White Paper

The Digital Transformation: Changing the Game in Financial Services
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Social, economic, technological and regulatory forces are driving a digital transformation that is reshaping the global financial services industry. The emergence of pervasive connectivity, increasing mobility, more intuitive interfaces and new payment channels and methods are changing the financial services landscape for product delivery, adoption, utilization and access.

To compete and win, financial institutions must develop the ability to offer multiple channels and options on customers’ terms. This involves building the capabilities and infrastructure to see, understand and anticipate customer preferences and deliver value-added insights and advice. With non-traditional companies entering the payments arena, the stakes for financial institutions could not be higher.

There is a digital transformation underway in the global financial services industry. This transformation – shaped by social, economic, technological and regulatory forces – is changing the game for financial institutions, technology providers, businesses and consumers in dramatic and permanent ways. Offering pervasive connectivity, increasing mobility, more intuitive interfaces and new payment channels and methods, it is having a dramatic impact on how financial institutions and their customers collaborate around products, services and information. Businesses of all types and consumers of all ages, with access to an exponentially growing array of electronic devices and applications, are redefining what it means to be empowered and connected.

In financial services, the acceleration of innovation in electronification and digitization can be observed and measured:

- With electronic transactions overtaking checks and cash, online has become the preferred channel for the delivery of financial services – for example, 44 percent of bills are now paid electronically, versus 30 percent paid by check, according to the 2009 Online Bill Pay Longevity and Lifetime Value Study conducted by Fiserv and Aspen Analytics¹

- The number of channels and methods through which consumers and businesses can make payments – including branch, phone, Web, mobile and social media – is proliferating

- By 2014, 40 percent of financial transactions will originate out of a Generation Y household, a population that is considerably more digitally “connected” than other segments²

- The adoption of online banking and billpay are expected to continue their steady climb reflecting the continued rise in U.S. Internet households³

¹ Fiserv, Inc. and Aspen Analytics with the Marketing Workshop and Harris Interactive, Online Bill Pay Longevity and Lifetime Value Study, March 2009
³ Javelin Strategy & Research, 2009 Online Banking and Bill Pay Forecast, August 2009
Financial institutions are increasingly dependent upon revenues from the payments business, which has grown 7 percent annually over the last five years, and is now the single most important business line in U.S. banking.

Consumers, businesses and financial institutions are embracing all forms of money movement, including ACH, debit, prepaid and credit cards, personal payments and wire.

The game-changing nature of the digital transformation can be measured in other ways. Consider this: in the United States, there are about 470 million devices connected to the Internet that individuals are today using to manage many facets of their lives, including their business and financial activities. By 2015, the number of connected devices is expected to grow more than six-fold, reaching three billion in North America alone, according to IDC research as shown in the chart below.

This exponential increase in devices is already fueling accelerated growth in the number and variety of billed services. This dynamic is creating enormous opportunities for innovative companies to generate and manage the life cycle of both one-time transactions and recurring revenues while, concurrently, optimizing cost structures. The companies that succeed in this emerging environment will, of course, need to envision and deliver products and services that bring new levels of convenience and perceived value. But the winners will also need to excel at identifying and applying insights into customer behaviors and leverage secure infrastructures that can scale to accommodate ever-growing transaction volumes.

For financial institutions, the stakes are high. They must adapt to meet customers’ needs by offering a portal that truly puts control into the hands of the customer. Digital transformation means developing the ability to offer multiple channels and options on the customers’ terms. It involves collaboration, immediacy and convenience that delivers value beyond just products. It involves building the capabilities and infrastructure to see, understand and anticipate customer preferences and deliver value-added insights and advice. Such capabilities demand cumulative learning from studying behavior and analyzing data. With a dizzying array of new devices and transaction volumes expected to continue to climb rapidly within a few short years, financial institutions will require access to technology platforms that can harness and process vast amounts of data. They will also require the ability to manage new payment types and methods, including mobile.

