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*e*finance lab
Frankfurt am Main

EFL quarterly 01|2005

AN E-FINANCE LAB PUBLICATION

- › Industrialisierung von Prozessen als Voraussetzung für sektorübergreifende Vernetzung
- › Drivers and inhibitors for outsourcing financial processes
- › At which point should banks divide between sales and back office in the SME credit business?
- › Bleiben die EU-Beitrittsländer ein profitabler Markt für ausländische Banken?



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IMPRESSUM

Redaktion

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Gestaltung

Novensis Media GmbH & Co. KG
Bad Homburg

1. Ausgabe, 2005

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Printed in Germany

Durchgängige Industrialisierung von Prozessen als Voraussetzung für sektorübergreifende Vernetzung

DAS BEISPIEL DER FINANZPROZESSE

Im Bereich der Industrie hat die integrierte Planung zur Durchführung und Abwicklung der Güter- und Dienstleistungsproduktion eine lange Tradition. Durch Maßnahmen wie z. B. Echtzeit-Fertigung und Vermeidung fehlerhafter Medienbrüche wurden in der Vergangenheit wesentliche Kostenreduktionen erzielt. Beispielsweise hat sich im Automobilssektor die Wertschöpfung der Zulieferer seit 1980 von 62 auf 76 Prozent erhöht, während sich die Wertschöpfung der Hersteller (Fertigungstiefe) von 38 auf 24 Prozent vermindert hat.

Die Optimierung der gesamten Wertschöpfungskette bei den Finanzprozessen ist aber nach einer Studie des e-finance lab (www.efi-

nancelab.com) noch unterentwickelt. So sind zwei von drei der deutschen Top-Tausend-Unternehmen (ohne Banken und Versicherungen) nicht zufrieden mit ihren Finanzprozessen. Hinsichtlich einer Unterstützung der Verfahren durch den Finanzsektor zeigt sich aber, dass die wesentliche Frage des optimalen Mix aus Eigen- und Fremderstellung dort noch in den Kinderschuhen steckt. Fertigungstiefen von 70% und mehr bedeuten bisher ungenutzte Spezialisierungs- und Skalenvorteile. Erste Ansätze des Aufbrechens der Wertschöpfungskette in Form des Outsourcings beziehen sich auf generische Funktionen wie z.B. IT, Finanzen, Personal oder andere zentrale Funktionen. Ein realisiertes Beispiel dafür ist, dass die Deutsche Bank ihren



Dr. Joachim v. Harbou
Präsident
IHK Frankfurt am Main

Rechner- und Netzbetrieb an IBM und ihr Beschaffungs- und Materialwesen an Accenture outgesourct hat.

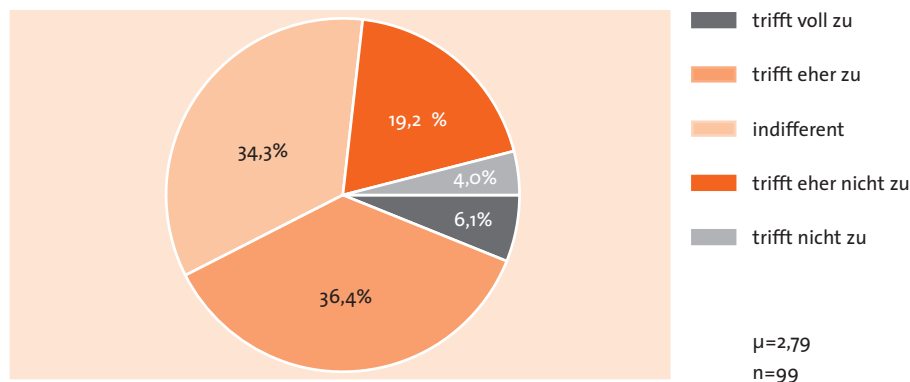
Zur Klärung der Frage einer optimalen Kombination von Eigen- und Fremderstellung sind aber alle Kosten- und Ertragskomponenten auf den Prüfstand zu stellen. Dazu zählen auch die bankspezifischen Funktionen wie Kredit, Produktion, Verwaltung und Abwicklung, Servicing und Post Sale Fulfilment sowie Vertrieb. In einem ersten Schritt sollte ein strategiekonformes Geschäftsmodell entwickelt werden. Grundlage dazu ist die Einschätzung der eigenen erfolgskritischen Fähigkeiten des Unternehmens sowie im Rahmen einer Gap-Analyse die Prüfung der über-, unterlegenen oder nicht vorhandenen Fähigkeiten und welche Relevanz für die Marktpositionierung besteht. Danach können die Fähigkeiten an die Vorgaben des Geschäftsmodells durch Maßnahmen wie z.B. Spin Offs oder Co-Sourcing zur nachhaltigen Effizienzsteigerung in Angriff genommen werden.

Auch die Politik versucht, einen Beitrag zur Effizienzsteigerung zu leisten:

Im Auftrag des Bundeskabinetts plant die KfW-Bankengruppe eine Initiative zur erleichterten Kreditvergabe an den Mittelstand, mit der der Zugang zum Fremdkapitalmarkt erleichtert werden soll. Unter dem Stichwort „Kreditfabrik“ ist dabei ein Katalog mit Volumen und unterschiedlichen Krediten geplant. Nach bisherigen KfW-Plänen soll eine Kreditfabrik nach stark standardisierten Verfahren die Bonität der Kunden prüfen. Die vergebenen Kredite soll eine nachgeordnete Portfoliobank bündeln - und am Kapitalmarkt verkaufen. Der Verkauf der Katalogkredite gegen Provision entbände die Banken von der teuren Kreditprüfung. Allerdings sind wohl von der KfW bisher weder Partner für die Kreditfabrik noch eine Portfoliobank gefunden worden.

