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The digital transformation of

## iPayment®

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# Game Changers

# iPayment CIO: A Game Changer with Short-Term and Long-Term Playbooks

**When Jennifer Terrill joined iPayment as CIO in late 2014, the company needed an IT infrastructure overhaul.**

The Los Angeles-based payment solutions and processing services provider had just made several acquisitions, and the systems and infrastructure were far from integrated. iPayment needed to sort out which systems to rebuild, replace or keep, and refocus the IT staff on the process of driving change going forward.

"The last couple of years, we've had to make significant changes, not only in the tools we pick but in how we put them together and how we think as an organization," Terrill said. "It's been a long process. We've started to become problem solvers, and that has opened up a whole new range of possibilities for us."

## Experienced with Turnarounds

Terrill drew upon her work leading IT turnarounds at different kinds of organizations—small ones operating on shoestring budgets, large ones with resources to be strategic—to prioritize tasks.

"Since I've had both experiences, I had a playbook of things of things I could do quickly," she said. "I was able to communicate why and how we could do certain things now and how some things would be done over a longer term and make sure that we had the proper foundation in place so we could build on it over time."



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One of the first priorities was to replace the customer service support ticketing system with Zendesk, a cloud-based customer service platform. From there, iPayment shifted its email to the cloud and shopped for other services that could lighten the load on IT and integrate with internal IT functions.

"As we started that journey, we looked at different technologies," Terrill said. "The way software development has changed, if you pick the right suppliers, you can plug and play and stay best of breed with all of those tools and technology and mash them up and make them work for you. You can orchestrate using those tools in a way different than another company if they're using those set of tools."

# Improving Communication

In her second year on the job, Terrill focused on developing internal software solutions and what she called "people process automation." She started by creating a local intranet.

"The challenge was: How do we get people to communicate better?" she said. "You could see there were different parts of organization that didn't understand what the other parts do. Like, I do this particular thing and hand it off, and I don't know what happens to it. When you bring people together, and people can see the process end to end, that's when really good questions come up. People start to look at it and are not afraid to ask about possibilities."

To streamline communications, iPayment replaced the organization's old phone systems and chat programs with Fuze.

"When one team is using one form of conferencing and another is using a different one, it's difficult to gain best practices and knowledge across organization," Terrill said. "Once we replaced all that, people started thinking about other things we could do to increase productivity and make ourselves stronger in the marketplace and more competitive."

Centralizing on one collaboration platform also helped improve the culture at iPayment. It solved a problem where employees of companies iPayment had acquired were using different collaboration tools and feeling distanced from the rest of the company.

"Keeping those systems separate does have a cultural impact," Jennifer Reichenbacher, iPayment's senior vice president, marketing and direct sales, told the Boston Globe. Working on the Fuze platform, she said, makes iPayment feel more like "one company."

The Fuze system helped iPayment advance a plan to give the company's 450 workers more flexibility to work remotely and take care of basic communications outside of the office. The number of dedicated remote workers doubled over the past year to about 50, and Terrill said that number could double again in 2018.

"The tools we give them have to be super easy," she said. "One person on the remote team could be in a car somewhere, another person could be in an airport, another could be at home on wifi, and a fourth person could be at the Boston office, LA office, or their office in Minden, NV. They can't have connection issues, they can't have a situation where I'm in this office I need to use a VPN, and in this other office I use something different. It's got to be simple."

The Fuze platform makes iPayment feel more like one company.

fuze

## Turning IT into Advisors and Teachers

In just three years, iPayment has improved its internal IT processes in terms of metrics and perception. For metrics, Terrill said, average uptime of its systems has improved from "pretty poor" to "over 99.9 percent," average page load times are nearly a second faster, and the monthly paper applications are down from 800 to about 65. For perception, she said, IT has evolved into a strategic resource.

"It used to be you knocked on IT's door and asked if they could do it and when they could do it," she said. "Now we're advisors and teachers where we can talk about delivery options. IT's mindset has really changed. They can solve for their own challenges, and they've become tool seekers. Their field of vision has increased, and they don't just see challenges anymore. They see opportunities to create some differentiation for us out in the marketplace."



**NAME:**
Jennifer Terrill

**COMPANY:**
iPayment

**TITLE:**
Chief Information Officer

**PREVIOUS GIGS:**
VP of IT at True Religion Brand Jeans and
VP of IT and CISO at Frederick's of Hollywood

**INDUSTRY:**
Payments processing solutions and services

**EMPLOYEE COUNT:**
450

**HOW SHE CHANGED THE GAME:**
Overhauled IT's overall infrastructure, moving internal functions to the cloud and teaching the staff to be "problem solvers."

Visionary leaders are changing the game for the modern workforce.

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let work flow.