Leading the Digital Transformation

Electronification of Financial Transactions

Platform
Payments
Mobile
Analytics

Consumer
Small Business
Enterprise

Source: Fiserv, Inc., Leading for Growth presentation, September 2009

Source: John Gantz, IDC, the embedded internet: methodology and findings, January 2009
This paper discusses the dynamics that are driving the digital transformation of lifestyles and financial services. We will explore the changes we are likely to see and the implications for both the front and back offices of financial institutions and the technology providers that support them. Necessarily, strategic planning must take into account the expectations of financial institution customers. Today, consumers truly are empowered. They have an intrinsic expectation that they will have access to their own financial data in real time and on their terms. For customers, these are table stakes. They have lost patience with the silos and technological obstacles that too often still exist between them, and the information, tools and data they have come to expect. Consumers’ sense of empowerment, combined with a general loss of confidence in financial institutions, means that financial institutions cannot count on the inertia or residual loyalty of customers. Younger consumers, in particular, have shown a willingness to vote with their feet and their wallets.

There is, in short, a real need for financial institutions to deliver a consistently excellent customer experience across all channels. All of this is possible with today’s technology. A commitment to – and investments in – the customer experience can redefine the financial institution and concretize trusted, valuable relationships.

The Forces of Change Driving Digital Transformation

Digital transformation is being shaped and driven by four forces – economic, political/regulatory, social and technological.

Economic

In 2009, there were 140 bank failures, a level not seen since the savings and loan crisis of the late 1980s and early 1990s. We are likely to see more grim milestones.

Increased adoption of digitally-based financial services that will likely follow a path similar to that of the personal computer, which was introduced nearly a generation ago. The PC was originally a tool for businesses. Before long, it became a household tool as well. Due to high costs, PC ownership was often one per household. As affordability increased, so did sales. The penetration of PCs enabled the proliferation and growth of the Internet, which moved PC banking and bill payment from software to online.

With laptops, netbooks and other connected devices ubiquitous and affordable, we are poised to see adoption curves bend sharply upward for a new wave of financial services around bill payments, alerts and many other features and services. With each new innovation, financial services organizations now have the potential to know and understand their customers like never before.

Financial institutions that can offer and support services, information and products in a reliable, secure, and easy-to-use function will gain market share and lead the digital transformation. Those that do not will be vulnerable to losing customers and revenue to more nimble competitors, both financial institutions and non-traditional competitors, including retailers, telecommunications carriers and alternative payments providers.

The Rise of Online Households

Source: Javelin Strategy & Research, 2009 Online Banking and Bill Pay Forecast, August 2009

Internet HHs
Online Banking
Online Bill Pay

The Rise of Internet Households

Source: Javelin Strategy & Research, 2009 Online Banking and Bill Pay Forecast, August 2009

Internet HHs
Online Banking
Online Bill Pay


Millions of U.S. Households

64.8 68.8 69.7 74.4 73.7 85.1 89.2 91.4 93.4
64 65 66 67 68 69 70 71 72 73 74 75
60 50 40 30 20 10 0

60 50 40 30 20 10 0

64.9 27.3 11.7 15.3 17.8 24.3 30.0 32.6 41.3 46.7 58.6 67.0 69.7 69.7 74.4 79.7 85.1 88.2 91.4

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like this before the Great Recession fully recedes. The economic and financial turmoil that erupted in 2008 has left few U.S. financial institutions untouched, and the impact has been felt around the world.

The impact of the Great Recession, including bank bailouts and failures, is significant. But it does not appear to have fundamentally changed the dynamic of several important long-term trends, including growth in deposits and industry consolidation.

Since 1984, the number of banks, thrifts and credit unions in the United States has declined by 3.2 percent each year due to consolidation. Consolidation, however, belies the rapid growth in the number of deposit accounts as indicated in the chart below. Over the past five years, U.S. deposit accounts have grown at an annual rate of 7 percent, reaching 718 million accounts in 2009.

Consolidation Belies Rapid Growth and Evolution

These numbers tell an important story: deposit accounts are growing but are being distributed across a smaller base of financial institutions. So as the competitive landscape continues to change through consolidation, financial institutions will remain engaged in a land grab for deposits.

Political/Regulatory

Political and regulatory forces are a second major force driving change. In Washington, the overhaul of the U.S. financial services regulatory structure is a top priority for lawmakers and the Administration in 2010. Elected officials and regulators are already considering a range of financial services legislation aimed at mitigating systemic risk and protecting consumers.

New rules on credit cards have already been legislated and new policies governing overdraft fees on demand-deposit accounts are also under consideration. If approved, the changes would significantly reduce financial institutions’ non-interest income. Indeed, some financial institutions fear they could face a “double-whammy” of notable decreases in non-interest income and increases in compliance costs — at a time when their financial performance is already under pressure. The fee-based model of banking will almost certainly need to be redefined to make the industry viable.