Die Prüfung und Umsetzung von Änderungen im Verhältnis von Eigen- zu Fremdproduktion dient nicht nur der Effizienzsteigerung und dem Wachstum des einzelnen Unternehmens. Vielmehr wächst auch die Bedeutung des Finanzplatzes Deutschland mit der zunehmenden Qualität seiner Finanzdienste. Als Ziel muss eine durchgängige Industrialisierung - auch bankspezifischer Prozesse - als Voraussetzung für eine sektorübergreifende Vernetzung angestrebt werden. Gerade dort, wo zwei oder mehrere Sektoren sich kreuzen, also im Wertschöpfungsnetzwerk verbunden sind, verspricht dies besondere Vorteile.

Zufrieden mit der Gestaltung der Financial-Chain



Drivers and inhibitors for outsourcing financial processes – a comparative survey of economies of scale, scope, and skill

INDUSTRIALIZATION TENDENCIES WITHIN THE CREDIT BUSINESS ARE IN PARTS BROADER SOPHISTICATED THAN WITHIN FINANCIAL PROCESSES OF OTHER INDUSTRIES. CREDIT PROCESS MANAGERS OF BANKS ESTIMATE ECONOMIES OF SCALE AND SKILL ACHIEVABLE BY OUTSOURCING TO BE HIGHER THAN CHIEF FINANCIAL OFFICERS OF NON-BANKS DO. FURTHERMORE, ECONOMIES OF SCOPE, WHICH INHIBIT SELECTIVE SOURCING, ARE EVALUATED AS LESS PROBLEMATIC.

DIPL.-KFM. DANIEL BEIMBORN

DIPL.-KFM. JOCHEN FRANKE

Introduction

Global competition requires a continuous quest for efficiency improvements. Outsourcing IT and/or business processes promises to yield efficiency improvements by rearranging the value chain. Focusing on core competencies, outsourcing of non-core parts is frequently proposed.

Cost savings by outsourcing are in general driven by the trade-off between economies of scale, scope, and skill. Based on two empirical surveys in Germany among banks and non-banks, the differences in the perception of economies of scale, scope, and skill between primary and secondary financial processes are shown.

Primary processes, in the literature also known as *core* or *customer processes*, are defined as value creating and customer oriented activities which form a firm's core business, whereas *secondary processes* show a firm-internal and supporting character (*support process*). They enable the core business, e.g. by providing technical, financial, and human resources, without being an original part of the value chain (Griese et al. 2001; Porter et al. 1985). Primary and secondary processes can not be differentiated in general; it depends on the firm's business (Becker et al. 2002); e.g. the process of funding usually is a secondary process in an industrial company while it is one of the core processes of a bank.

Methodology

The results shown in this article are drawn from two empirical studies conducted by the E-Finance Lab. In 2003, the first study ("Financial Chain Study") investigated secondary financial processes in the Financial Chain of German Fortune 1,000 firms (according to their total assets; financial institutions were excluded from this study). The Financial Chain covers financial activities which come along with market transactions, such as pricing, customer qualification, insuring, financing, billing, reclaiming, and paying. A questionnaire incorporating 35 different, mainly closed questions on varying topics (e.g. process analysis, outsourcing) was developed and validated in several pretests to improve comprehensibility and to remove ambiguities. Before mailing the questionnaire,

the addressees (Chief Financial Officers (CFOs)) of this study were identified and contacted to enforce a high response rate and to assure high data quality. After an initial mailing, a follow-up was conducted and the questionnaire was mailed a second time. Furthermore, all addressees lacking response were contacted a second time and asked for participation. Finally, a response ratio of 10.3% had been achieved by 103 analysable questionnaires returned (Skiera et al. 2004).

In 2004 the second study was realized focusing on primary financial processes ("Credit Process Study"). This study focused on banks' credit processes issuing loans for small and medium sized enterprises (SME). A questionnaire consisting of 33 open and closed questions was sent to the 500 largest banks (according

Financial Chain Study (Fortune 1,000)		Credit Process Study (Fortune 500)	
n=103		n=129	
industry	48.5%	savings banks/federal banks („Sparkassen und Landesbanken“)	59.7%
ICT providers	13.6%	cooperative banks („Genossenschaftsbanken“)	30.2%
business services	11.7%	private banks	10.1%
retail	9.7%		
financial services	4.9%		
energy and water supply	4.9%		
construction	2.9%		
other	3.8%		

Table 1: Financial Chain and Credit Process Study, branches and bank types

to their total assets). Special attention was drawn here on assuring the similarity between particular parts of the two questionnaires to enable a comparison of the results. This questionnaire has also been refined in several pretests and interviews with experts. The managers responsible for the banks' credit processes were contacted by phone before receiving the questionnaire, whereas 519 questionnaires were sent in total. A follow-up by resending the questionnaire and a second contact by phone was conducted. 129 analyzable questionnaires were returned, which refers to a response rate of 24.9%.

Related Research

Generally, three interdependent factors play a major role in determining whether an outsourcing arrangement is advantageous or not. These factors refer to economies of scale and skill as driving factors for outsourcing and economies of scope as inhibitor.

