Chapter 23
Organizational Change through Information Systems: Metavision–Project Management Model in Internet Banking

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ABSTRACT

The strategic reorientation in the new relational economy has been emphasizing the importance of IS/ICT in organizational adaptation to change. In the banking sector, the centrality of the customer, the new distribution channels availability, the time-to-market reduction has made emerge the need of preparation and management change through coordinated and coherent combination of three vital axes to organizational success: business performance, information management, and information technology supporting. In this domain, the development of new distribution channels for banking products and services are presented as e-revolution challenges in strategic nature of banking activities, forcing it to rethink business models established. In this sense, Metavision, the project management plan, provides a framework to guide the development of a reactive organization and provides a method for driving all the associated change in this chapter.

INTRODUCTION

The contemporary world is a vast interactive system in which organizations permanently seek to achieve a balance between economic, technological and social forces. That need generates turbulence of the organizations environment. The new IT dimensions such as virtuality, ubiquity, and urbanity infiltrating in a silently and “seemingly” harmless way in organizational structures.

The need of continuity in this turbulent environment requires the ability to adjust and develop new models and instruments appropriate to the respective requirements of organizational management. The organizational complexity becomes more evident when companies participate in networks and increase the demands for integration of activities, objectives, strategies, resources, information, systems, technologies, and above all, commitment. The economic requirement need for
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Collaboration and cooperation between stakeholders emphasizing the importance of creating a common platform for the integration of different systems approach (functional, informational, technological, and project management) (Anunciação & Zorrinho, 2006).

Some of the factors that reflect this new economic dynamism are key drivers of current organizational activities and reflect the difficulties of managing organizations: Globalization of business, digital services anywhere and at any time, force mobile and distributed work, new computational tools, outsourcing activities, e-Commerce, automatization of operations, strategic use of ICT for competitive advantages, extension organizations as an organizational model, among others (Benbasat & DeSanctis, 2000).

These key drivers reflect new operating standards for organizations, which are associated with new levels of efficiency and effectiveness. The organizational adaptation does not seem easy. The opportunities offered by innovation, information systems and information technologies have changed the traditional business logic, enabling organizations to experience a broad range of strategic alternatives and organizational forms (Venkatraman & Henderson, 1998). Organizations constitute themselves as links in economic chains that grow, multiply and become increasingly complex. In these chains, technological innovations play an important role because they allow an economic, commercial and informational approach between the different agents. The companies are involved in collaborative networks that influence, constrain and reshape their assets and flows.

The dynamics of flows and different structural position of each company originates and influences competitive asymmetric behavior in networks in which they participate (Gnyawali & Madhavan, 2001) which requires organizational and structural flexibility and high standards in the management of change projects to facilitate rapid adaptation to market.

The competitiveness of any company arises from its ability to build and operate an appropriate mix of resources. This competitive advantage is sustainable when, through a continuous development of existing and creating new organizational resources and competencies, it is possible to obtain an adequate response to changing market conditions (Empson, 2000). In this sense, it is necessary that in the current relational context, organizations adjust management models that enable appropriate responses to market needs. Present a model that enables the alignment of organizational resources and the capabilities this new global culture, in which businesses and consumers communicate and transact products, services and information in a high-speed network, anytime and anywhere, is a challenge for any manager.

**CONTEXT**

Information systems, designed based on the new technologies available today and adopted strategic imperatives, constitute a model of representation of organizations or businesses, conditioning, consciously or unconsciously, the perception of its operation and its objectives (Zorrinho, 1991). Their impacts have expanded well beyond the scope of internal organizations and their management allows significantly stimulate the functioning, organization and strategic development of agents and business.

The possibilities offered by information revolution and the Information systems, based on new technologies, have changed the traditional business logic, enabling organizations to experience a broad range of strategic alternatives and organizational forms (Venkatraman & Henderson, 1998). Today, organizations integrate links of economic chains that grow, multiply and become increasingly complex, and in which technological innovations have played an important role in the viability of an economic, commercial and informa-
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