Whatever new legislation or regulations emerge, it is clear that financial institutions must develop strategies to adapt to the changes, become more efficient, remain in compliance and drive profitable growth. A decline in fee income, for example, will further elevate the importance of building and maintaining core banking relationships. That means financial institutions will need to change their deposits business in ways that promote customer loyalty and drive profitable growth.

Technology will necessarily play a major role in creating the kind of consistent customer experience that delivers value and promotes loyalty. Earlier in this paper, we briefly touched on opportunities to do this in the payments area, but it applies to other businesses as well.
In lending, for example, offering borrowers the option of signing documents electronically can reduce paper, lower costs, cut error rates and save time. Even smaller financial institutions can access technology infrastructures that enable them to offer wealth management services that rival those of larger companies. This is an important capability in the current environment, in which trust has been deeply impaired.

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To see the kinds of opportunities that can stem from regulatory change, it is instructive to look at the past. The enactment of Check 21 by Congress, which allowed electronic substitutes of paper checks, created a whole new category of remote deposit capture, something that did not exist before the legislation. Innovation unleashed by Check 21 continues with new methods of consumer and mobile capture. The expectation of multi-factor authentication for businesses and retail banking clearly turns what was once discretionary spending into non-discretionary expenditures.

In this environment, financial institutions are shifting IT spending from fixed to variable costs and relying on advanced technology skills of third-party providers with superior integration capabilities and compliance expertise. As Robert Hunt, senior research director at TowerGroup, has observed, the regulatory environment has become so complex and burdensome that financial institutions are increasingly looking to partner on their technology strategies. Historically, financial institutions would evaluate their technology needs, develop a strategic plan and then identify vendors to implement the plan. Now, technology providers are more likely to have a seat at the table where strategies are developed. At the same time, financial institutions are more receptive to balanced technology solutions that encompass in-house systems, outsourcing and insourcing. Today, for example, financial institutions are considering the outsourcing of systems, such as channel technology, sales force automation and analytics, that they once might have been reluctant to entrust to a partner.

Social

The financial services industry is not the first to find itself in the midst of digital transformation. One lesson financial institutions can learn from other industries is that while technological, economic and regulatory factors are significant, the most powerful force is, arguably, social change, which will occur whether or not financial institutions decide to respond and adjust.

The list of industries that have been dramatically reshaped by digital transformation is sizable and growing: the music and film businesses, camera and photography, and newspapers are all high-profile examples. All too often, established players that dominated their industries proved to be ill-equipped to adapt to the emergence of digital technologies that have changed how their products were delivered and used.

Where erstwhile industry leaders have stumbled and fallen is not usually just in being slow to adopt new technology. There has also been a failure of imagination to see how technology affects social behavior. For example, the film camera business began to lose share to digital cameras long before the image quality of the new technology rivaled that of film. The appeal of digital in part reflected consumers’ embrace of the social aspects of technology, such as the ability to view images immediately and share them with family and friends online through e-mail or social networking sites. The convenience and savings of not having to spend money on film and processing were also major factors, although at the same time we were willing to pay much more for full-featured digital cameras than for earlier models.
While the behavior of Gen Y is notable, it is important to realize that the behavior of other demographic categories is not static. This is a fluid environment and financial institutions need to understand all of their customers – including the characteristics of those opening new accounts, applying for loans or signing up for new services.

One major risk to financial institutions is radical innovation that could come from outside the industry – much like it has in newspapers, film cameras, cable television and the music recording industry. Retailers, telecommunications carriers, search-engine companies and software developers are among the companies on the long and growing list of potential market entrants.

The environment is receptive to change. Just look at how the behavior of younger consumers differs from their older counterparts. By 2014, 40 percent of financial transactions will be originated out of a Gen Y household. And Gen Y’ers do behave differently than their older counterparts. Here are two striking examples:

- Those in Gen Y are more likely to have a savings account (75 percent) than Gen X, Baby Boomers or seniors (69 percent, 70 percent and 69 percent, respectively)\(^6\)
- Gen Y is also much more connected – 45-to-54 year olds, on average, initiate or receive 193 telephone calls and 128 text messages each month, while 18-to-24 year olds, on average, are on the phone twice as often (265 calls) – and do they text: this segment of Gen Y sends or receives nearly 800 text messages each month\(^7\)

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**Technological**

The pace of technological change is a significant force driving digital transformation. The use of magnetic stripe cards took 27 years to reach 100 million users. The first wireless Intel® Centrino® laptop hit the market in 2003, and in just three years, there were 100 million users. The chart below shows a sampling of technology adoption timelines.