Economies of scale are frequently cited to be one of the main reasons for outsourcing. The service provider is able to provide a given service at lower costs as similar processes of multiple organizational entities are bundled, reducing average costs per unit (Cachon et al. 2002; Gurbaxani et al. 1991; Matiaske et al. 2002; Schott 1997). Contrariwise, it can be argued that especially very large organizations are not able to realize additional economies of scale as they already have exploited the total potential of cost savings (Earl 1996; Lacity et al. 1996).

Economies of scope refer to the advantages resulting from the shared utilization of common resources (Panzar et al. 1981). Access to centralized client data in different organizational units with different views or knowledge of particular employees which has to be applied within different processes are examples for such an advantage resulting from economies of scope. These effects impose an inhibiting factor for outsourcing parts of business processes because economies of scope might get lost. If large economies of scope are observed, a joint sourcing of all parts to one service provider might be the best. Unfortunately, isolating parts of specific processes is often impossible or results in severe coordination costs (Bruch 1998).

Another source of making outsourcing arrangements advantageous are *economies of skill* on the provider side as being a result of the development of core competencies in firms in the past (Langlois 1995; Levinthal 1995; Prahalad et al. 1990). Economies of skill can be realized by the service provider because (from his point of view) the insourced process represents a primary process (Dibbern et al. 2001). The service provider is able to proceed on the learning curve and to provide a given service with lower costs (even when "producing" the same quantities). In contrast, the outsourcer himself loses competence in long-term. There is a trade-off between realizing economies of scale and skill by transferring parts of the business versus economies of scope that can be realized when processes are kept in-house.

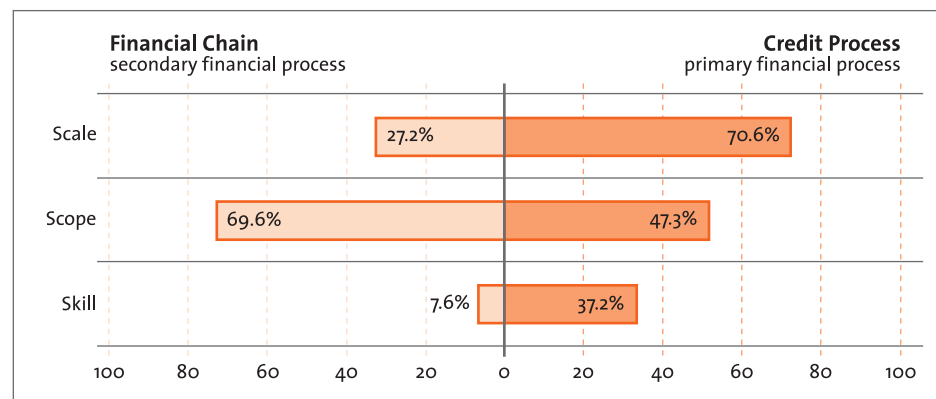


Figure 1: Economies of scale, scope, and skill in primary and secondary financial processes

Selected Results of our Research

In the following, both studies are analyzed according to the perceived economies of scale, scope, and skill. Specific deviations are highlighted.

Economies of Scale

For secondary financial processes, 27.2% of the CFOs expect achievable economies of scale if they outsource (parts of) their financial chain. For primary processes, this question was subdivided into economies of scale realized by reducing the human resources and economies of scale as a result of efficient IT utilization. In both dimensions results differ significantly from the Financial Chain study. For human resources and IT, the overwhelming part of the respondents state that the service provider would be able to realize economies of scale (HR: 72.7%, IT: 69.5%). 70.6% did not agree with the statement, that a service provider could not achieve

additional economies of scale. Indeed respondents for the banks' credit process state that there are economies of scale that can be realized. Nevertheless, the operational cost savings required by the respondents for rendering outsourcing a valid option are in the mean 30.8% (cp. Figure 2), putting a great burden on service providers to meet this expectation.

Economies of Scope

More than two thirds (69.6%) of the responding firms claimed that there is such high task interdependence within the Financial Chain that outsourcing of selected process parts could not be efficient. On the contrary, in the credit process survey less than half of the participating banks (47.3%) had the same opinion about economies of scope within the investigated process. Comparing these values gives an indicator that the managers responsible for the credit business

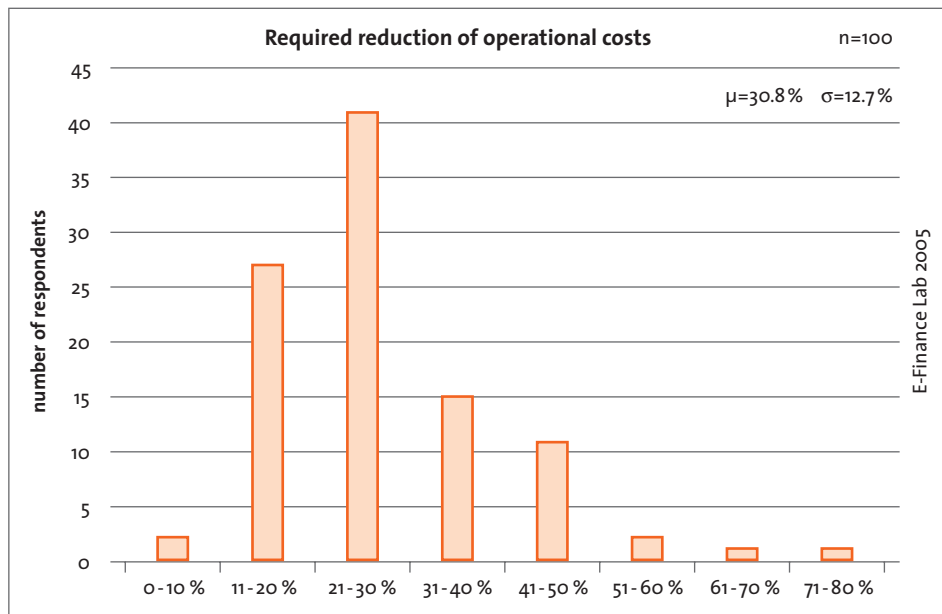


Figure 2: What level of operational cost reduction will have to be realized by the insourcer, if outsourcing should be an attractive option?

