

## Financial Services Providers Can Do More With Less

**Bradford Adrian**

Because of the prevailing climate of economic uncertainty, financial services providers must streamline their operations to deliver maximum return on investment. Operational efficiency will be critical in the coming months.

## ANALYSIS

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This edition of the Financial Services Spotlight focuses on a truly mission-critical issue for enterprises of all types — finding ways to accomplish more while spending less.

The need to do more with less is a fact of life for enterprises of all types today, and the challenge is particularly urgent for financial services providers (FSPs). FSPs are dealing with a highly uncertain global economy — and an ever-increasing number of technology initiatives competing for scarce resources. All of these factors make it clear that a focus on operational efficiency will be a key component of an FSP's survival during the next six to 12 months.

In this issue, Gartner's financial services analysts lay the foundation for achieving operational efficiency by addressing several crucial topics:

- The importance of taking the a long-term view — and the risks inherent in being too shortsighted — are discussed in Mary Knox's "Danger Ahead: Near-Term Efficiencies, Long-Term Cost" (TG-15-7513).
- Knox joins with David Furlonger to offer specific guidelines for standardization initiatives in "SWIFT Standards Migration Trends Show Corporate Myopia" (SPA-15-6637).
- Maria-Luisa Kun outlines the insights that can be gained from institutions in Latin America in "How Brazil's Banks Thrive Despite Difficult Conditions" (COM-15-9435).

Additional analysts provide detailed discussions of how specific technologies can help deliver operational efficiencies:

- In "New Technologies Drive Improved Check Processing" (COM-15-8054), Stessa Cohen gives advice on ways to streamline one of the most fundamental activities of retail and commercial banks.
- Avivah Litan explains how consumer research data paints a promising picture of electronic billing in "Reducing Costs Driving Consumer E-Billing Initiatives" (M-15-7442).
- In "ROI Analysis for Wireless Retail Banking Services" (SPA-15-4428), I lay out the fact and fiction behind generating revenue through the nascent wireless channel.

### Features

"Danger Ahead: Near-Term Efficiencies, Long-Term Cost" (TG-15-7513). Some lessons on balancing near- and long-term objectives. **By Mary Knox**

"SWIFT Standards Migration Trends Show Corporate Myopia" (SPA-15-6637). A strategic approach to migrating to new messaging standards. **By David Furlonger and Mary Knox**

"How Brazil's Banks Thrive Despite Difficult Conditions" (COM-15-9435). Examples of efficiencies amid economic challenges. **By Maria-Luisa Kun**

"New Technologies Drive Improved Check Processing" (COM-15-8054). Fresh ways to gain efficiencies with traditional payment instruments. **By Stessa Cohen**

"Reducing Costs Driving Consumer E-Billing Initiatives" (M-15-7442). How e-billing can save you 55 cents a bill. **By Avivah Litan**

"ROI Analysis for Wireless Retail Banking Services" (SPA-15-4428). What wireless channels can and can't deliver. **By Brad Adrian**

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