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\(^6\) Fiserv, Inc., WorldMap, 2009

\(^7\) Nielson, Texting Now More Popular than Calling, The Nielson Company, September 22, 2008
Multi-Channel Banking: Simplifying the Financial Lives of Consumers

The empowerment of the consumer has been a prominent and important development in every industry that has undergone a digital transformation. Today’s consumer now has an unprecedented number of choices and will not be afraid to exercise his or her right to make a change. The guiding principle for financial institutions is to serve the consumer better than the competition.

Today, technology is moving at Internet speed. The number and variety of billable services, from traditional utilities to Netflix®, Xbox 360®, AirCards and iTunes®, is large and growing rapidly. There will be many more services consumed and adopted at Internet speed that will be event-driven and recurring, including services such as monthly invoices and payments. The number and type of connected devices and the volume of transactions is on track to grow exponentially. At the same time, we are seeing new online and self-service planning and financial management tools to help households and small businesses more directly manage their money.

The conclusion is inescapable: we are on the cusp of a digital transformation that will have a profound impact on the number of accounts, transactions and services consumed. Less clear is which players, whether financial institutions or alternative payment providers, will emerge as leaders as change accelerates.
institutions and technology providers alike must be to ensure that what we are delivering simplifies consumers’ financial lives.

For many years, the industry met its customer needs by opening brick-and-mortar branches. Notably, the Riegle-Neal Interstate Banking and Branching Efficiency Act of 1994 opened the door for banks to extend their branch networks across state lines, fostering rapid expansion in the number of new locations. Even as banks were expanding their networks, their footprints were growing through the proliferation of ATMs.

Today, there are about 114,000 branches and 425,000 ATMs in the U.S. This may be the high-water mark for both, in terms of numbers. In late 2009, two large institutions announced that they plan to rationalize their branch footprints, moves that are likely to be followed by other institutions. After years of predictions, it appears, finally, that the number of branches is going to decline. The number of ATMs also appears to be stabilizing, as consumers rely less on cash and more on electronic payments.

So consumers and businesses cannot look forward to accessing their money through growing branch and ATM networks, but they can look forward to dramatic growth in access points that will enable them to complete a financial transaction electronically and remotely using a mobile device if they so choose. Check, ATM, credit, ACH, online bill pay, debit signature and debit PIN will be joined by growing adoption for other transaction types, such as remote and mobile deposit capture, e-coupon, prepaid cards and personal payments.

As transactions move out of branches, the role of brick-and-mortar banking offices is changing. The branch channel will not disappear but the locations that remain will be more focused on sales. This shift has helped transform the meaning of customer convenience, which is no longer defined by proximity to a branch.

Convenience, then, must now be defined as part of a consistently excellent customer experience that is delivered across multiple channels and payment types. Multi-channel banking is a model where customers can manage their financial life holistically and where transactions conducted in one channel are updated in real time across all other channels.

It is also about hybrid solutions that meet the needs of all customer segments, including the unbanked. For example, there is a model where a consumer without a bank account can walk into a branch, pay a bill and have the payment converted to electronic form for the biller.

In short, an integrated, multi-channel capability, with both self-service and full-service options, is about providing an experience that fits with how people live their lives, marketing the right services to them at the right time and building a lifetime relationship with a financial services household or business.

Delivering this experience to customers requires vision, including significant investments to develop the online and mobile channels, and back-end capabilities that must keep up with the intrinsic expectations of the customer.

Electronic Billing and Payment

Simplifying customers’ financial lives also requires other capabilities, including electronic billing and payment, easy-to-use products with compelling features, such as data-fed e-bills and state-of-the-art payment quality, customer service, and integration with client marketing capabilities. Just as important, it demands a deep understanding of consumer behaviors and preferences. Together, when done right, these requirements drive value for financial institutions and billers alike.

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8 Fiserv Inc., Leading for Growth presentation, September 2009
9 John Gantz, The Embedded Internet: Methodology and Findings, IDC, January 2009
Value to financial institutions:
- Online bill pay customers are twice as profitable as the average customer
- Greater loyalty: attrition rates are less than half of the average customer
- Online bill pay customers carry significantly higher balances and consume more products

Value to billers:
- Customers are 35 percent more like to pay their bills on time, strengthening cash flow
- Customers report 30 percent higher levels of satisfaction
- Customers spend 15 percent more than other non “e-payment” customers

True end-to-end electronic billing and payment solutions also provide for a reduction in errors because data flows directly into the billing system. And the more bills a consumer views and pays online, the more opportunities a financial institution has for learning more about the customer’s behavior. This information can then be used to develop targeted messaging and offerings that will best meet his or her needs.