are increasingly thinking in terms of industrialization (e.g. modularization of processes, business process outsourcing etc.), even if they have not realized many of the resulting business process optimization strategies yet. Surprisingly, in the opposite, the industrial managers responsible for the Financial Chain have significantly less industrial concepts of modular services in their mind.

Due to regulatory issues, there exist additional constraints in the financial industry which would outlaw complete outsourcing. Therefore the only valid option here is selective sourcing. In accordance with this constraints,

we also asked if it would be at least possible (not necessarily efficient) to outsource credit process parts. This was only negated by 22.7%. In the credit process survey we did some more detailed investigation regarding the reasons for economies of scope. 64.8% of the respondents agreed with the statement that the common use of shared resources (IT and employees resp. their expertise and competence) enables competitive advantages.

The most preferred sourcing model for credit processes is still to control and to operate the whole process in-house (40.0%), followed by selective outsourcing of back office processes

(esp. servicing and workout) (35.2%). This sheds light onto the beginning industrialization and modularization even in this primary financial process. Near-core processes such as servicing and workout will be the first modules that are cut out and provided by professional service providers, e.g. credit factories. By accepting the potential of modularization, bank managers have undertaken a first step towards breaking up this process and restructuring the banking value chain as a whole.

Economies of Skill

Besides economies of scale, an important argument in favor of outsourcing throughout the literature is using the higher competencies of a service provider (Dibbern et al. 2001) or a lack of particular competence in-house. Since outsourcing can be an important mean of improving a firm's value chain with regard to specialization and scale advantages and therefore to utilizing the partners' expertise, the question of the extent of appreciation of that competence has become crucial for a firm's readiness to redesign its value chain. There is a famous saying in the automotive industry "don't raise the cattle for your leather seats". It describes the experience that focusing on core competencies and thereby a substantial reduction of the vertical range of integration can be a key source of value. In contrast to these prominent examples, our empirical studies reveal some surprising differences between the perception of the service providers' competence in the primary and

secondary financial processes. For secondary financial processes, only 7.6% of the CFOs consider that service providers have superior competence concerning financial management. On the opposite, the respondents for the banks' credit processes accept a little bit easier that the service provider may have a higher competence (37.2% agree).

In the Financial Chain study the impact of former outsourcing experience on the perception of the service providers' skills is evident: only 28.5% of the CFOs *with* outsourcing experience consider their own process competence superior to that of the provider, compared to 66.7% of the managers *without* outsourcing experience. Managers of the credit process seem to more easily accept that external providers may have superior skills, even without prior outsourcing experience.

Summary

Taking outsourcing into account, the responses differ heavily among the two studies. Economies of scale realized by a service provider are recognized to be much stronger by the credit process managers in banks and are merely not stated by CFOs in non-banks. Both processes tend to be highly repetitive in their back-office parts. This heavily relies on shared resources (HR and IT) and should therefore have a similar production cost structure. Both types of managers should therefore have stated similarly to economies of scale.

Most participants of the Financial Chain study have been industrial companies, which should usually have a much higher expertise regarding process modularization and selective outsourcing. Anyhow, these firms evaluated existing task interdependencies (economies of scope) much higher than the financial institutes in the Credit Process study. Credit process managers on the contrary see much less interdependencies within their processes. They evaluate them at least as less problematic when it comes to selective outsourcing. Therefore, a first cultural barrier towards modularization and restructuring the banking value chain seems to be conquered.

The most surprising differences between both surveys were found between the evaluations of own competence compared to the sourcing providers' capabilities. While the managers of the secondary process, which is normally not classified as part of the company's value chain, consistently evaluated their own competence higher than the one of a possible sourcing provider, the picture completely turns around when looking at the credit process.

In contrast to the proposition of the core competence view, the studies reveal that managers responsible for a primary financial process are much less reluctant to the potential benefits of outsourcing in terms of economies of scale and skill. Those managers accept that the service provider can realize economies of skill and might have a higher

competence than the in-house unit. In addition to that, credit process managers consider the economies of scope inhibiting selective sourcing of process parts much less important than financial chain managers. As the credit process represents a primary process and the financial chain a merely secondary process, an inverse view would have been expected.

Those results are indicators for a beginning industrialization in banking credit processes. Actually, only few financial institutes in our credit process survey have outsourced parts of their processes. However, the responding managers see selective outsourcing as a feasible way to rearrange the banking value chain.

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At which point should banks divide between sales and back office in the SME credit business?

DUE TO A RELEASE OF THE SALES DEPARTMENT FROM CREDIT-HANDLING, BANKS COULD REDUCE THE DURATION TO CREDIT-PAY-OUT AND OPEN CROSS-SELLING OPPORTUNITIES.

