

Corporate Mobile Banking: A Look at J.P. Morgan ACCESS Mobile

INTRODUCTION

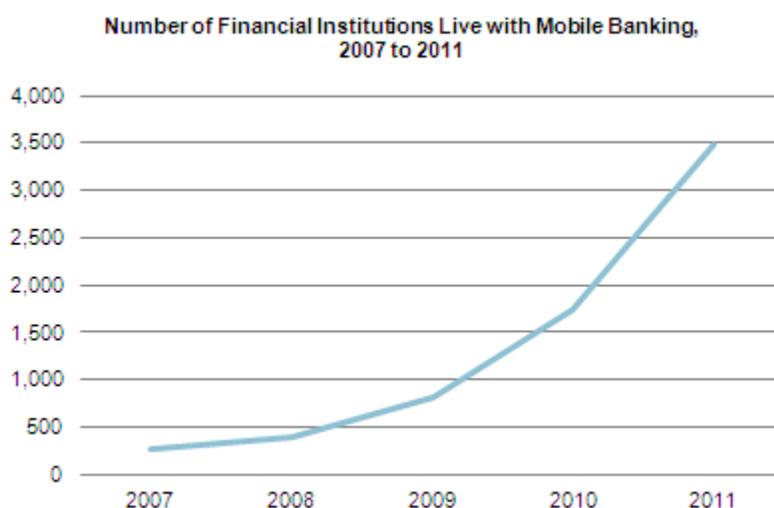
Investing in corporate banking technology is a top priority for approximately 64% of Chief Information Officers and technology executives at large banks around the globe. These individuals and their institutions understand the importance of their middle-market and large-corporate customers, and recognize that more than 60% of corporate treasurers believe their financial institutions do not fully understand their needs. By increasing their focus on the quality and amount of actionable information provided to corporate treasurers and the ease with which they can access it, financial institutions hope not only to retain these important customers, but also to improve satisfaction levels and cross-sell potential.

This white paper analyzes the importance of corporate mobile banking as a critical component of any bank's corporate banking technology strategy. Only a handful of banks around the globe currently offer mobile banking capabilities to corporate treasurers, but far more have plans in place to do so. This white paper also highlights the current state of corporate mobile technology, and analyzes the key strengths and planned roadmap for J.P. Morgan ACCESS Mobile.

THE CORPORATE MOBILE MARKET AND OPPORTUNITY

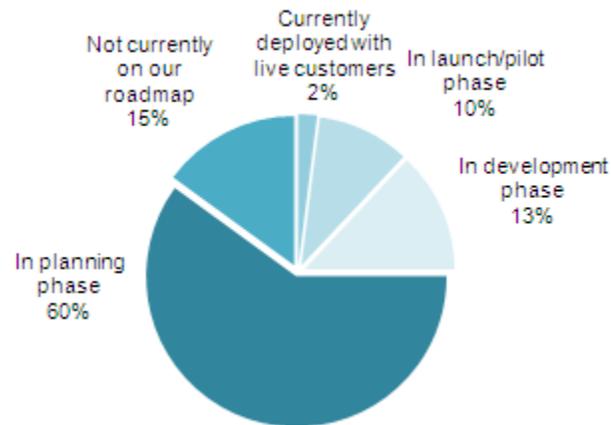
The number of financial institutions around the globe that offer mobile banking services in an effort to better match patterns in their customer's lives is on the rise. This technology creates a new channel through which banks can provide the convenience of anytime, anywhere banking to their customers. Approximately 3,500 financial institutions around the globe are currently live with some type of mobile banking offering (Figure 1). For most, the first phase of their mobile strategy was a consumer offering. Over the last year, several of these institutions began their second phase by offering similar capabilities to small-business customers. From a functionality standpoint, many of those small-business offerings closely mirror those offered to consumers.

