

evaluating SMB banking technology

A Framework for Confident Decision-Making

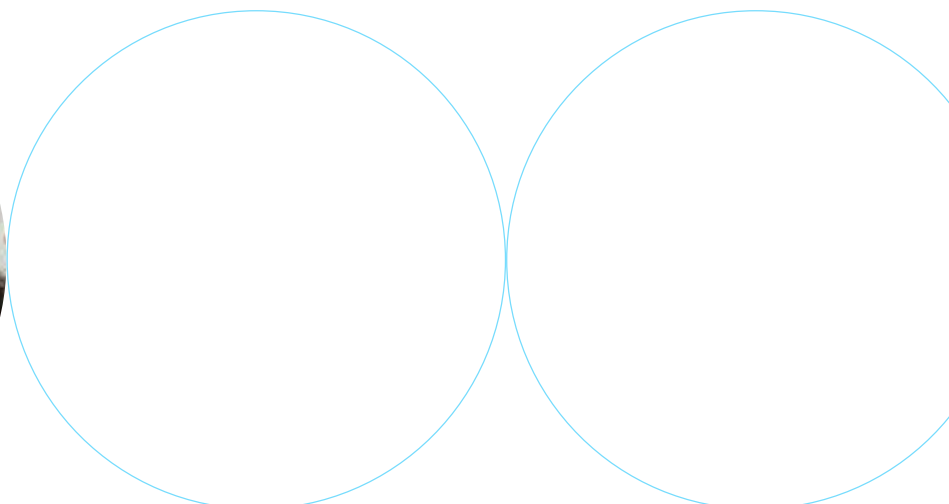
Choosing a business banking solution is too important to leave to feature comparisons alone. Use this framework to define requirements, evaluate tradeoffs, align stakeholders, and build a rigorous selection process that helps you choose the right solution with confidence.

a rigorous requirements building framework

Your commercial accountholders want intuitive digital experiences, seamless money movement, stronger controls, and tools that help them manage their businesses more efficiently. To meet those expectations, your institution needs more than a list of features. You need a clear understanding of the business outcomes you want to achieve and the capabilities required to deliver them.



Define requirements, evaluate tradeoffs, align stakeholders, and build a rigorous selection process that helps you choose the right solution with confidence.



This framework helps you define, prioritize, and evaluate the requirements that matter most when selecting a modern business banking solution. Whether your goals include attracting new business relationships, deepening existing ones, increasing digital adoption, improving operational efficiency, or supporting long-term growth, this framework can help you create a structured approach to decision-making.

Use the sections that follow to identify priorities, align stakeholders, establish evaluation criteria, and build a stronger foundation for selecting a business banking solution that supports both your accountholders and your institution's strategic objectives.

1. define the challenges

Successful evaluations begin with business needs, not feature checklists. Define the friction affecting accountholders and employees, the outcomes you want, and whether current technology can support growth.

Questions to Consider

- What business banking challenges are creating the greatest impact today?
- Where do business accountholders experience friction?
- What opportunities are we missing because of current limitations?
- What risks emerge if we maintain the status quo?



An Eye for the Future

The greatest modernization risk isn't choosing the wrong solution. It's defining the challenge too narrowly. As business expectations continue to rise, your institution needs a solution that supports growth, efficiency, security, and relationship expansion simultaneously.

Keeping [Banno Business™](#) top of mind during the challenge-definition phase can help you evaluate opportunities through the lens of future growth, ensuring today's technology decisions don't limit tomorrow's business banking strategy.

Defining the Challenge Checklist

Before you move forward, assess your current environment across the most common drivers of business banking modernization.

Check all that apply:

Growth and Competitiveness

- ☐ We struggle to attract new business relationships.
- ☐ Competitors regularly win opportunities because of their digital capabilities.
- ☐ We are losing deposits to larger institutions or fintech competitors.

Accountholder Experience

- ☐ Business accountholders find onboarding cumbersome.
- ☐ Business accountholders lack the ability to take cards and other types of payments.
- ☐ Payment workflows create frustration.
- ☐ Mobile capabilities fall short of expectations.
- ☐ Accountholders struggle to easily move funds between internal and external accounts.
- ☐ Accountholders request capabilities we cannot provide.
- ☐ Accountholders frustrated with lack of invoicing and payments integration.

Operational Efficiency

- ☐ Employees spend significant time supporting routine service requests.
- ☐ Payment exception handling consumes excessive resources.
- ☐ Multiple systems create operational complexity.
- ☐ Onboarding businesses requires too many manual steps.

Risk and Security

- ☐ Current controls create unnecessary operational burden.
- ☐ Fraud concerns have increased.
- ☐ Audit preparation requires significant manual effort.
- ☐ Existing controls may not scale with growth.