DIPL.-KFM. FELIX SCHWARZE
PROF. DR. MARK WAHRENBURG

JUN.-PROF. DR. ANDREAS HACKETHAL

Problem definition

Since July 2004 German banks have to comply with the “Minimum requirements for the credit business of credit institutions” [BaFin 2002]. Banks are required to cast two independent votes for a credit decision: One vote of the sales department, and a second vote of the back office. But there are no regulations organizing the tasks around a credit proposal, like creating the credit file, data input, and composing the credit claim decision.

As part of a wider research project on the optimal organization of SME credit processes (see former article of the EFL quarterly for a description) and in light of the new legal requirements we examined ways of how banks can accelerate the cycle time from application to pay-out. Although cycle time is traditionally viewed to be more crucial for consumer credit, it is also growing in importance as a differentiating factor in the markets for loans to small and medium

sized enterprises (SME) [see for example Deutsche Bank 2004].

Duration from request to pay-out

115 of the largest 500 German banks answered that the average number of days that elapse between an application for a loan and the pay-out of the loan amount is 10.8 days (figure 1). For 15% of the banks the average cycle time even exceeds 15 days.

The results show that the duration is longer for smaller banks (significant Pearson’s correlation between cycle time and total assets: -0.233, $p < 0.05$). There are two reasons that might explain this phenomenon:

Firstly, bigger banks can realize scale-effects. Therefore, they can handle credit proposals more efficiently.

Secondly, the same loan is relatively bigger for banks with a smaller asset base, leading to

relatively larger amounts of equity to back a given loan. As a consequence more loans will require the involvement of the top management or the credit committee in the approval process. An extended cycle time might therefore also be the consequence of the fact that these decision bodies do not meet every day.

Allocation of activities

To find further determinants for the cycle time besides bank size we examined the division of labor between the sales department and the back office. As part of our questionnaire we collected data on the time allocation of customer representatives. Ideally, customer reps spend most of their time advising their clients and selling financial services [Hölzer 2004].

Indeed, related research shows that clients highly appreciate trustworthy advice and are willing to accept slightly higher interest rates in turn [ASU 2003].

Our findings stand in stark contrast to this ideal world. On average, customer representatives spend less than half of their working day in direct contact with their SME clients. They spend the rest of their day with administrative tasks like handling of credit proposals, monitoring of credits, services for their clients (e.g. payments), and with their own education.

A detailed examination of the sales activities shows that the majority of the customer representatives have to advise apart from loans, on investment products (in 84.3% of the banks in the sample), payment products (73.6%), and others (76.9%).

On the other hand, SME credit advisors must handle credit proposals as well. In the majority of the questioned banks they are involved with requesting necessary documents (in 80.5% of the banks in the sample), drawing up the handover certificate (64.5%), and

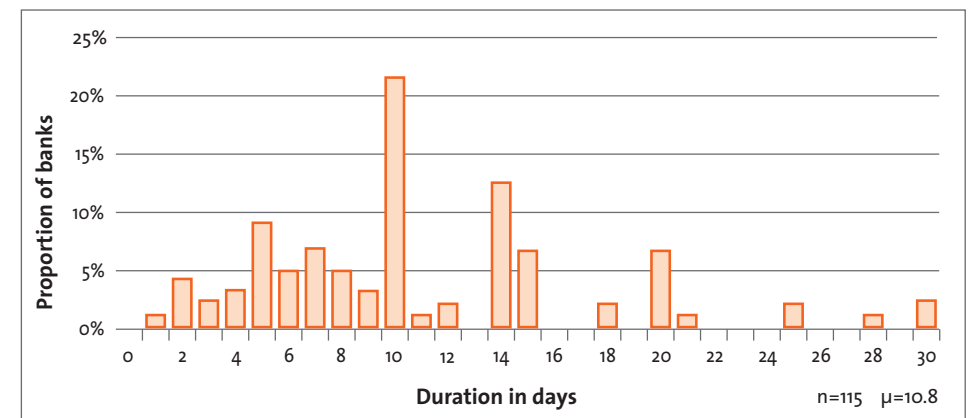


Figure 1: Average duration in days of handling from the application for a loan to pay-out.