Figure 1: Global Mobile Banking Adoption



Source: Aite Group / Vendor Data

To date, only a handful of financial institutions are live with corporate mobile banking offerings, a customer segment whose value proposition often differs from their consumer and small-business counterparts. As will be discussed in the next section of this paper, corporate treasurers require additional capabilities that have caused mobile banking technologies to evolve beyond the balance-inquiry and money-transfer functionalities offered to consumers and small businesses. In the United States, corporate mobile offerings have been primarily limited to the largest institutions (i.e., Bank of America, Wells Fargo, J.P. Morgan, Citigroup, and RBS) many of which run homegrown applications. Far more are in development or have plans to roll out their offerings over the next 12 to 18 months (Figure 2). Mobile corporate banking is therefore in its infancy, and a first-mover advantage exists for any institution launching an initiative capable of addressing this unmet market need.

Figure 2: Corporate Mobile Deployments at U.S. Banks**Corporate Mobile-Initiative Progress at Midsize and Large U.S. Corporate Banks, Year-End 2011**

Source: Aite Group

A Q1 2011 Aite Group survey of global bank CIOs and IT executives found that 25% plan to increase their investment in business/corporate mobile banking technology over the next two years, while 50% in North America plan to do so.¹ Further, Aite Group forecasts that 40% of the 100 largest U.S. banks will roll out corporate mobile banking by the end of 2012. Many of these institutions will select solutions offered by their cash management technology providers.

Figure 3: Forecasted Corporate Mobile Banking Rollouts, Year-End 2012**Estimated Corporate Mobile Product Rollouts by Top 100 U.S. Banks, Year-End 2012**

Source: Aite Group

1. Aite Group report, [Bank IT Priorities: Comparing North America, Europe, and the Asia-Pacific](#), June 2011

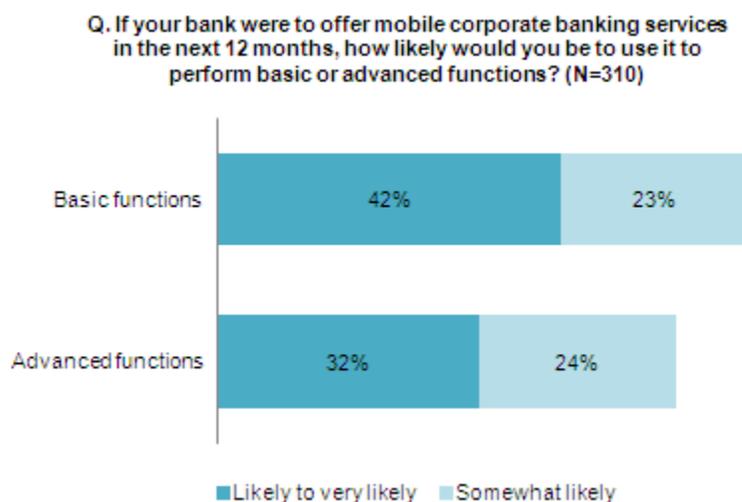
DRIVERS FOR CORPORATE MOBILE BANKING DEPLOYMENTS

There are several factors driving banks to roll out mobile banking to their corporate customer base. This section highlights some of the key drivers: demand from corporate treasurers, enhancement of the customer experience, the ability to accelerate fee-generating activities, and the potential for fee-based revenue.

DEMAND FROM CORPORATE TREASURERS

Corporate treasurers want the convenience of mobile banking. An October 2010 Aite Group survey found that approximately two-thirds of global corporate treasurers would be at least “somewhat likely” to use mobile corporate banking services to perform basic transactions (e.g., checking balances, transferring funds) over the next 12 months if their bank offered it; 42% of survey participants described themselves as “likely” or “very likely” to do so.² Additionally, 56% of survey participants expressed interest in performing more advanced functions; examples of such functions include approving transactions (such as wires and the release of payroll batches) and initiating payments (Figure 4).

Figure 4: Business Willingness to Perform Basic and Advanced Mobile Functions



Source: Aite Group/Fundtech survey of treasury executives worldwide, October 2010

AN ENHANCED CUSTOMER EXPERIENCE

Customer satisfaction levels dropped during the financial crisis and have remained low. While the role of corporate treasurers has become more strategic and global, bank offerings have not evolved quickly enough to address new demands. Corporate treasurers need easy access to a real-time or near-real-time consolidated global view of their cash positions, and require more analytical tools in order to effectively perform new responsibilities. In addition, corporate treasurers and managers are often on the road today, and technology must evolve to ensure the

2. This survey was sponsored by Fundtech Corporation

productivity of those individuals remains high. Many banks are addressing these needs through next-generation corporate online portals and mobile offerings that provide fast access to information and eliminate delays resulting from time spent outside the office.

