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> Ist der ideale IT-Manager unsichtbar?

> IT Management in Banks –
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> Linking Customer Metrics to
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> Multi-Dimensional Approach
  to Sourcing Offerings

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Ist der ideale IT-Manager unsichtbar?
IT-MANAGEMENT UND KOMMODITISIERUNG IN DER IT

Mit der Frage "Does IT matter?" und seiner These vom Ende der IT als strategischen Faktor hat Nicholas Carr gerade unter den Vertretern des IT-Managements zum Teil heftige Reaktionen ausgelöst. Wenn IT zu einer "Commodity" wird, also zu einer allgemein verfügbaren Infrastrukturtechnologie, die keinerlei Wettbewerbsvorteile mehr generiert, was gilt dann noch der IT-Manager?

Wenngleich man Carrs These sicher kontrovers diskutieren kann, ist sie dennoch Anstoß, sich näher mit dem Berufsbild und Selbstverständnis des IT-Managers auseinanderzusetzen. Wie sieht das ideale IT-Management heute aus? Was muss ein IT-Manager leisten können, welchen Herausforderungen sieht er sich gegenüber? Wie sehen die Erfolgskriterien seiner Arbeit aus?

Es mag paradox klingen, aber IT und ihr Management werden heute in Unternehmen dann als erfolgreich wahrgenommen, wenn sie möglichst unauffällig in Erscheinung treten, nahezu unsichtbar sind: Die Produktionsumgebung ist stabil und zuverlässig, die Kosten sind niedrig, gezahlt wird nur für die in Anspruch genommenen Leistungen, der Verbrauch und die anfallenden Kosten sind transparent, die Bedürfnisse der Geschäftsbereiche werden bestmöglich abgebildet, es kann flexibel auf Anforderungen reagiert werden.

Ziel des IT-Managers muss es sein, einen reibungslosen und kosteneffizienten Service zur Verfügung zu stellen und die Geschäftsbereiche optimal zu unterstützen. Je näher er dem hier beschriebenen Idealzustand in seinem Unternehmen kommt, desto unscheinbarer macht er sich zwangsläufig. Für den Geschäftsbetrieb ist die IT heute nichts mehr Außergewöhnliches, vielmehr eine Selbstverständlichkeit.

Angesichts einer IT, deren Entwicklung in den letzten zehn Jahren durch eine zunehmende Standardisierung und Kommoditisierung gekennzeichnet ist, kann ein IT-Manager heute nicht mehr allein durch den Einsatz innovativer Technologien glänzen. IT ist heute nahezu allgemein verfügbar und entwickelt sich mit standardisierten Leistungsmerkmalen und Services immer mehr zu einer Ware, die über den Markt bezogen werden kann. Als allgemein verfügbare Standardinfrastruktur, deren Zuverlässigkeit die Basis für jeden Geschäftsbetrieb bildet, generiert die IT in der Regel kaum noch originäre Wettbewerbsvorteile. Sie birgt jedoch ein latentes operatives Risiko, da ihre jederzeitige Verfügbarkeit für einen reibungslosen Geschäftsbetrieb vorausgesetzt wird. Sichtbar werden die IT und eben auch ihr Management vor allem dann, wenn sie ihre Funktion nicht optimal erfüllen.

Prof. Dr. Clemens Jochum
Deutsche Bank, Stellvertretender Vorsitzender des E-Finance Lab

Damit ist die unter den Bedingungen einer zunehmenden Standardisierung und Kommoditisierung veränderte Rolle des IT-Managers in ihren Grundzügen bereits skizziert. Im Fokus des IT-Managements steht nicht länger die Generierung von Wettbewerbsvorteilen durch innovative Technologie, sondern durch eine hochgradig stabile, skalierbare und insbesondere kosteneffiziente IT-Produktionsumgebung.

Während bislang handwerklichtechnikorientierte Tätigkeiten dominierten, verschiebt sich der Fokus des IT-Managements immer mehr zu komplexen kaufmännischen und architektonischen Aufgaben. Im Sinne einer effizienten Nutzung der sich aus der Kommoditisierung der IT ergebenden Chancen liegen die Schwerpunkte künftig in der Planung der unternehmensweiten Technologie- und Beschaffungsstrategie, der Auswahl und Steuerung von Sourcingpartnern sowie in der verbrauchsabhängigen Bereitstellung von IT-Leistungen. Im Vergleich zur einstmaligen starken Technikorientierung ergeben sich in einem zunehmend kommoditisierten Umfeld für das IT-Management komplexe interdisziplinäre Aufgaben.

