



# The fintech operating environment: A banking perspective

Strategies for scalable, sustainable operations

J.P.Morgan

# Executive summary

The most successful fintechs understand what their competitors miss: Operational excellence isn't the enemy of innovation—it's what makes innovation scalable and sustainable.

Every fintech faces similar strategic tension. Build fast and worry about operations later or invest in infrastructure that might slow initial growth but enables long-term scaling. The financial technology companies that, successfully resolve this tension don't just survive through market shifts, they shift the market themselves.

The operational choices your company makes today determine the strategic opportunities you can pursue tomorrow. We've gathered frameworks for making those choices from a position of strength.



**Key insight:** The operational architecture of your company can accelerate your strategic initiatives or constrain them.



**Matt Fong**

Managing Director  
National Head of Embedded Finance  
Treasury & Payments Sales  
J.P. Morgan

## Contributors:

### **Yoon Choi**

Executive Director  
Senior Treasury Management Officer  
J.P. Morgan

### **Adrian Reed**

Executive Director  
Senior Treasury Management Officer  
J.P. Morgan

# Contents

## **The reconciliation reality**

Why getting this right unlocks the rest

## **Cross-border complexity**

The hidden costs of global expansion

## **Everything, everywhere, right away**

Implementing alternative and local payment methods  
to meet real-time expectations

## **Commitment issues: Assessing the FI ecosystem for fintech**

When your bank becomes your competitive advantage