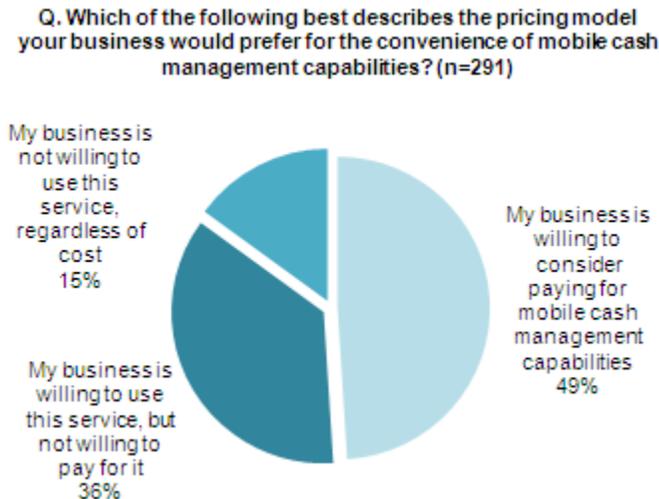
ABILITY TO ACCELERATE FEE-GENERATING ACTIVITIES

Corporate transactions often require multiple levels of approval, and can experience delays in completion if anyone within the necessary chain of command is out of the office or away from their desk. Many of these transactions generate fee-based revenue for banks. Corporate mobile banking helps to eliminate delays in processing, and therefore results in accelerated fee-generating activities for the bank.

POTENTIAL FOR FEE-BASED REVENUE

In addition to accelerating receipt of fee revenue, corporate mobile offerings in and of themselves have the potential to create a new stream of revenue for banks. Most mobile offerings are offered free of charge, and banks may be selling themselves short. Corporate treasurers recognize the value of mobile access—approximately 49% would be willing to pay for it (Figure 5). Generating revenue for mobile offerings will require a shift in mindset: Financial institutions must stop viewing the service as an extension of the online offering, and instead view it as an important service that can be bundled as part of a corporate offering .

Figure 5: Business Willingness to Perform Basic and Advanced Mobile Functions



Source: Aite Group/Fundtech survey of treasury executives worldwide, October 2010

THE STATE OF CORPORATE MOBILE TECHNOLOGY

This section highlights the interface, security, usability, and functionality requirements for corporate mobile banking offerings. It will also examine how mobile technology has evolved and discuss the direction in which it will continue to evolve over the coming months.

The diversity of handheld devices presents a clear challenge for banks looking to optimize delivery of services across channels and specific customer segments such as corporate customers. When planning their mobile strategy and rollout, financial institutions are often faced with having to choose from three different platforms or modes to access mobile banking: short message service (SMS) text banking, mobile Web, and rich-client application. Each technology solution comes with its advantages and challenges. Today, most mobile banking offerings offer the so-called “triple play,” which combines all three access modes so banks and their customers can pick and choose the services that best fit their needs.

ACCESS MODES AND END-USER PREFERENCES

- **SMS text banking** enables virtually anyone with a cell phone to conduct many basic banking transactions. The SMS messages are best suited for simple transactions, like checking an account balance, because they typically rely on the user having to enter codes in order to receive the information requested, and because messages are limited to 160 characters. SMS text banking is often attractive to younger consumers.
- **Mobile Web**, delivered via Wireless Application Protocol (WAP) or rich mobile browser, uses the browser of the phone and essentially shrinks the experience a user would have using online banking on their computer. The user experience tends to vary greatly depending on the mobile device. Mobile Web is typically the easiest solution to implement, offers broad functionality, and is very consistent with Internet banking for customers.
- **Rich-client application**, also called “downloadable application” or “mobile app,” streamlines the online experience and is tailored to a specific mobile device. Today’s most commonly supported devices are the Apple iPhone, Google’s Android, BlackBerry, and Windows mobile. The banking application is downloaded through a secure and authenticated process to the mobile device. Once downloaded, the mobile application provides an optimal user experience. Smartphone users tend to prefer a rich-client application.