Als Schnittstelle zwischen Wissenschaft und Praxis kann das E-Finance Lab mit seinen Forschungsinitiativen wichtige Impulse geben und die Veränderungsprozesse, die sich innerhalb des IT-Managements vollziehen bzw. noch vollziehen müssen, aus der Perspektive der Wissenschaft begleiten. Auch wenn der ideale IT-Manager scheinbar „unsichtbar" ist, seine Fähigkeiten sind mehr denn je gefordert.

Anforderungen an den IT-Manager
1. Planung der unternehmensweiten Technologie- und Beschaffungsstrategie
2. Auswahl und Steuerung von Sourcingpartnern
3. Verbrauchsabhänige Bereitstellung von IT-Leistungen

Bild 1: Anforderungen an den IT-Manager

IT Management in Banks –
The Role of Alignment and Usage

IN A CASE STUDY IN THE GERMAN RETAIL BANKING BUSINESS IT IS SHOWN THAT ALIGNMENT BETWEEN IT AND BUSINESS UNIT IS CRUCIAL FOR THE ACTUAL USAGE OF IT SYSTEMS WHICH IN TURN IS A KEY DRIVER FOR BUSINESS PROCESS QUALITY. BANKS SHOULD THEREFORE FOSTER INTERRELATIONSHIPS BETWEEN IT AND BUSINESS AS WELL AS CROSS FUNCTIONAL WORK BIOGRAPHIES OF TEAM LEADERS.

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JOCHEN FRANKE

DANIEL BEIMBORN
DR. TIM WEITZEL

Management of the strategic resource "IT" is crucial to the competitive position of a bank. IT is embedded in nearly all business functions, rendering impossible management of IT without a close alignment with the business. Besides *alignment*, recent research shows actual usage of IT systems in the business units to be a key success factor. Even if information systems (IS) can provide best-of-breed services, they are not necessarily adopted in the business units if their benefits are not obvious to the employees. In the following, this interplay of operational alignment between business and IT and the actual usage of IT systems is explored, following the question: How does the alignment of IT and business affect actual IT usage and how can banks achieve better alignment?

Research Model
Our work focuses on alignment in an operational environment, i.e. on the relation of

sales people and the IT unit in their daily business, which is part of the strategic alignment model of Henderson and Venkatraman (1993). Alignment and actual usage of an IS may contribute to superior business process performance. Usage in turn is affected by the interaction of IT and business units along all levels from strategy to day-to-day operations. Additionally, actual usage may be influenced by skills and experiences of the users affecting the ability and willingness to use a system. To analyze these interdependencies driving the business value of IT, this article explores the relationships between usage and alignment as well as skills and experiences of users on an operational level.

Methodology
We conducted a series of case studies by selecting three branches of a retail bank. Differences among the branches relate to the competitive environment and the individual

biographies/experiences of the employees, while the firm-specific environment (e.g. bank strategy) is equal for all branches. As the unit of analysis we chose a specific IT application used in the sales process of the bank's retail business and investigated its usage in the different branches. Data from interviews in the three branches was complemented by reports, process documentation, and academic literature. The interviewees reviewed the collected data as well as the results. This procedure is concordant with the literature on case study methodology.

Case Study Results
The bank investigated in this case study (referred to as "C-Bank") is a credit cooperative and focuses on retail customers. It has total assets between 2.5 to 5 billion EUR, 300–700 employees, and serves 150,000–450,000 customers (parameter ranges are given for anonymity reasons). C-Bank consists of several regional branches and a central headquarter. The data center is run by an external service

