



FUTURE STUDIES

The Future of the Public Sector (Lending & Related, Cash management, Investment)

Using a modified Delphi technique, this formative opinion leader study was designed to identify trends in the public sector over the next 5-7 years and how they would affect the banking services that the sector needs. Opinion leaders from five public sectors were interviewed: health, colleges & universities, boards of education, municipalities and higher level government. Forces at work in the sectors proved to be similar and four stages in development could be predicted. We identified indicators of stage, as well as the appropriate products in seven product lines that should be developed and promoted at each stage.

Financial Planner of the Future (Education, Regulation)

This study had three components. It began with a set of opinion leader interviews that examined how consumer needs for financial planning would change over the next five years, as well as changes in the work itself. We also identified the type and amount of learning of different topics that it would take to prepare a financial planner in this changing environment. The ideal identified by opinion leaders was compared to current course offerings to identify remediation needs. This was balanced with a content analysis that identified consumer issues based on the books and magazines they read. Ultimately, the results of this study formed the basis for a later study that set the criteria for licensing financial planners.

Electronic Bill Presentment – Issuer Acceptance (Cash management)

Interviews with the largest volume issuers of consumer bills focused on the value of a system for presenting their bills to their clients. Opinion leaders discussed desirable features, issues of client control and payment mechanisms. Overall, there was acceptance of electronic bill presentment on the part of issuers, although most recognized that getting consumers to use these functions would be a long and difficult effort until convenience and critical mass is achieved.

Stockbroker of the Future (Education)

This study began with a set of opinion leader interviews that examined how demands for investment advice would change over the next five years, as well as changes in the work environment itself. We also identified the type and amount of learning of different topics that it would take to prepare an investment advisor in this changing environment.

Evolving Needs of US Travel Agencies (Unclassified)

In the highly competitive travel market, Uniglobe USA aimed to find the "sweet spot" for business growth over the next 3-5 years. An exhaustive study found some bright spots in an otherwise gloomy travel agency market. The research identified the travel agencies that can be best assisted by a growth-oriented franchise like Uniglobe, as well as identifying the products and services that Uniglobe needs to develop and offer to meet the growth needs of its target travel agencies.

Emerging Standards for Securities Licensure (Regulation)

Banks often comment that competitors are "giving the business away". To investigate this claim, we interviewed several competing banks about how they arrived at their pricing structure and prices. Findings indicated that different philosophies guided pricing and that prices are internally consistent with their philosophies. Differences in pricing were most often guided by the answer to two questions: "Are development costs allocated to all those who will benefit?" and "What proportion of revenue should be used to cover head office costs?".

Developing a Mortgage Brokerage Professional (Education, Regulation)

Opinion leaders from mortgage brokerage firms, educators and regulators support an accreditation program for mortgage brokers. The four E's of professional preparation are increasingly important for mortgage brokers too: Education, Experience, Exams and Ethics. With over one-quarter of first time home buyers using brokers for their new mortgage, this trend is right in line with current regulatory focus on consumer protection.