DELIVERY OF RICH-CLIENT APPLICATIONS

Given the growing prevalence of application stores such as Apple’s App Store, RIM’s BlackBerry App World or Google’s Android Marketplace, banks must give great consideration to the optimal distribution strategy for mobile banking applications, especially when delivering corporate mobile banking solutions.

Aite Group believes that corporate mobile banking is best used via rich-client application for the following reasons:

- **Best user experience:** Once downloaded, the mobile application provides an optimal and high-quality user experience due to the full control of user interface, screens, phone functions, and timing of server connectivity. The user experience can be delivered consistently for multiple devices.
- **Highest security:** A key component for corporate treasurers, the rich-client application provides the highest levels of security and authenticity for mobile banking users. Additional security requirements are detailed in the section below.
- **Native phone functions support:** The rich-client application allows the user to leverage the native components of the phone, such as location-based services using the GPS, or capture-based features (e.g., remote deposit capture) using the phone's camera. This support allows for broader functionalities and more complex transactions.
- **Highest transaction speed:** The rich-client application requires very little data usage since only transactional information is exchanged between the mobile device and server-based components. This improves transaction speed and reduces mobile data costs for end users.

SECURITY REQUIREMENTS

Lowering the risks associated with giving corporate mobile users access to banking, payment, and enterprise information is high on the agenda for many organizations. Understanding those security risks and implementing the highest levels of security into mobile offerings through a broad range of measures is critical to the success and adoption of the product. In fact, 43% of corporate treasurers that responded to Aite Group's October 2010 survey say they will not bank via a mobile device due to concerns about security.

THE MOBILE PHONE, A KNOWN DEVICE

The key differentiator between the mobile channel and other self-service channels, such as the Internet, is the concept of "known device." Device identification is a key part of the mobile security because it is the second factor of the two-factor security model. In the context of rich-client applications security, the application has the capability for local storage and the data processing. This allows for the support of security features in addition to those supplied natively by the phone. For example, each instance of a downloaded application should have its own unique ID, allowing validation of server requests and detection of potential spoofing activities.

SUPPORT FOR STRONG AUTHENTICATION/MULTI-FACTOR AUTHENTICATION

Because a dedicated ID is being delivered with each application download, the rich-client application inherently delivers multi-factor authentication. It is recommended that the mobile solution be integrated into the bank's existing multi-factor authentication infrastructure. Examples of other strong authentication measures include hardware and software tokens.

DEVICE FINGERPRINTING

A device fingerprinting process further augments security capabilities by dynamically capturing mobile-specific elements such as mobile carrier, device type and mobile phone number. These elements are then used to determine which transactions may be allowed, providing a higher level of certainty for financial institutions and users alike, especially when dealing with high-dollar transactions.

SSL ENCRYPTION

The primary option for encryption of rich-client applications is SSL. SSL is supported by all smartphones and provides a proven, industry standard security protocol for the transport of data from the phone to the bank's internal servers.

NO PRIVATE DATA

No private data shall be stored locally within the application, and all sensitive information held in memory, such as passwords and encryption keys, shall be overwritten by the application itself.

USABILITY

A rich-client application has the ability to deliver the highest-quality user experience; its absence can deliver end users a poor branding and navigation experience, or even reduce its perceived security. Designing for mobile is different than designing for the Internet. Designing for mobile is not just about designing for a smaller screen, and is different than designing websites or online applications. These differences are multiplying rapidly as mobile devices with additional functionality and unique hardware considerations enter the market. When designing for the Internet, the hardware the application will be viewed on is taken for granted; users will not pick up, tilt, or touch monitors or laptops.

In order to augment the value of the mobile banking experience for the user, whether they are consumers or corporate treasurers, mobile designers must meet the following usability principles.