provider, owned by the credit cooperatives association. This provider also develops the IS and realizes change requests. In our case study we focus on the sales process of granting private mortgage loans in three branches of C-Bank, supported by a specific IS ("ACT"). ACT has been introduced in 2001, is mask oriented and run by the service provider in a central data center. In the branch ACT is only used by bank advisors. ACT covers mortgage loans as well as consumer credits. The application provides a client based on Windows. The masks of ACT cannot be customized and contain mandatory and optional fields. In order to switch to another mask or to get help, a three-letter code must be entered via the keyboard. It takes up to 90 minutes to finish a "standard" request for a mortgage loan. The process of granting credits cannot be accomplished in the branch, exclusively. Therefore, the back office of the headquarter also uses ACT. Although the provided systems, the education background of the employees, the formal processes, and the trainings are
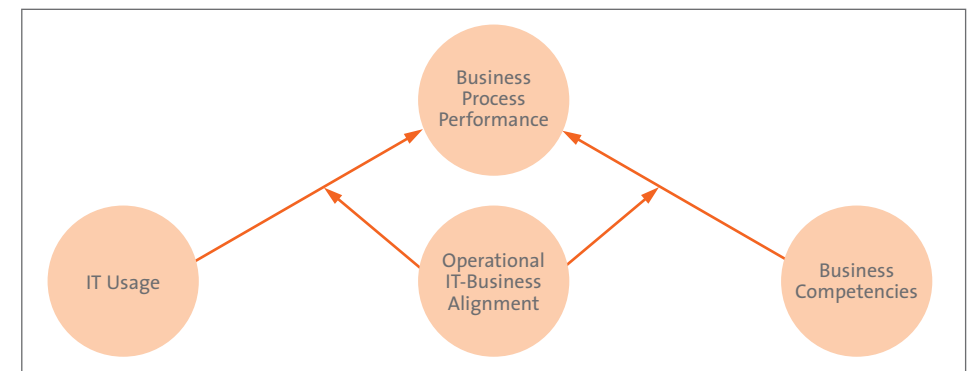

Figure 1: Model structure

identical in all branches, we disclosed a huge difference in the usage of ACT. In the following, explanations are identified. A brief summary of the case study results is shown in Table 1.

Branch A does hardly use ACT in the presence of a customer. Instead, customer data is collected in a self-developed Excel sheet which is also used to make a rudimentary customer rating for fast feedback. If the customer then wants to apply for the credit, all data has to be manually transferred to ACT, subsequently. This is done in times of low customer frequency by a bank advisor. As long as the data has not been entered into ACT, the back office in the bank's headquarter cannot execute the rating and contracting. Thus, a bank advisor spends considerably more time fulfilling the task (up to two times longer) and prevents the back office from starting work, therefore, slowing down the completion of the whole process of granting a credit in branch A. Branch B and C use ACT while the customer is present and only add some supplementary data regarding the object to be financed later. When investigating the reason of these different usage patterns we found corresponding assessments of ACT: in branch A ACT was reported to be complicated, slow, and not comfortable. In branches B and C ACT was rated as not being comfortable but at least appropriate. When exploring the relationships between *experience*, *usage*, and *alignment*, it seems that higher usage is dependent on the interaction between advisors and the IT support staff and that a more frequent

Construct	Indicator	Branch A	Branch B	Branch C
Usage	Content with system	–	o	o
	Usage of system	–	+	+
Alignment	Perceived competence of IT support department	o	o	+
	Perceived cooperativeness of IT support department	Cooperativeness is rated as high		
	Does IT understand business needs?	–	o	+
Employee experience	Skill level	All have banking education, sufficient for the actual tasks		
	General banking experience on average	11 years	16 years	8 years
	Working experience in current position on average	2.25 years	5 years	4 years
Management	Team leader	Sales manager	Sales Manager, two years of back-office experience	Sales Manager

Table 1: Summary of the Case Study Results

interaction causes a better understanding, appreciation, and a higher usage. Experience of the team leader is identified as another major factor to influence usage. The team leader of branch B worked in the back office for two years where he used ACT intensively. His branch uses ACT more efficiently, compared to the other branches. In contrast, the team leaders of the branches A and C had no back office experience.

But the single most important aspect for efficient usage turned out to be mutual understanding between the business units and the IT unit which is concordant with literature.

Mutual understanding was reported to arise from frequent interaction and, as far as the IT unit is concerned, from the business orientation and basic business knowledge of the IT personnel.

Summary and Management Implications
In the case studies we could reveal a connection between the *usage* of a particular IS and *alignment* between business and IT at an operational level (functional integration). Alignment at an operational level fosters the usage of ACT as reported in the case. Furthermore, IT experience of the team leader was found to be influencing the usage of the IS.

