Preface

This book will explore issues critical for success in providing e-banking. The aim is to assist organizations in utilising the opportunities offered by this relatively new set of technologies. This book largely restricts itself to the organizational view of the problem, and is therefore primarily focused on organizational internal factors. External factors, such as the political or economical environment in which an organization operates, are well covered in other publications and will not be repeated in detail here.

It is not intended that the book should replace texts on existing management practices in its focused field, but rather that it be used as a complement to them. The main target audiences include undergraduate as well as postgraduate students of business administration, general management and technology management as well as practitioners of e-banking. The expected contributions to the academic community include development of a deeper understanding of the issues involved in e-banking as well as practical suggestions on how to tackle these issues. Apart from the introductory chapter, all other chapters are written as independent pieces so readers of this book can choose to consult the part of the book which is most relevant to the problem in hand.

E-banking forces most financial institutions to re-examine their systems and practices and to look for new ways to deliver their services over the Web. To do that effectively they seek to improve work flow, reduce paper work, provide online document imaging for users and create industry wide standards in order to improve cost efficiencies and profitability. This leads to many technical, managerial and strategic issues. Chapters I, II, and III present an overview of these issues, which will be covered in greater depth in subsequent chapters.

E-banking related technical issues may include developing an infrastructure to ensure 24-hour availability, integrating backend, front end and other supporting tools to create a seamless experience for the customer, and collection/analysis of data which enables the provision of timely information to the management for effective decision making. These issues are covered in chapters IV, VII and VIII.

Managerial issues include maximizing the generation of Internet revenue and differentiating a bank’s services and products from other banks. Banks may fail if
they are thinking only of providing low cost transactions. Re-organizing teams, departments or even the whole organization may also come into management’s remit. Managing e-commerce projects, employing new ways of product development, marketing and selling to satisfy the needs of increasingly sophisticated customers are some of the key management challenges as well as complying with national, regional (such as European Union) and international regulations. These issues are covered in Chapters V, VI, VII, VIII, IX X and XI.

Strategic issues include determining the overall direction of the business, dealing with changes in the market, developing industry wide alliances for products/services development, and re-structuring organizations to cope with new business models. These issues are covered in Chapter VII, VIII, X and XI. Chapter XII is summary of issues and solutions covered in this book.

Problems such as security, dealing with cyber-crimes, threats from new entrants to markets such as Internet only banks or supermarkets are also covered in relevant sections of the text.