DYNAMIC RENDERING

The rich-client application needs to dynamically understand the capabilities of the mobile device used, and automatically choose the presentation screens and end-user functions that can be effectively rendered on that specific device. It also needs to generate specific screens, scrolling functionality, functions, and buttons in order to create an optimal user experience.

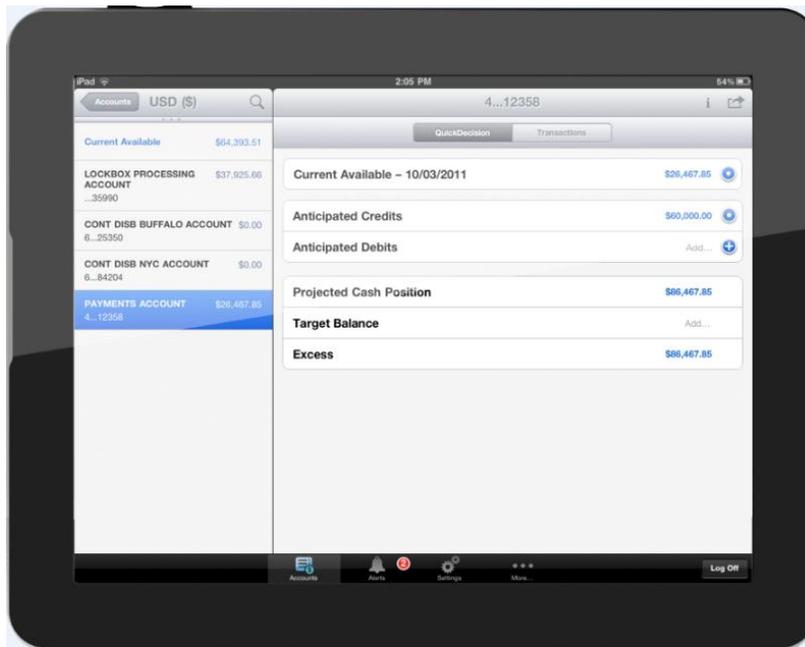
EXPLOITING NATIVE PHONE FUNCTIONS

Many interaction points directly influence mobile-design considerations. These include gesture detection (pinching, flicking, dragging, etc.); touch detection (allowing for direct interaction with content); on-screen, software, or physical keyboard; location-awareness information and feedback; and camera utilization.

DEVICE-SPECIFIC USER EXPERIENCE

The challenge is to create designs that are true to the user, to the brand, and to the task at hand. For a mobile corporate banking application, that means using standard controls and delivering an interface that is purely utilitarian. Guidelines, such as Apple's standard User Interface Guidelines, define graphical standards and usage patterns for the default user interface elements and should be followed. Figure 6 illustrates a tablet format used by J.P. Morgan.

Figure 6: Sample Tablet Offering



Source: J.P. Morgan ACCESS Mobile for iPad

FEATURE/FUNCTIONALITY REQUIREMENTS

While a corporate mobile banking offering should enable an end-user to perform many of the same transactions as those available on the bank's online site, the way in which information must be presented on a mobile device is quite different. Additionally, beyond those usability and security characteristics just described, there are six key capabilities that all corporate mobile banking offerings should include to meet customer expectations: cash position snapshot, consolidated global multi-bank reporting, account transfers, approvals, alerts, and positive pay decisioning.

CASH POSITION SNAPSHOT

Checking account balances and/or determining cash positions are the most frequently performed transaction by corporate treasurers on their bank's online portal. The same is likely to be true for the mobile device. As such, users should be able to log into the bank's corporate mobile banking application and be able to view a quick snapshot of their cash position across all asset classes. The user should be able to specify the accounts to be included and be able to drill down through a single click to see specific details of each account, such as account balance and recent transactions. Account "nicknames" established through the online portal, as well as entitlements assigned to each user, should also carry through to the mobile offering.