The most important aspect regarding operational alignment was the understanding of business needs by IT staff which is also in line with literature dealing with the strategic aspects of alignment. Our findings, therefore, support the importance of a mutual understanding between business and IT. This understanding seems to be an important factor at both the strategic and operational level of alignment and corresponds with the frequency of interaction between business and IT. The managerial implications for the IT management in banks are to foster interrelationships between IT and business departments and also to encourage the working of employees in different departments. Both may provide for a smoother process of alignment and an appropriate usage of IT. Critical success factors for the alignment of business and IT are exemplarily given in Teo and Ang (1999), e.g. top managements' commitment to the strategic role of IT and the business knowledge of the IT department. Therefore IT-Management indeed is more than technology and both worlds, IT and business, have to take steps in order to work together.

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Linking Customer Metrics to Shareholder Value

FIVE CUSTOMER METRICS ARE KEY CUSTOMER PERFORMANCE INDICATORS FOR FINANCIAL INSTITUTIONS. THEY DETERMINE THE VALUE OF THE CUSTOMER BASE AND OUR MODEL ALLOWS TO DETERMINE THE EFFECT OF CHANGES IN THOSE METRICS ON SHAREHOLDER VALUE

PROF. DR. BERND SKIERA   THORSTEN WIESEL

Introduction

For decades, financial institutions have pursued strategies which are product and transaction oriented. Hence, they focused on the profitability of an individual transaction with a customer, rather than the profitability of a long-lasting customer relationship. Recently, financial institutions are becoming aware of the value of a customer relationship and customers are frequently considered as assets.

Financial institutions are now trying to derive clear benefits from operationalizing this customer orientation. Customer management has emerged as the practice which aims to implement and to profit from a customer orientation philosophy. Customer management deals therefore with the acquisition and retention of customers with the aim to increase the customer lifetime value and customer equity, an aggregate measure of the lifetime value of current and potential customers.

Hence, it is important to analyze the longterm impact of changes in customer metrics on customer lifetime value, customer equity, and shareholder value rather than the shortterm impact on profitability. Therefore, managers of financial institutions are well advised:

- to show how their marketing or IT activities affect customer metrics and, therefore, the value of a customer and
- to illustrate how changes in customer metrics affect customer and shareholder value.

The current state of knowledge raises the following questions:

- How to link customer metrics to shareholder value?
- What is the long-term impact of changes in customer metrics on customer base value and shareholder value?

The aim of this project was to answer these questions. We developed a model for financial institutions that links customer metrics to shareholder value, tested the feasibility, and analyzed the key customer performance indicators. Our model allows to predict a firm's shareholder value and to evaluate the effect of changes in customer metrics on shareholder value. Our results show that the model is readily applicable to other firms with contractual relationships. The use of the model can form a sound foundation for valuing marketing and IT investments in terms of shareholder value.

Linkage between Customer Metrics and Shareholder Value

In our model, we categorize the relationships between customers and financial institutions as "lost-for-good" relationships. This means that the customer is either totally committed to the firm or totally lost. Contractual relations allow to rather easily determine the number of customers and the average cash flow per customer.

Our model builds upon the idea that all operating cash flows are generated by customers. That means that all tangible assets (e.g., equipment, buildings) as well as intangible assets (e.g., brands, knowledge, patents) support the generation of these customer cash flows. Thus, values of patents or brands are not explicitly modelled, but are reflected in customer cash flows. The sum of the present value of all customers' cash flows which is the sum of all customer lifetime values lead to Customer Equity as the measure for the firm's operating assets.
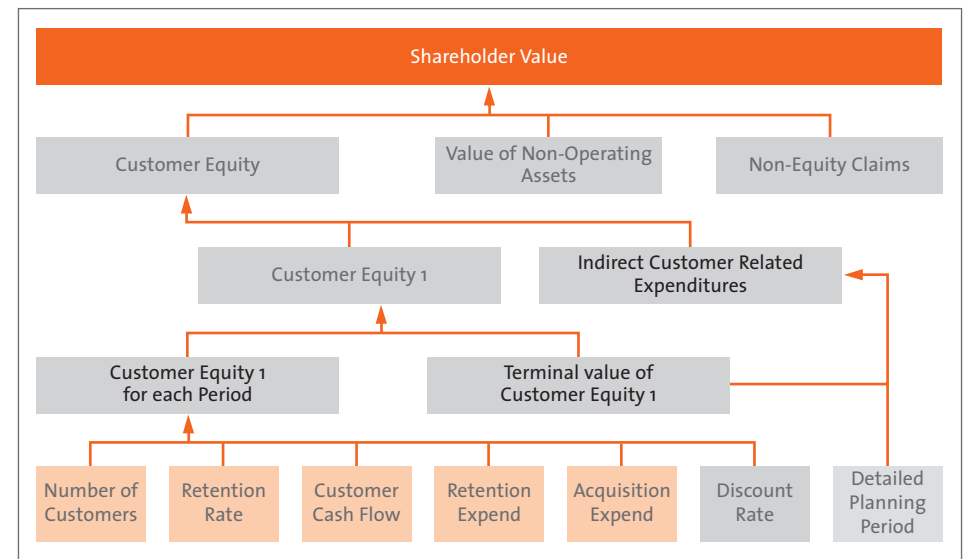