Strategic Readiness

- ☐ Our current technology limits future growth initiatives.
- ☐ We need greater flexibility to introduce new services.
- ☐ Our technology roadmap depends on capabilities we do not currently have.

Document Your Challenge Statement

Before moving to the next phase, summarize your findings in a concise challenge statement. Your statement should clearly answer five questions:

Current State	What challenges exist today?
Business Impact	How do those challenges affect the institution?
Root Causes	What factors create those challenges?
Future State	What experience are you trying to create?
Success Definition	What measurable outcomes do you expect to achieve over the next 24 to 36 months?

2. identify your desired business outcomes

Connect strategic goals to solution capabilities by defining what success looks like before setting requirements.

Priorities may include relationship and deposit growth, payment activity, digital adoption, retention, operational efficiency, security, and scalability. Clear outcomes make requirements easier to rank and solutions easier to compare.

Questions to Consider

- How will we measure success one year after implementation?
- Which business metrics matter most?
- What strategic objectives should this investment support?
- What outcomes would generate the strongest return for our institution?
- Your modernization strategy should support:
 - » Business relationships and deposits
 - » Payment activity and digital adoption
 - » Accountholder retention
 - » Operational efficiency and risk reduction
 - » Competitive positioning and future growth



Why Keep Banno Business in Focus?

Banno Business aligns technology investments with priority outcomes.

Its digital experiences, payments, administrative controls, and scalable tools can support relationship growth, deposits, engagement, security, efficiency, and future expansion.

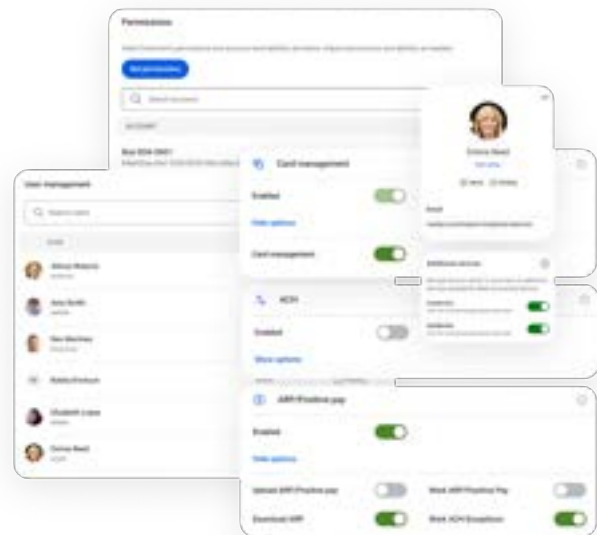
3. build requirements that support better decisions

Define the capabilities, performance, controls, integrations, security, and user experiences essential to your institution. Prioritize them by business impact (not feature volume) and classify each as essential, important, or desirable.

For relationship growth and engagement, priorities might include user management, payments, secure communications, dual approvals, invoicing, and scalable workflows. Efficiency- or security-led strategies may require a different mix.

Questions to Consider

- Which requirements directly support our strategic goals?
- Which capabilities would create the greatest value for accountholders?
- Which requirements are mandatory?
- Which requirements would be helpful but not essential?



Banno Business: Turning Requirements into Results

Connect payments, user management, approvals, fraud controls, reporting, and self-service to outcomes such as deposit growth, efficiency, and retention. Banno Business illustrates how requirements can translate into measurable value.

4. establish evaluation criteria

Establish weighted criteria before engaging vendors so stakeholders assess every solution against the same priorities, use cases, and outcomes.

Score more than functionality. Include user experience, security, administration, scalability, integrations, implementation effort, vendor support, and long-term strategic fit.