CONSOLIDATED GLOBAL MULTI-BANK REPORTING

Aite Group estimates that approximately 51% of large corporations generating more than US\$1 million in annual revenue have more than 20 banking relationships around the globe. Even smaller businesses often have multiple relationships and therefore require multi-bank reporting capabilities. The information presented to a corporate treasurer should therefore be consolidated and represent account information across bank relationships. The user should also be able to view account balances by currency or any other groupings selected or created. Finally, data should be across asset classes and include investment accounts.

ACCOUNT TRANSFERS

Corporate users should easily be able to transfer funds between accounts via their mobile device. In doing so, the user should quickly be able to see balances available for transfer as well as information for the account into which the funds are being transferred.

APPROVALS

While corporate treasurers are most likely to use mobile devices to quickly view account balances and cash positions, as described earlier, 56% of treasurers would also like the ability to approve transactions such as wires and Automated Clearing House (ACH) batches. The ability to do so will prevent productivity delays for the corporation. Interestingly, many institutions are split in their opinion of whether or not to allow users to initiate payments via the mobile channel. While they see approvals as a "must-have" feature for their roadmap, many see payment initiation as a security risk.

ALERTS

Alerts, especially for pending transactions, are critical for both debit and credit transactions, and are a feature that corporations have grown used to seeing in the online channel; they expect alerts to carry through to mobile. All alerts created for the online channel should also be available for mobile.

POSITIVE PAY DECISIONING

Positive pay is a fraud prevention service that flags potentially fraudulent checks before payments are processed and presents check images to corporations for review. Corporations

should be able to view check images on their mobile device as well as make pay or no-pay decisions.

J.P. MORGAN ACCESS MOBILE

As mentioned previously, the largest global banks have led the charge with corporate mobile banking. This section analyzes the J.P. Morgan Access Mobile offering.

J.P. Morgan ACCESS Mobile is a homegrown corporate mobile application that was launched in July 2011. It is fully integrated with the J.P. Morgan Next Generation ACCESS portal. The bank has offered it to a limited number of customers to date, but will roll it out over the coming months to its entire ACCESS portal customer base of 25,000 customers, many of which have sophisticated online needs. To date, 10% of customers contacted have registered for the mobile service. J.P. Morgan ACCESS Mobile will be available across North and South America and Europe, the Middle East, and Africa. Plans are also in place for a release in Asia.

The ACCESS mobile development team has an aggressive rollout schedule, with five releases scheduled between July 2011 and year-end 2012. Its initial release focused primarily on what the bank deemed (based on feedback from customers) to be the most critical capabilities that could be brought to market quickly. For example, it enabled users to get global cash balance summaries, a cash position for each account, transaction history details, and alert capabilities, including debit and credit advice information alerts for all types of transactions. It also included multi-currency and multi-bank reporting capabilities.

ANALYSIS

J.P. Morgan ACCESS Mobile offers many of the capabilities that corporations consider “must-haves” for a mobile application. This section analyzes the solution in greater detail against six key evaluation criteria: modes and devices supported, enrollment process, alert functionality, authentication and fraud, navigation and usability, and account information and transaction capabilities.

MODES AND DEVICES SUPPORTED

J.P. Morgan’s approach to device support has been a logical one based on device adoption. The development team has therefore focused first on Android, BlackBerry, and iPhone support, and secondarily on Windows Mobile. BlackBerry touch-screen device support will be rolled out in the November 2011 release, and support for BlackBerry keypad phones will be available at a later date. The November 2011 release will also include iPad and Android tablet applications, making J.P. Morgan one of the first to go live with that application.

ENROLLMENT PROCESS

Easy enrollment for a mobile offering is critical to adoption. Enrollment for J.P. Morgan ACCESS Mobile is more complex than that found in its consumer offering, but it incorporates the necessary steps to mirror corporate processes and ensure the highest levels of security. Similar to other large bank corporate mobile offerings, enrollment for J.P. Morgan ACCESS Mobile requires a two-step registration process with onboarding controlled by the security administrator. Customers are first invited by J.P. Morgan to use the service at the company level. Emails and/or messages sent via the J.P. Morgan ACCESS online portal are sent to the company

security administrator, who then invites others within the organization to register. Security administrators therefore have complete control over the onboarding process, and users are unable to register themselves without an invitation from their administrator. This process adds an additional layer of security. It is obviously appreciated by its customers, as most administrators have allowed only limited usage at their companies. In fact, to date those companies currently registered to use the mobile offering have an average of only 1.8 employees approved.