Figure 1: Linking Customer Metrics to Shareholder Value

Figure 2: Value Contribution of Customer Cohorts

bution over time. The "Current Customer Base" has positive but declining value contributions over time. Because of the acquisition expenditures, customers acquired in 2003 ("Customer Cohort 2003") have a negative value contribution in their first year but positive contributions in the subsequent years. Customers acquired in 2004 ("Customer Cohort 2004") follow a pattern similar to that of Cohort 2003, except that it is shifted in time by one year.

Empirical and Analytical Study

In order to evaluate the feasibility of our model, we applied it to estimate the shareholder value of three financial institutions. Thereby, the objectives of the studies were:

- to test whether the current approaches in the marketing literature lead to a substantial overestimation of shareholder value,
- to compare the structure of shareholder value of different firms in the same industry,

- to analyze the impact of changes in customer metrics on shareholder value empirically and analytically.

The results indicate that our model can link customer metrics to shareholder value and is feasible even in cases where only limited information about the financial institutions is available. Additionally, we show that the current approaches in literature lead to a substantial overestimation of shareholder value.

Our findings show that five customer metrics (bottom boxes in Figure 1) are key customer performance indicators for financial institutions and have a significant impact on shareholder value. For example, changes in customer retention increase shareholder value more than four times more than changes in the discount rate (see Figure 3).

Figure 1 visualizes the structure of our model. In contrast to the shareholder value network proposed by Rappaport (1986) that summarizes all cash flows according to the period in which they occur, we summarize all firm's operating cash flows according to customer cohorts (i.e., customers acquired in the same period). Customer Equity 1 – divided into Customer Equity 1 for each of the detailed planning periods and a terminal value of Customer Equity 1 for thereafter – captures the present value of cash flows of those cohorts. The present values of cash flows of those cohorts are calculated by using customer metrics such as

customer cash flow, retention rate, and retention expenditures in combination with an adequate discount rate. Subtracting the present value of the indirect customer related expenditures (such as taxes and investments) leads to Customer Equity 2. Like traditional valuation approaches, shareholder value is determined by the value of the operating assets (Customer Equity 2) plus the value of the non-operating assets minus the non-equity claims (such as debt).

Figure 2 further clarifies the idea of the different customer cohorts and their value contri-
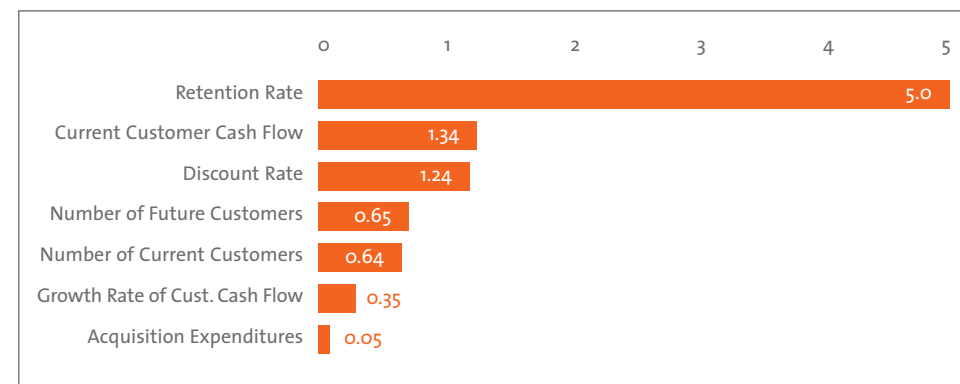