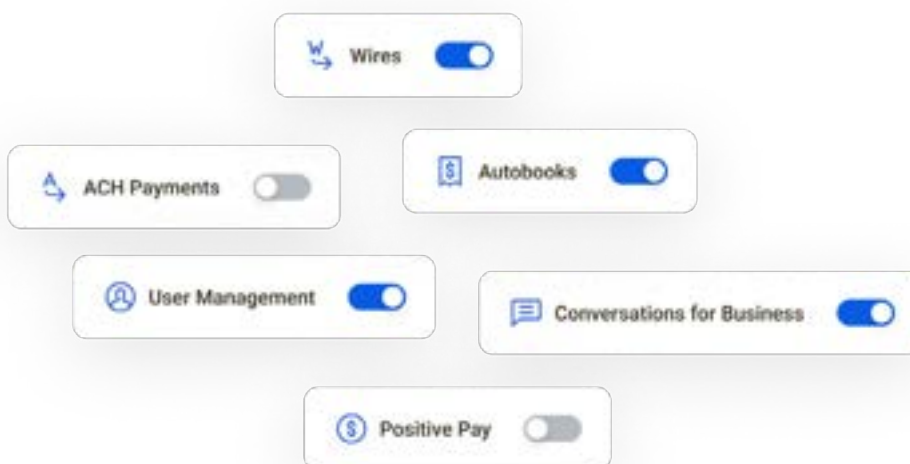
Questions to Consider

- What criteria will determine success?
- Which capabilities deserve the greatest weighting?
- How will we compare competing solutions consistently?
- Which evaluation categories are most important to our long-term strategy?



A Solution Worth Measuring Against

Measure each option across user experience, payments, security, administration, scalability, and strategic fit. Banno Business offers a useful benchmark for connecting these categories to growth, efficiency, engagement, risk management, and innovation.



5. outline solution-level requirements

No solution excels in every category. Balance functionality, implementation effort, scalability, user experience, cost, and strategic value to find the best fit for your priorities and future needs.

Document tradeoffs in functionality, timelines, processes, resources, integrations, and cost. Favor a solution that can grow with accountholders and support new services without another major transformation.

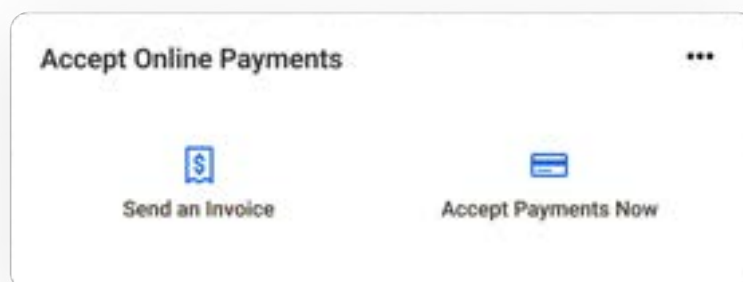
Questions to Consider

- Will this solution support future growth objectives?
- What implementation or operational tradeoffs should we expect?
- How well does this fit our broader technology strategy?
- How easily can the solution support new products, services, and payment types in the future?
- Does the solution provide the flexibility needed to support businesses of different sizes and complexity?



Built for What Comes Next

Banno Business combines scalable digital banking, payments, administration, security, and workflows for businesses of varying complexity. Evaluate whether each option can adapt to changing expectations and support growth without another major transformation.



6. align stakeholders around a common vision

Business banking technology affects teams across the institution. Involve business and digital banking, operations, technology, treasury, compliance, risk, support, and executive leaders early so they agree on the problem, outcomes, criteria, and success measures before vendor engagement.

Questions to Consider

- Which teams will be affected by this decision?
- Who owns the accountholder experience?
- Who owns implementation and ongoing administration?
- Which stakeholders must approve funding or provide executive sponsorship?
- What concerns or priorities must each stakeholder group address?



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Why Banno Business Resonates Across Stakeholders

Banno Business supports shared goals across growth, servicing, controls, and digital experience, giving stakeholders a common foundation for consensus and modernization.

7. build the business case

A strong business case connects technology capabilities to measurable outcomes such as growth, efficiency, risk reduction, competitive positioning, and long-term value.

Capability	Potential Business Outcome
Improved user administration	Reduced support requests and servicing costs
Enhanced payment capabilities	Increased payment activity
Streamlined onboarding	Faster business acquisition and greater satisfaction
Mobile business banking	Improved engagement and retention
Positive Pay and fraud controls	Reduced risk exposure
Self-service tools	Improved efficiency and accountholder experience
Reporting and analytics	Better accountholder insights and treasury growth

Areas to Evaluate

- Relationship, deposit, and payment growth
- Digital adoption and accountholder retention
- Lower servicing effort and risk exposure



Why Banno Business Strengthens the Business Case

Banno Business connects modernization to relationship and deposit growth, payment adoption, efficiency, and retention. That link between revenue and servicing outcomes can strengthen executive support, funding justification, and success metrics.

8. move forward with confidence

Use this framework to define the problem, align stakeholders, prioritize requirements, compare solutions consistently, and build a measurable business case.

By the end of this exercise, you should have:

- A documented problem and clear business objectives
- Prioritized requirements and stakeholder alignment
- Defined evaluation criteria and a measurable business case
- A structured RFP and greater decision confidence



see what's possible

Speak with a member of our digital experience team to [learn more](#) about Banno Business and how it can help you meet your business banking goals.

For more information about Jack Henry, visit jackhenry.com.