we're releasing Fidelity's Customer Experience program led by Abby Johnson and the Fidelity Customer Experience team. Customer experience is now a core Fidelity initiative, it's in our DNA. Our success comes from doing what we do right by the customer, we do right by Fidelity.

The program is built on four pillars — Voice of the Customer & Associates, Standardized Process Improvements, Culture & Communications, and Rewards & Measurement. As the year progresses, there will be more work done with the field and home offices to drive customer experience goals of the pillars. We'll also continue to update progress updates, including highlights on the success of the various "rocks" that represent our customer experience programs.

Abby Johnson is to receive the prestigious recognition program by implementing a broad-based reward and recognition program, including the recognition of Fidelity's Client. We recently announced 35 Fidelity's Client award winners in the field and home offices for their outstanding contributions to the customer experience in 2010.

We've also identified as leaders the new 25 Top of the Customer (TOP) Awards — a recognition and achievement program. Today, we're announcing the TOP Awards to the field who were selected for their superior performance in the customer experience. These awards will help us drive and define our 2011 customer experience initiatives, and we look forward to looking off the program with a special event in the Chevy Chase location in October in New York City to celebrate the recipients of the program.

Customer experience is a goal for us, and our program will help us reach our objectives, so we begin to drive customer experience in individual business units. Stay tuned for updates on the program throughout 2011, and beyond.

Sincerely,
Abby Murphy
Abby Murphy
Fidelity Senior Vice President

ONLINE PROPERTIES & RESOURCES

CE Portal

"Rocks" Status

Experience Portal

"Voices" Resources

SUPPORTING COLLATERAL

CUSTOMER EXPERIENCE — IT'S IN OUR DNA

Experience Principles

The Customer Is Always First.

OUR MISSION:
Fidelity will be recognized as the financial services firm with the best customer experience in the industry.

To do this, we must make every interaction simple, convenient, and engaging in ways that our Customers find personally relevant, positive, and seamless.

IF WE:

- Treat every interaction as an opportunity to earn our Customers' trust and loyalty
- Take responsibility and deliver on promises regardless of organizational boundaries
- Communicate in clear, straightforward terms in ways preferred by our Customers
- Listen and learn from Customers and frontline associates at every turn — and act on what we hear
- Create a work environment that enables our teammates' best efforts
- Proactively provide solutions to our Customers
- Do these consistently and reliably

CUSTOMERS WILL:

- Have faith in our abilities
- Seek us out so we can help them
- Recommend us to their family, friends, and colleagues
- Become more prosperous in life

WHEN THIS HAPPENS:
We will create lasting, loyal relationships with our Customers and a sustainable advantage for our company for years to come.

VISIT: pwi.fmr.com/ce

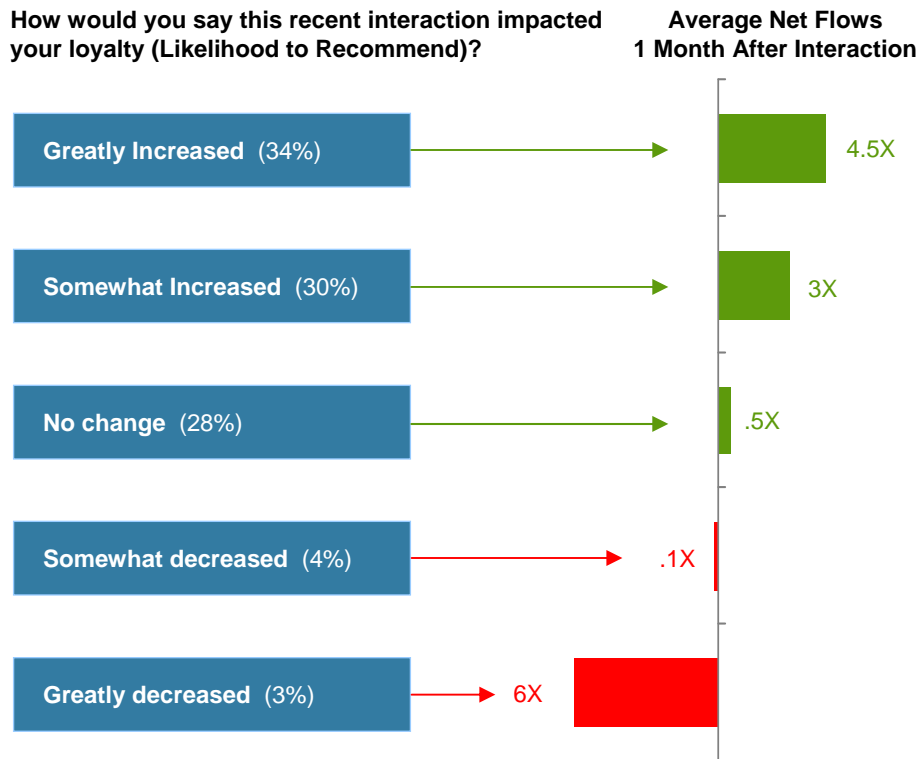
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Fidelity
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Fidelity Directly Linked VOC Improvements to Financial Outcomes To Create a Compelling Case for Investing in the Customer Experience



High quality interactions have a direct impact on loyalty and financial results

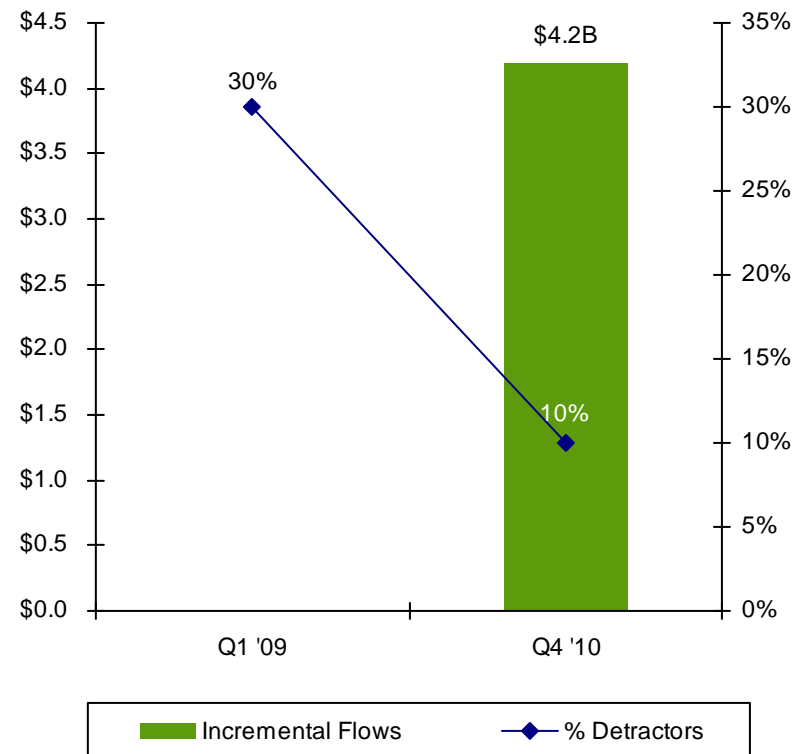
Impact On Flows Following Interaction



Source: CKC Analysis of CEI Interactions

Analytics validate that experience improvements yields strong business results

Incremental HNW Flows Through Detractor Reduction



Source: Analysis of HNW Detractors 1Q '09 to Q4 '10