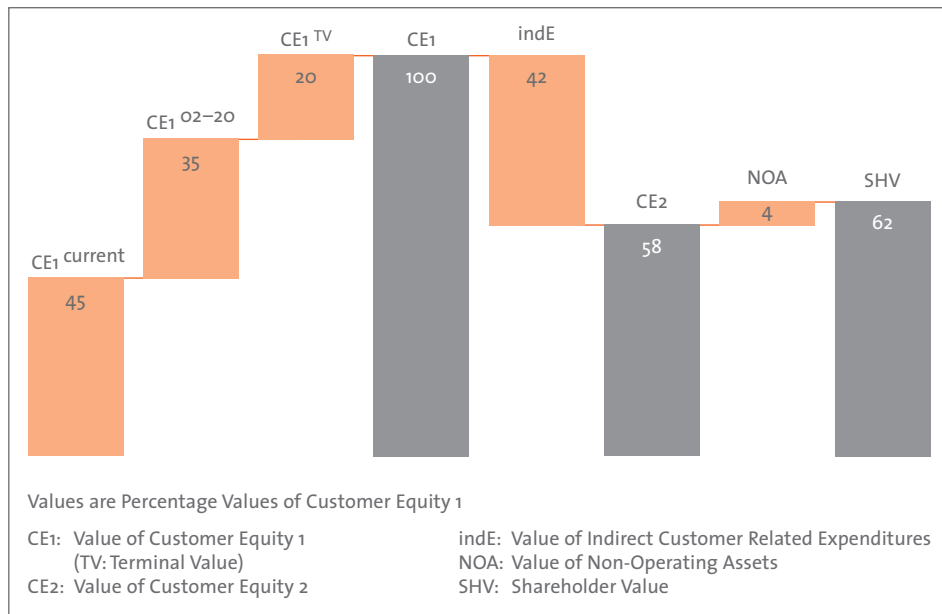Figure 3: Percentage Impact of a 1% Change in Customer Metrics

Figure 4: Average Structure of Shareholder Value

We propose a new metric, namely the ratio of customer equity to shareholder value, that allows to identify firms for which changes in customer metrics have a particularly great impact on shareholder value.

We also examined whether the high impact of the retention rate also holds true in situations with different values of customer metrics. In doing so, we developed a slightly simpler model than the one we used in the empirical studies and derive analytical solutions for the impact of all customer metrics on shareholder value. Our results indicate that the size of the retention rate is of central importance for financial institutions.

Especially for firms with already high retention rates (like financial institutions), increasing customer retention has an enormous impact on value but might be very costly as well.

Furthermore, comparing the structure of shareholder value (see Figure 4) visualizes the importance of the current customer base ($CE_1^{current}$) relative to future customers (CE_1^{o2-20} and CE_1^{TV}). Our findings demonstrate that the structure of shareholder value differs over firms but the importance of future customers is generally rather high. A comparison with market capitalization reveals the market expectations in terms of future customer growth.

Summary and Conclusion

We developed a model that links customer metrics to shareholder value. This model allows to predict a firm's shareholder value and to evaluate the effect of changes in customer metrics on shareholder value.

Our empirical research shows that five customer metrics (number of customers, cash flow per customer, retention rate, acquisition expenditures, and retention expenditures) have a significant impact on shareholder value and, hence, are key customer performance indicators for financial institutions. For example, changes in customer retention increase shareholder value more than four times more than changes in the discount rate. This impact is even stronger for firms with already high retention rates.

Our results show that the current approaches in the marketing literature lead to a substantial overestimation of shareholder value. Furthermore, comparing the structure of shareholder value emphasizes the importance of the current customer base relative to future customers and a comparison with market capitalization reveals the market expectations in terms of future customer growth.

Our model should contribute on linking customer metrics to financial metrics. It shows that such a link is rather easy to accomplish and that marketing models which allow to predict customer equity can also be linked

to shareholder value. Our model should be readily applicable to other financial institutions and firms with contractual relationships so that it might form a sound foundation for valuing marketing and IT investments into the customer base in terms of shareholder value.

Practical Applications

Managers can use our model to assess how different marketing or IT activities can yield the best future return. It helps visualizing the long-term impact of changes in customer metrics on customer lifetime value, customer equity, and shareholder value rather than the short-term impact on profitability. Investors, financial analysts and acquiring companies can apply the model beyond traditional valuation methods. Our research offers a customer-based model to value firms.