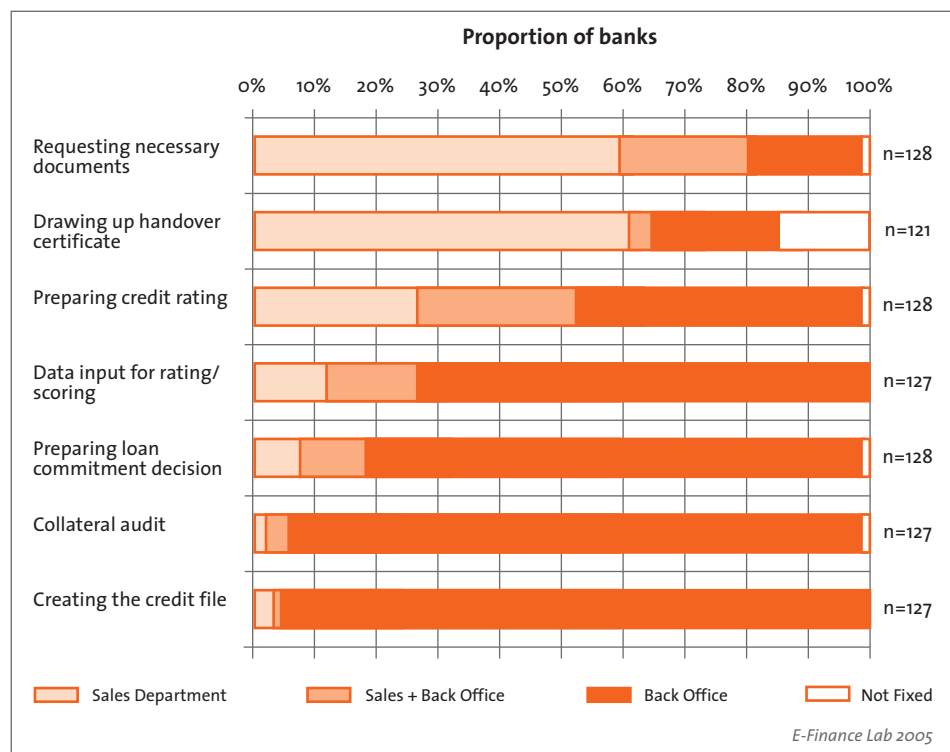


Figure 2: Allocation of credit-handling to sales department and back office

preparing the credit rating (53.1%) – see figure 2. According to these results bank representatives of SME clients are exposed to tension between the actual sales process of different products and an extensive administration of credit proposals.

Reducing the duration to pay-out

To analyze the connection between the duration to pay-out and the allocation of administration-activities we compare the means of allocation to sales department and back office (figure 3).

The analysis shows that for all mentioned activities apart from collateral audit the duration from credit request to pay-off is shorter if the sales department is not involved and the activity is handled by the back office. The differences of the means are statistically significant for data input and requesting the necessary documents by the back office.

Conclusion

The bank representatives of SME clients have to be experts in a variety of different financial

products. Further, a closer cooperation and interaction in handling the credit proposals is required. The results of the “Credit Process Study” show that banks which released the sales department from handling activities have shorter durations from credit request to the actual pay-out. Consequently, banks should allocate pure administrative activities to the back office. This would enable the customer representatives to spend more time with their clients, to provide more targeted services, and to open up new sales opportunities in cross-selling.

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More information about the “Credit Process Study”: www.efinancelab.com/kreditprozess.

Activity	Time in days, when the activity is done by...	
	...sales department	...back office
Requesting necessary documents	11.3	9.2*
Drawing up handover certificate	10.9	9.8
Preparing credit rating	10.9	10.8
Data input for rating/scoring	12.8*	10.4*
Preparing loan commitment decision	12.6	10.7
Collateral audit	8.3	10.8
Creating the credit file	12.7	10.8

The difference of the means from involved/not involved is
* statistically significant (p<0.05)

Figure 3: Average duration at given allocation of the activities

Bleiben die EU-Beitrittsländer ein profitabler Markt für ausländische Banken?

Wie profitabel ist der osteuropäische Bankenmarkt wirklich?

Franz Otto: Betrachtet man die Eigenkapitalrendite der Banken, so übertrifft beispielsweise Ungarn mit 30,06% im ersten Halbjahr 2004 die meisten westeuropäischen Länder. Auch von einer Bankenkrise, wie beispielsweise in Deutschland, wurden diese Märkte verschont. Im Gegenteil, das Ergebnis der HypoVereinsbank in Deutschland wurde in diesem Jahr sehr deutlich durch die Ergebnisbeiträge aus Osteuropa geprägt. Auch risikoadjustiert und korrigiert um die oftmals höheren Inflationsraten sind die Ergebnisse deutlich besser als in Deutschland oder Österreich.

Gibt es Gründe für den Erfolg?

Franz Otto: Im Wesentlichen gibt es zwei Gründe für den Erfolg:

Einerseits wurden die Banken in den Beitrittsländern privatisiert, sodass insbesondere ausländische Institute in den neunziger Jahren erhebliches Know-how – häufig als Transferleistung aus dem Westen – in Verbindung mit Investitionen in die EDV, die Prozesse und in den Aufbau eines Filialnetzes steckten.

Andererseits sind die Margen im Privatkundengeschäft sowie im mittelständischen Firmen-

kundengeschäft deutlich höher als in Westeuropa. Hinzu kommen substanziiell niedrigere Personalkosten und zunehmend gut ausgebildete Bankmitarbeiter.

Die Banken profitieren nun von diesen Investitionen. Am erfolgreichsten sind durchweg die Banken, in die recht früh investiert wurde, die eine kritische Masse erreichen und auf ein breites Filialnetz zurückgreifen können.

Wie lange wird der Erfolg anhalten?

Franz Otto: Der Wettbewerb nimmt zweifelsohne zu, doch die Märkte wachsen weiter, da sich die Volkswirtschaften überdurchschnittlich entwickeln und die Bankdienstleistungen per GDP weit unter dem westeuropäischen Durchschnitt liegen. Es kommt sicher zu einer Konsolidierung, aber insbesondere die jeweili-



*Franz Otto
Managing Director Takarékbank, Budapest*

gen Marktführer werden in den nächsten fünf Jahren weiter überdurchschnittlich verdienen.

Kommt es dann zu einer Ertragskrise?