As we look at the digital branch, electronic payments and the emergence of new channels, it is critical to remember that end users – consumers and businesses – are driving change. Primary research by Fiserv, for example, has found that significant majorities of consumers are interested in using new forms of electronic payments, including personal payment transactions and mobile banking.

Consider some of the other trends underway in payments:
- Over the next five years, retail payments are projected to increase at an annual rate of 2.4 percent; wholesale transactions are expected to grow even faster – at 3.3 percent annually
- Checks will continue to be displaced by card and ACH payments, with check volumes expected to decline at a rate of 8 percent a year
Online bill payment, debit and prepaid cards are leading the shift toward electronic payments by consumers; signature debit transactions alone are growing at 8 percent a year and represent an increasingly significant portion of payment industry revenue.

Online and mobile payments are the fastest growing segments in the payments industry; the mobile person-to-person payments market, for example, is expected to grow 48 percent over the next five years and e-commerce payment volumes are projected to grow at 15 percent annually.

ACH transactions are estimated to grow at 12 percent through 2014 due to increased check conversion.

Communications networks are rapidly migrating from physical connectivity to wireless solutions, creating an environment for a radical transformation of legacy payment networks.

In 2010, TowerGroup estimates that financial institutions around the world will be processing more than 320 billion non-cash payments annually, the vast majority over electronic networks. Taken together, these trends confirm that payment processing has shifted from processing paper to processing data. The competitive edge will belong to financial institutions that excel in managing and executing the complex processing of this valuable payments data and can leverage it as useful business information. Excellence may take the form of more efficient operational processes, increased client service and the development of products that can drive new revenue.

Because financial institutions and processors rely on payments as a major source of revenue, the stakes are extremely high. Already, non-traditional, non-bank competitors are launching new alternative payments through mobile and social networks.

Financial institutions can meet this challenge by developing payments strategies and capabilities that promote customer interaction, engagement and loyalty, direct customers to lower cost channels and generate incremental revenue increases. Examples include real-time text messages that alert customers when a payment is posted or is cleared, and e-lending tools, which manage the cumbersome loan-origination process and allow electronic signatures. And, someday, customers may also come to expect the option to chat online with a customer service representative.

To seize the opportunities related to new payment types and device proliferation, financial institutions will need to transform and integrate their technology infrastructures to provide businesses and consumers with the ultimate in convenience and real-time information.
Bill Payment: The Opportunity

Today, some 91 million U.S. households are connected to the Internet. A significant majority of those households (83 million) use the Internet for online banking. But just half – 45 million – use online bill pay.  

Driving Adoption and Usage

A significant growth opportunity now exists to drive adoption of digital-based financial services. Over the next five years, industry analysts expect electronic billing and payment adoption levels to reach about 50 percent within a particular bank’s demand-deposit account base. The near-term opportunity is to acquire the technology necessary to grow to this level.

Today, low-volume bill-payment users are consumers who are just making one-to-three bill payments per month. High-volume users are making seven payments or more. The opportunity is to take low-volume users and move them to become high-volume users. This is a worthwhile endeavor because high-volume users are less likely to move to another financial institution and about twice as profitable.

The 2009 Online Bill Pay Longevity and Lifetime Value study conducted by Fiserv and Aspen Analytics shows compelling data that consumers who pay bills online are more profitable and loyal to their financial institution. Customers who began using online bill payment during the course of the study delivered 15 percent to 20 percent more profit to their financial institution when compared to similar customers who did not adopt the online service.

Other study highlights:

- High-volume bill payment users were identified as four times more valuable to their financial institution as average bank customers – these high-volume online bill payment users were defined for the purposes of this study as consumers who paid an average of five or more bills online per month during the study period
- The segment of customers who use online bill pay services most actively carried 79 percent higher account balances than the average bank customer
- Every additional bill that customers paid online resulted in an incremental increase in customer profitability
- High-volume users of online bill payment services were up to 95 percent less likely to leave their financial institution than other customers, and 90 percent less likely to leave than online banking customers who did not pay their bills online

For financial institutions, the data that accompanies the payment is even more valuable than the payment itself. The data can be pooled, examined and analyzed to make predictive models and leveraged for targeted marketing programs.