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For further information please contact Thorsten Wiesel (*wiesel@wiwi.uni-frankfurt.de*)

Multi-Dimensional Approach to Sourcing Offerings

You advocate a multi-dimensional approach of sourcing offerings. What is meant with it?

Ulrich Kastner: The idea of sourcing as a one-dimensional commodity falls short. To really establish a long-term partnership profitable for client and provider the real sourcing potential means integration. Only the simultaneous analysis of processes involved, IT consulting, and development and secure operations can leverage the full strength. These three dimensions

- business process engineering,
- IT solutions, and
- operation services

hence have to form sourcing offerings to our customers.

How may such a concept be implemented?

Ulrich Kastner: Starting point must be the underlying business and particular know-how of markets and processes. In our case we can leverage our in-depth understanding of financial processes, which ensures that the customer receives comprehensive services. The real challenge is the actual application of the business requirements into the existing system landscape. Technical expertise is essential for the correct design and high

Ulrich Kastner
Managing Director, Deutsche Börse Group

Figure 1: Multi-dimensional Offering of Deutsche Börse Systems

Processes Engineering
assess – design
- business process management
- business process integration
- SLA management

IT Solutions
build – implement
- assess, design, develop, implement, integrate
- application retirement
- customizing
- management services

Operation Services
operate – maintain
- application management
- data center services
- application hosting
- business process outsourcing

quality implementation of the measures. This implementation has to be based on the right architecture which can be only developed in close cooperation with the clients. For example: Deutsche Börse IT has a long track record of implementing high availability and zero fault systems for the financial industry. So we concentrate on this area. This focus facilitates the integration into the current operation service using economies of scale.

What are the success factors?

Ulrich Kastner: The key factor of this concept is focussing on your core competencies. In a highly competitive environment with dozens of competitors you have to continuously provide strong services and it is necessary to clearly communicate this strength. With our systems, we successfully work on a daily basis in the heart of the financial industry. Thus, our focus is the financial industry's core

processes with customized solutions for trading and post-trading, asset, customer and credit management. Additionally, you must be strongly committed to continuously benchmark your organization and to have your organization excel in customer service.

Could you explain how this strategy will be successful in the future?

Ulrich Kastner: Continuous improvement and focused change management must be deeply rooted in your organization to compete in rapidly changing times. At Deutsche Börse IT, we have established two further concepts, which supplement our overall approach. We continuously evaluate business and IT innovations, and we permanently analyse options evolving from our and our customers' businesses. Take the introduction of our Central Counter Party Software as an example. With these methods in place we believe that our multi-dimensional concept will enable us to handle new opportunities in the future.

About Ulrich Kastner

Ulrich Kastner is Managing Director of Deutsche Börse Group and is responsible for Application Development / Trading & Consulting. Systems like Xetra and Eurex are designed, implemented, and tested within his area. Additionally the Account Management is within his reporting line, which manages various outsourcing deals with external customers thus leveraging the in-house IT infrastructure.
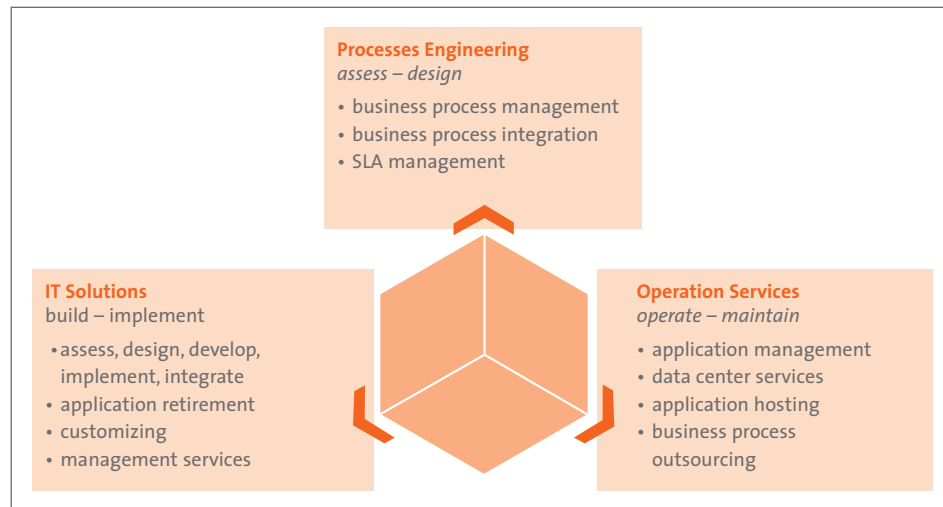
news

New Researcher of the E-Finance Lab
On 1st of August, Dipl.-Wirtsch.-Inform. Nicolas Repp became the newest researcher of Cluster 2. His research interests are focused on the areas Distributed Business Processes, Web Service Technology, and Service-oriented Architectures. Mr. Repp worked previously as IT and process auditor in an international auditing company.