ALERT FUNCTIONALITY

There were approximately 30 alert options available in the July 2011 release, with several enhancements planned for November 2011. J.P. Morgan ACCESS Mobile includes an alert engine that can deliver messages, allowing users to act on the alerts using the secure, encrypted Web interface. Alert preferences can be configured by users for the various types of alerts:

- **Scheduled alerts:** Scheduled alerts are notifications configured by the user or the bank to run periodically at predetermined times in order to communicate valuable financial information. Scheduled alerts include daily/weekly/monthly cash-position-notification or transaction-deadline reminders.
- **Security and event-based alerts:** Event-based alerts are triggered at the occurrence of an event, such as a password or credential change, within online banking.
- **Threshold alerts:** Threshold-based alerts are typically triggered when an account or transaction goes above or below a predetermined amount. This might include account balances, aggregated transactions, and individual transactions as a result of incoming or outgoing financial transactions.

One alert type that is currently missing from the J.P. Morgan ACCESS Mobile offering but which is currently scheduled for a future release is actionable alerts. Actionable alerts enable users to take action or instruct the bank to take action on their behalf. For example, users receiving a low-balance notification would immediately be able to initiate a transfer of funds to their low-balance account from another source of funds, or a suspicious-transaction notification would allow the user to make a pay or no-pay decision. Actionable alerts should leverage all mobile access modes, for example, an SMS prompt where the user responds with an SMS containing one or more keywords, such as “yes,” or a push notification automatically prompting the user to log into their mobile banking application.

AUTHENTICATION AND FRAUD

Ensuring the highest levels of security is essential to the success of any mobile banking offering. J.P. Morgan ACCESS Mobile currently uses an RSA token for authentication. Tokens have become the industry standard for large corporate security, but are often criticized because they require users to carry them around. The J.P. Morgan ACCESS Mobile development team will address this as they further strengthen the offering with voice-pattern recognition that will authenticate users. As a biometric technology, voice-pattern authentication offers greater convenience than tokens and other security methods by allowing users to prove their identity without having to carry a device or remember a password. It is also a natural fit for mobile technology. Other

institutions have discussed the possibility of incorporating biometrics into their corporate mobile offerings, but J.P. Morgan ACCESS Mobile will be one of the first to implement it.

NAVIGATION AND USABILITY

A corporate mobile banking solution must have an intuitive and user-friendly interface. Users must be able to quickly access desired information without navigating through multiple screens. The J.P. Morgan ACCESS Mobile development team has achieved this in several ways:

- When developing the interface, the development team worked closely with the bank's consumer mobile development team. Many of the lessons learned and strategies adopted for the retail solution were carried over to the corporate one. Navigation within the two solutions is therefore similar.
- Developers also closely adhered to the Apple User Interface Guides to provide a familiar iPhone and iPad user experience.
- Developers focused on providing the most critical user information on the login page. As a result, users can quickly see a snapshot summarizing all of their cash accounts upon login; in the future, they will also be able to view investment accounts. Users will also be able to easily group account balances, such as by geography, currency, or any other grouping they choose on the Web, thereby enabling them to quickly view the most relevant data in a way that is customized to their specific needs on J.P. Morgan ACCESS Mobile.
- The solution also offers QuickDecision functionality that significantly enhances the experience for J.P. Morgan ACCESS Mobile customers. This feature, which will be rolled out in the November 2011 release, enables users to manually enter anticipated debits and credits to those already posted to the system for fast decisions and more accurate cash positions, projected balances, and excess funds estimates. This tool allows for simple cash-position management that is not available in many other solutions that provide only static information.

ACCOUNT INFORMATION AND TRANSACTION CAPABILITIES

As discussed in the technology section of this report, it is critical that corporate treasurers be able to perform many of the same transactions through the mobile channel that can be performed online. As outlined in that section, there are six functionalities that are especially important: cash position, multi-bank reporting, account transfers, approvals, alerts, and positive-pay decisioning. J.P. Morgan ACCESS Mobile already offers many of these capabilities, but there are two notable gaps: the ability for users to approve transactions such as wire and ACH batches, and to make pay or no-pay decisions on potential fraudulent checks flagged through the positive pay service.