Franz Otto: Nicht für alle Institute, denn mit der Einführung des Euro etwa im Jahre 2010 werden die Karten neu gemischt. Mit dem Euro werden die Märkte für den Kunden deutlich transparenter und sowohl die Kundenkonditionen als auch die Kostenstrukturen müssen sich an europäischen Maßstäben orientieren. Da die Märkte relativ klein sind, müssen die Banken Synergieeffekte über eine „Industrialisierung“ des Leistungsprozesses erreichen. Die Banken in den EU-Beitrittsländern, die Ihre Systeme

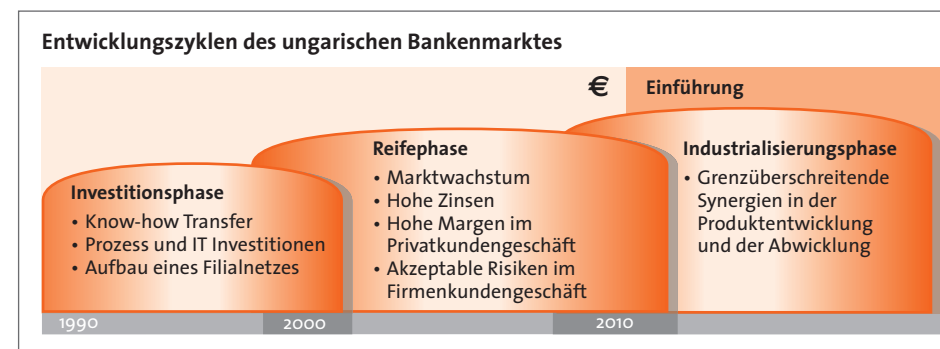
nicht einfach an den Euro anpassen, sondern sich durch länderübergreifendes Outsourcing der Produktentwicklung und der Abwicklung in eine neue Dimension der Leistungserstellung bewegen, haben auch in 10 Jahren erhebliche Ertragspotentiale. Die Institute, die diesen Weg nicht gehen können oder wollen, werden wohl Probleme bekommen.

Heißt das, die Institute in ausländischer Hand sind die Gewinner?

Franz Otto: Ja, in zweierlei Hinsicht. Einmal können sie ihre Institute in den Beitrittsländern mit den notwendigen Produkten versorgen, andererseits werden die bis dahin noch weiter verbreiteten Transaktionsinstitute stärker ausgelastet. Verdient wird also doppelt, am Kundenmarkt vor Ort und über die Synergien bei der Produktentwicklung und der Abwicklung.

Wie bereitet sich Ihr Haus darauf vor?

Franz Otto: Als genossenschaftliche Zentralbank übernehmen wir derzeit die typischen Abwicklungsfunktionen für die ungarische genossenschaftliche Bankengruppe. Auch wir werden uns dabei in fünf Jahren an europäischen Kostenstrukturen messen lassen müssen und deshalb Teile unseres Prozesses an Transaktionsinstitute mit europäischer Dimension outsourcen. Das ist auch der Grund, warum die deutsche DZ BANK mit rund 30% an der Takarékbank beteiligt ist. Diese Beteiligung schafft Synergiepotentiale für beide Seiten, die künftig für unsere Bank in Ungarn entscheidend für den Erfolg und das Überleben sein werden.



selected efinance lab publications

**GELLRICH, T.; HACKETHAL, A.;
HOLZHÄUSER, M.:**

Vertical Integration and Bank Performance.
In: Proceedings 7. Internationale Tagung Wirtschaftsinformatik. Bamberg, 2005 (erscheint Februar 2005)

**FRANKE, J.; PFAFF, D.; GOMM, M.;
ELBERT, R.; HOFMANN, E.:**

Die Financial Chain im Supply Chain Management: Konzeptionelle Einordnung und Identifikation von Werttreibern.
In: Proceedings 7. Internationale Tagung Wirtschaftsinformatik. Bamberg, 2005 (erscheint Februar 2005)

FRIEDRICH, L.; GELLRICH, T.:
Financial Services Outsourcing and Capital Market Reaction.
In: Proceedings of the conference INFORMS, Denver, 2004.

GOERTZ, M.; ACKERMANN, R.; MAUTHE, A.; STEINMETZ, R.:
Using Context Information to Avoid Service Interactions in IP Telephony.
In: Multimedia Interactive Protocols and Systems (MIPS) 2003, November 2003.

HINZ, D.:

High Severity Information Technology Risks in Finance.

In: Proceedings of the 38th Hawaiian International Conference on System Sciences HICSS-38). Hawaii, USA, 2005 (forthcoming).

**STEINMETZ, R.; BERBNER, R.;
MARTINOVIC, I.:**

Web Services zur Unterstützung flexibler Geschäftsprozesse in der Finanzwirtschaft.
In: Sokolovsky, Z.; Löschenkohl, S. (Hrsg.): Industrialisierung der Finanzwirtschaft, Gabler, Wiesbaden 2004.

WEITZEL, T.; KÖNIG, W. (2004):
Arbeitsteilung statt Alleingang: Die Industrialisierung der Finanzprozesse.
In: SAP INFO Banken und Versicherungen, Ausgabe 10, S. 10-11, 2004.

WEITZEL, T.; KÖNIG, W.:
Die Evolutionsschritte zum E-Enterprise: Standardisierung, Vernetzung und Kooperationsstrategien.
In: Kuhlin, B.; Thielmann, H. (Hrsg.): Real Time Enterprise in der Praxis. Springer, Berlin, 2005 (erscheint in Kürze).

For a comprehensive list of all E-Finance Lab publications see
www.efinancelab.de/pubs/pubs.php

news

Offspring I:

Cluster 4 welcomes an additional "member" in its research team. Tom Gellrich became father of a boy in late November. We wish Jakob Gellrich and his family all the best for the future.

Offspring II:

From the year 2005 onwards Christian Jansen und Uwe Helin will join the cluster 4-team. Both earned an MBA at the University of Iowa and are just finishing their diploma thesis about "Distribution in the Banking Industry".

Seminar "Distribution of Financial Products and Financial Planning":

From January 31st to February 2nd Jun.-Prof. Dr. Andreas Hackethal will perform a student seminar in Riezlern, Kleinwalsertal. Main research focuses are the distribution of financial products and financial planning.