Customer Management Project started together with BearingPoint and Microsoft
Together with EFL industry partners BearingPoint and Microsoft, Cluster 3 has set up the OSAKA research project and aims to develop a methodology, which enables to quantify the effects of optimized customer management processes and technologies on retail banks' performance. In this connection a customer management reference process as well as an evaluation tool for analysing the impact on customer management in financial services will be developed.

Forecasting with Large Neural Networks
One challenge of financial modelling is to forecast market prices. Since today's markets are highly interrelated, a single econometric market analysis is often questionable. Required is a joint modeling of all interrelated markets. Siemens has therefore developed large neural networks that model coherent markets as interacting dynamical systems.
Contact information:
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Tel. 089 636 44495 (–49767 Fax)
Hans_Georg.Zimmermann@siemens.com

Opening of the SAP Research Lab
On October 6th the SAP Research Campus-based Engineering Center Darmstadt (CEC DA) was inaugurated in Darmstadt (Robert-Piloty-Gebäude – Hochschulstr. 10, 64289 Darmstadt). Prof. Ralf Steinmetz has conducted the opening of the "CEC DA" together with his fellows from Darmstadt Technical University Prof. Max Mühlhäuser, Prof. José L. Encarnaçao, and Prof. Bernt Schiele.

Please contact Sven Berger <*sberger@wiwi.uni-frankfurt.de*> in E-Finance Lab's cluster 3 for further details.

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research outside the efinance lab

RESEARCH PAPER: "BUSINESS RULE ENGINES" AS A PART OF ENTERPRISE PLATFORMS

Banks are confronted with a multiplicity of rules and changes in rules generated by regulating institutions, market conditions, etc. The article "Business rule Engines as a part of Enterprise Platforms" shows how the abstraction level and flexibility of Service-oriented Architectures can be increased by means of business rules engines, which can interpret in run-time these business rules, by decoupling the implementation of the decisions in the business processes from the implementation of the own business process. An experimental implementation of two business rules engines on an Enterprise Platform of a Retail Bank is also shown.

Rainer von Ammon, Benjamin Gebauer, Daniel Jobst
ibi research at the University of Regensburg
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RESEARCH PAPER: "MITTELSTÄNDISCHE UNTERNEHMEN UND IHR KOMMUNIKATIONSVERHALTEN GEGENÜBER DER BANK – ERGEBNISSE EINER EMPIRISCHEN STUDIE (TEIL I + II)"

The study reports the current situation of the communication between small and medium-sized enterprises (SMEs) and banks when raising a credit. Based on a survey the authors found that the reported financial ratios often refer to the past and normally don't contain qualitative information. Built on these results, a software (MinD) has been designed by the authors and WGZ-Bank which standardizes the communication between SMEs and cooperative banks.

In: Teil I   Finanz Betrieb, Nummer 4, 2005, S. 229 – 237
*   Teil II   Finanz Betrieb, Nummer 5, 2005, S. 311 – 320*
http://www.min-d.de
Contact: Klaus Segbers (Lehrstuhl für Controlling, Universität Münster),
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RESEARCH PAPER: CROSS-SELLING SEQUENTIALLY ORDERED PRODUCTS: AN APPLICATION TO CONSUMER BANKING SERVICES

Firms that sell multiple products frequently observe that certain items are purchased before others. This phenomenon provides cross-selling opportunities. The article by Li, Sun, and Wilcox investigates how customer demand for multiple financial products evolves over time and its implications for the sequential acquisition patterns of naturally ordered products. Among the substantive findings are that women and older customers are more sensitive to their overall satisfaction with the bank than are men and younger customers, and households with a greater level of education move more quickly along the financial maturity continuum.

Shibo Li, Baohong Sun, and Ronald Wilcox
Journal of Marketing Research, Vol. XLII (May 2005), 233–239

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: eflquartely@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 E-Mail an: *newsletter@efinancelab.com*

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