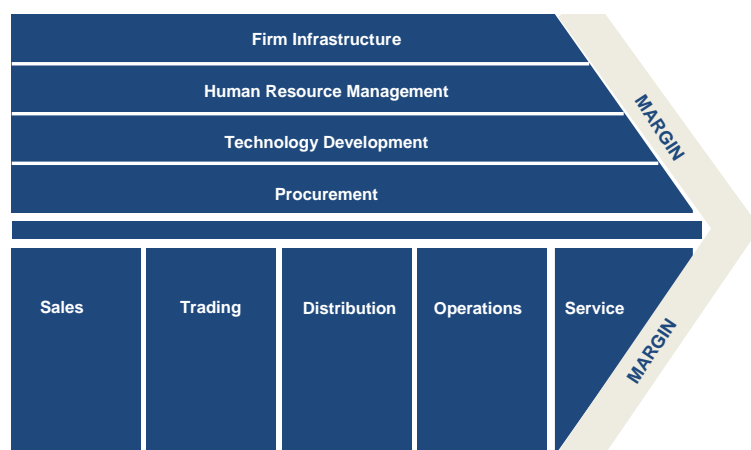


*Business management is changing, and we are seeing signs of a 'new breed' of COO emerging in the post-crisis world.*

For some years, banks have been talking about an 'End-to-End Vision', stressing the importance of managing processing costs, the need for an effective and integrated control framework and an holistic approach to client service.

However, at many banks this is still some way off. The end-to-end vision has taken a back seat to the drive for new products and financial innovation that characterised the boom years.



*Is a banking approach to Porter's Value Chain more relevant than ever?*

Post the market dislocation, banks' senior management have been forced to review their businesses from front to back. Far greater focus is being given to the control environment, processing efficiencies and STP. Now, when people talk about 'cost to serve', they are thinking about on-boarding and processing costs, as well as sales costs.

## The COO Survey

Investance is a global consultancy, focused on the financial industry. Our services include research, where we combine our deep industry knowledge with strong analysis to deliver industry insight for our clients.

The COO survey will test the hypothesis that the changed industry landscape is demanding a new set of skills and priorities for the business manager or COO – someone who is as comfortable with payment systems as with basis points.

We will examine whether the new-found front-to-back focus is translating into reality. We will understand the challenges to achieving this integrated vision and we will focus on some of the specific themes, such as cost-to-serve, control and STP.

## Why participate?

As a survey participant, we will need an hour of your time for an interview. In return, we will present to you a summary of our findings and conclusions. Previous research we have carried out has been very well received, for example our current global Product Control Survey, which includes participation from 15+ banks.

## Confidentiality

We take enormous care to protect client confidentiality in our research, and will ensure that any findings cannot be linked back to individual participants or institutions.