Dr. Andreas Mauthe (Cluster 2) has been appointed Senior-Lecturer at the University of Lancaster:

At the beginning of 2005, Dr. Andreas Mauthe from Darmstadt University will take the position as a Senior-Lecturer for Content Management, Multimedia Systems, and Content Distribution at the Computer Science Department of the University of Lancaster, UK. We would like to congratulate him and wish him all the best for his start. From 01.01.2005 onwards, his duties within the E-Finance Lab will be taken on by Oliver Heckmann.

Conference "Internationale Frühjahrstagung 2005 des E-Finance Lab"

An international conference on Customer Management in the Financial Services Industry will be held at the at the Johann Wolfgang Goethe-Universität, Frankfurt am Main, at the 17th of February 2005. Prof. Dr. Peter Fader (Wharton School of Business) and Prof. Dr. Bernd Skiera (Johann-Wolfgang-Goethe Universität) will investigate whether and how customer management can improve the return on equity of financial services institutions. Thomas Ganswindt (Member of the Board, Siemens AG) and Dr. Hans Kraus (Head of Customer Management, Modern Private Clients, Deutsche Bank AG) will illustrate the process of designing and implementing a customer management system successfully. The conference is aimed at executives of financial services institutions and associated industries. The updated agenda of the conference including the list of presenters can be viewed at the website of the E-Finance Lab (www.efinancelab.de). The attendance of the conference will be free of charge. Nevertheless, we encourage an early registration as the number of participants is limited.

Date: 17.02.2005

Time: 15:00 – 20:30

Location: Casino at the Campus Westend of the Johann Wolfgang Goethe-Universität,
Grüneburgplatz 1, 60323 Frankfurt am Main

Attendance: Free of charge

Registration: www.efinancelab.de

research outside the efinance lab

RESEARCH PAPERS: "RISIKOMANAGEMENT IN FINANZWIRTSCHAFT UND INDUSTRIE: EINE ANALYSE DES MANAGEMENTS OPERATIONELLER RISIKEN IN DEUTSCHEN INDUSTRIE- UND DIENSTLEISTUNGSUNTERNEHMEN"

The study reports the current situation of operational risk management in banks and other enterprises. It is shown that an effort has been made in the bank sector in order to establish a way of quantifying operational risks, especially thanks to the Basel II regulations, which differentiate operational risks from market and credit risks. However, still there is not a standard in this sector regarding methods, systems, and processes to manage operational risk.

Christian Locher, Jens I. Mehla, Rudolf G. Hackenberg, Oliver Wild
 ibi research an der Universität Regensburg gGmbH
<http://www.ibi.de>
 Kontakt: Christian Locher (Christian.Locher@ibi.de)

RESEARCH PAPERS: CUSTOMER MIGRATION: AN EMPIRICAL INVESTIGATION ACROSS MULTIPLE CHANNELS

Recent industry studies suggest that customers routinely use multiple channels of the same retailer to make their purchases. However, most studies about the drivers of customer profitability only focus on customer behavior in a single channel. This research investigates customer channel migration and the outcome of channel migration on the drivers of customer profitability. We find that all single-channel buyers and all multi-channel buyers are not alike. In addition, we discuss how forecasts of customer migration patterns can impact channel equity, channel expansion decisions, and promotion and product strategies.

http://www.business.uiuc.edu/Working_Papers/papers/04-0112.pdf
 Contact: Ursula Y. Sullivan (University of Illinois at Urbana-Champaign),
 Jacquelyn S. Thomas (Northwestern University)
 Email: uyas@uiuc.edu, jakki@northwestern.edu

BOOK CHAPTER: DECONSTRUCTION OF THE CREDIT VALUE CHAIN.

In the essay the authors analyze the impact of the supervision of banking on the development of an innovative value chain architecture in the credit business. On the basis of additional factors they discuss the current situation and the potential for sourcing projects in the credit transaction. They detect that the legal regulations don't inhibit a modern modular credit value network. But they are missing an existing infrastructure of portfolio banks and service provider over all credit products. The main players concentrate on private mortgage credits.

Benjamin Ade, Jürgen Moormann: "Dekonstruktion der Wertschöpfungskette". In: Wieland Achenbach et. al. (2004): Sourcing in der Bankwirtschaft, Bankakademie-Verlag, Frankfurt.

electronic newsletter

Das E-Finance Lab betreibt zwei Typen von Newslettern, die beide quartalsweise erscheinen, sodass alle sechs Wochen die jeweils andere Art herauskommt. Bei dem hier vorliegenden gedruckten Newsletter steht die Beschreibung der Ergebnisse zweier Forschungsprojekte des E-Finance Lab im Zentrum – ergänzt durch ein Interview und weitere Kurzinformationen (zur Subskription senden Sie bitte eine E-Mail an: eflquarterly@efinancelab.com oder ihre Visitenkarte mit der Notiz „bitte gedruckten newsletter zusenden“ an:

Prof. Dr. Wolfgang König
 E-Finance Lab, Universität Frankfurt
 Mertonstr. 17, 60054 Frankfurt).

Der elektronische Newsletter hingegen setzt mehr auf kurze Anmoderationen und den Einsatz von Hyperlinks zu weiterführenden Ressourcen (zur Subskription senden Sie bitte eine Mail an: newsletter@efinancelab.com).

Viele weitere Informationen zum E-Finance Lab finden Sie unter www.efinancelab.com.