Technology Requirement for the Digital Transformation

For financial institutions, payments will be a major priority in the digital transformation. The first technology requirement is the ability to efficiently process and manage growing transaction volumes and methods with high-quality customer service and marketing capabilities supported by a state-of-the-art payment infrastructure.

12 Javelin Strategy, 2009 Online Banking & Bill Pay Forecast, August 2009
13 Fiserv, Inc. and Aspen Analytics, Online Bill Pay Longevity and Lifetime Value Study, March 2009
14 Fiserv, Inc. and Aspen Analytics, Online Bill Pay Longevity and Lifetime Value Study, March 2009
Delivering innovative products and services requires developing not only new capabilities in alternative payments but also pursuing initiatives that make traditional payment processes more efficient. To meet the ever-changing needs of customers, financial institutions will either need to invest in these capabilities directly or through partnerships with technology providers. Areas for investment will include card solutions, source capture optimization, consumer capture, personal payments, e-statements, online banking and payments hubs.

Such investments can produce innovations that can truly differentiate financial institutions by creating real value for financial institutions and for customers. Today, for example, there is only one biller-based, data-integrated electronic billing and payment network available – a true value add for customers whose “stickiness” and profitability increase when they take advantage of services such as electronic billing and payment.

A mobile capability is also required. This year, there will be some 300 million to 400 million transactions in the mobile space in the United States. Industry analysts say transaction dollar volume will reach $9 billion by 2014. In the United States, size of the smart-phone owning population continues to rise rapidly. By 2014, more than half of the U.S. population will own a smart phone or PDA, up from 18 percent in 2009, according to Javelin Strategy & Research.  

There is also growing demand for mobile banking globally, including in developing nations where mobile is leap-frogging ahead of more traditional telecommunications technologies. Many of these countries also have younger, urban populations with increasing discretionary income and limited access to traditional banking and payments infrastructure, which is also driving rapid adoption and usage.

Institutions will require sophisticated data analytics to provide actionable insights to profitably manage the digital transformation. How, for example, are banks that are closing branches going to replicate the insights that tellers, who knew customers by name, once provided? The answer is predictive data analytics, insights and optimization. Technology providers have massive amounts of data. Partnering with clients, they can analyze data to identify actionable insights that financial institutions can use every day to run their business more efficiently and generate and add more revenue. This changes the paradigm. For example, predictive analytics can flag behaviors that indicate a customer is about to close an account. Armed with this information, the financial institution can approach the customer, address issues and potentially retain the account – and the revenue and profit it generates.

Taken together, these critical components compose a fully interactive foundation that can serve consumers, small business and enterprise clients. This foundation can realize the cost efficiencies, revenue generation, risk mitigation and growth opportunities ubiquitous in today’s digital transformation.

15 Javelin Strategy & Research, 2009
Financial Technology Trends

The digital transformation is occurring at a time of continued stress and change within the financial services industry. Here are some of the top trends affecting financial institution technology considerations today:

- The recent financial crisis has exposed structural deficiencies in the financial system and the technology that powers it – the industry will undergo permanent change
- Global IT spending is in an unprecedented state of decline as the industry reacts to the urgency of capital preservation, but not all lines of business are impacted equally
- Cost cutting may be so deep as to permanently cripple IT structures and jeopardize the business
- Smarter actions to rationalize and integrate IT and replace aging assets offer better business results
- Financial institutions are shifting IT spending from fixed to variable costs, relying on advanced technology skills of third-party providers with superior integration capabilities
- The “Business of IT” will be an integral survival strategy for financial institutions and will differentiate industry leadership – having a business dialogue with the market matters
- Institutions in crisis suffer from high operations costs attached to outdated platforms: transformation of IT is key to turnaround and future success
- To emerge from crisis, institutions must adapt to an open business environment and invest in technologies that support transparency and the ability to accommodate change
- Challenges for some breed opportunities for others: to succeed, companies must adapt to a whole new set of market conditions

Source: Fiserv WorldMap, 2009
About Fiserv

Fiserv is driving innovation in Payments, Processing Services, Risk & Compliance, Customer & Channel Management, and Insights & Optimization, and leading the transformation of financial services technology to help our clients change the way financial services are delivered. Visit www.fiserv.com for a look at what’s next, right now.