While J.P. Morgan customers ranked these capabilities as slightly lower priorities than those included in the first release, the development team recognizes their importance to ensure future product success and adoption. These capabilities, as well as stop payments, will be available in upcoming releases. Additionally, the November 2011 release will offer users the ability to set up and execute controlled disbursement reporting, view check images, and perform easy searches

for accounts and specific transactions. Search capabilities further enhance the user experience and support the mobile value proposition of providing fast access to required information.

A strength of the offering worth noting is the depth of information provided through the mobile channel. J.P. Morgan ACCESS Mobile offers users not only broad account balance and reporting with strong drill-down capabilities, but also global information beyond that offered by many other solutions. As mentioned previously, the solution offers global multi-bank information with strong multi-currency capabilities that enable users to view and/or group account balances as preferred by the user, such as by currency or region. Multilingual capabilities (Spanish, Japanese, and two dialects of Chinese) will also be available in the near future.

NEXT STEPS

J.P. Morgan ACCESS Mobile has seen great success to date and has enjoyed about a 10% adoption rate among those customers invited to use the service. The bank expects to see consistent adoption, at least in the short-term, as it continues to make mobile banking available to its customer base. Help-desk requests have been minimal, a testament to the usability of the application. Additionally, the majority of registered devices have been Apple iPhones, but the number of BlackBerry users are likely to increase when support for BlackBerry touch screen devices become available in November 2011.

Several enhancements will be made to the application over the coming months. The planned enhancements, many already mentioned throughout this analysis, include liquidity capabilities (investment account integration as well as investment initiation), approvals for wires, ACH and stop payments, positive pay, add a check issue, mobile capture, multilingual capabilities, and voice-pattern authentication. These planned enhancements align well with corporate treasury needs, and promise to further improve the already strong customer experience once implemented.

CONCLUSION

As the role of the corporate treasurer continues to evolve and become more strategic, it is essential that bank products keep pace to ensure customer needs are met. Mobile banking is about more than simply keeping up with the Joneses—it is about matching patterns in people's lives and servicing customers efficiently and through multiple channels. In today's global economy, where corporate treasurers and managers are often on the road, technology must evolve to ensure the productivity of those individuals remains high despite time spent out of the office.

While only a handful of banks around the globe offer corporate mobile banking, industry leaders such as J.P. Morgan Chase continue to raise the bar for what customers expect from their banks through the mobile channel. Additionally, it is essential that corporate customers continue to urge their banking partners to move forward with planned initiatives. Corporate mobile banking must be viewed as more than an extension of the online channel; mobile banking has the potential to be a game-changer for the financial services industry. Aite Group therefore makes the following recommendations to corporate treasurers considering using their bank's corporate mobile offering:

- **Work with your financial institution** partners to give them a better understanding of the challenges you face and how your organization will be using the mobile channel. The better they understand your needs, the better they can address them via future enhancements.
- **Ask questions about mobile security** to ensure a greater comfort level with the technology. Fear is often the result of a lack of information. Urge your financial institution to host webinars on mobile security and to provide information on their website.
- **Push your bank partner to continue improving usability** of mobile offerings to match the user interfaces of retailers and others leading the curve with mobile technology. Also push for new functionalities that continue to improve your overall mobile experience and allow you to access information that is most critical to you and your organization.

ABOUT AITE GROUP

Aite Group is an independent research and advisory firm focused on business, technology, and regulatory issues and their impact on the financial services industry. With expertise in banking, payments, securities & investments, and insurance, Aite Group's analysts deliver comprehensive, actionable advice to key market participants in financial services. Headquartered in Boston with a presence in Chicago, New York, San Francisco, London, and Milan, Aite Group works with its clients as a partner, advisor, and catalyst, challenging their basic assumptions and ensuring they remain at the forefront of industry trends.

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