Role of Technology in Indian Banking Sector

Dr. T. Sreelatha, CH. Chandra Sekhar
1Dept. of MBA, St. Ann’s College of Engineering & Technology, Chirala, AP, India
2St. Ann’s College of Engineering & Technology, Chirala, AP, India

Abstract
Ever since the nationalization of banks in India, this sector has been growing without Leaps and bounces and catering to the needs of various segments of the society. In recent times, the Banking Sector has been making rapid strides by using information technology as a platform and endeavoring to scale higher heights. An attempt has been made in this paper to examine various innovative instruments that have been introduced by Banks in recent times.

Keywords
Banking Sector, Risk Management, Automated Systems and Processes, Mobile Banking, EFT and Knowledge Management.

I. Introduction
Technology has brought a complete paradigm shift in the functioning of banks and delivery of banking services. Gone are the days when every banking transaction required a visit to the bank branch. Today, most of the transactions can be done from the home and customers need not visit the bank branch for anything. Technology is no longer an enabler, but a business driver. The growth of the internet, mobiles and communication technology has added a different dimension to banking. The information technology (IT) available today is being leveraged in customer acquisitions, driving automation and process efficiency, delivering ease and efficiency to customers.

The increased penetration and impact on the scale of business can be judged from metrics such as deposit and credit per account, which according to the RBI data was INR 6,412 and INR 20,757 in 1992 and INR 19,898 and INR 84,618 in 2000 — these metrics increased to INR 59,217 and INR 258,751 in 2009, respectively, approximately thrice the levels in 2000 and 10 times the levels in 1992.

Many of the IT initiatives of banks started in the late 1990s or early 2000 with an emphasis on the adoption of core banking solutions (CBS), automation of branches and centralization of operations in the CBS. Over the last decade, most of the banks completed the transformation to technology-driven organizations. Moving from a manual, scale-constrained environment to a global presence with automated systems and processes, it is difficult to envisage the adverse scenario, the sector was in the era before the reforms, when a simple deposit or withdrawal of cash would require a day. ATMs, mobile banking and online bill payments facilities to vendors and utility service providers have almost obviated the need for customers to visit a branch. Branches are also transforming from operating as transaction processing points into relationship management hubs. The change has been very productive for banks bringing in an increase in productivity and operational efficiency to be more competitive. Better risk management due to centralization of information and real time availability of critical data for decision making.

With most of the banks being technology-enabled, the focus is shifting to computerizing regional rural banks (RRBs). In addition, banks are moving toward decision making and business intelligence software and trying to optimize the IT infrastructure created.

II. Growth and Expansion
Over the last Decade, the size of the banking industry has grown by 7.5 times. The business per employee has increased from INR 27.6 million in 2005–06 to INR 62.7 million in 2009–10, while the profit per employee increased from INR 0.12 million in 2005–06 to INR 0.39 million in 2009–10. Indian banks are also no longer constrained by geography as they have worldwide operations. IT has been instrumental in the global expansion of banks. It is a huge challenge for banks to maintain and keep the vast network operational. IT has helped banks put in place alternate delivery channels such as internet and phone. Mobile banking and ATMs are rapidly becoming the prime delivery channels. The consolidation and centralization of information is also providing banks with accelerated decision making and risk management capabilities. Electronic payments through credit and debit cards are also emerging as a fast-growing segment providing ease of use and convenience to customers. The banking sector is projected to grow at a strong pace over the next decade and will need to strongly leverage the IT infrastructure to acquire and service the customer base and risk management.

A. Computerization in Banks
Technology has charged the face of the Indian banking sector through computation, while new private sector banks and foreign banks have an edge in this regard. Among the total number of public sector bank branches, 97.8 percent are fully computerized at end – March 2010 whereas all branches of SBI are fully computerized.

Table 1: Computerization in Public Sector Banks

<table>
<thead>
<tr>
<th>Category</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fully computerized Branches (%)</td>
<td>85.6</td>
<td>93.7</td>
<td>95.0</td>
<td>97.8</td>
</tr>
</tbody>
</table>

Source: RBI, Annual Report 2009-10

III. Emerging Trends in Banking Technology

- Financial Inclusion
- Mobile Banking
- Electronic Payments
- CRM Initiatives
- IT Implementation and Management
- IT for Internal Effectiveness
- Managing IT Risk
- IT for business innovation

IV. Awards for this Year - 2010 - 2011
Awards for the latest edition (for FY 2010-11) have been given in the following categories:

- Use of Technology for Financial Inclusion
- Mobile Banking
- Electronic Payments Systems
- IT Implementation & Management
- Use of IT for Internal Effectiveness
- Managing IT Risk
A. IT in Banking

Indian banking industry, today is in the midst of an IT revolution. A combination of regulatory and competitive reasons has led to increasing importance of total banking automation in the Indian Banking Industry. The bank which used the right technology to supply timely information will see productivity increase and thereby gain a competitive edge. To compete in an economy which is opening up, it is imperative for the Indian Banks to observe the latest technology and modify it to suit their environment. Information technology offers a chance for banks to build new systems that address a wide range of customer needs including many that may not be imaginable today.

Following are the innovative services offered by the industry in the recent past:

B. Electronic Payment Services - E Cheques

Nowadays we are hearing about e-governance, e-mail, e-commerce, e-tail etc. In the same manner, a new technology is being developed in US for introduction of e-cheque, which will eventually replace the conventional paper cheque. India, as harbinger to the introduction of e-cheque, the Negotiable Instruments Act has already been amended to include; Truncated cheque and E-cheque instruments.

C. Real Time Gross Settlement (RTGS)

Real Time Gross Settlement system, introduced in India since March 2004, is a Interlink Research Analysis system through which electronics instructions can be given by banks to transfer funds from their account to the account of another bank. The (RTGS) Real Time Gross Settlement system is maintained and operated by the RBI and provides a means of efficient and faster funds transfer among banks facilitating their financial operations. As the name suggests, funds transfer between banks takes place on a ‘Real Time’ basis. Therefore, money can reach the beneficiary instantaneously and the beneficiary’s bank has the responsibility to credit the beneficiary’s account within two hours.

D. Annual RBI report 2009-10

As on November 30, 2010 there are more than 72000 RTGS enabled bank branches.

E. Electronic Funds Transfer (EFT)

Electronic Funds Transfer (EFT) is a system whereby anyone who wants to make payment to another person/company etc. can approach his bank and make cash payment or give instructions/authorization to transfer funds directly from his own account to the bank account of the receiver/beneficiary. Complete details such as the receiver’s name, bank account number, account type (savings or current account), bank name, city, branch name etc. should be furnished to the bank at the time of requesting for such transfers so that the amount reaches the beneficiaries’ account correctly and faster. RBI (Reserve Bank of India) is the service provider of Electronic Funds Transfer (EFT).

F. Electronic Clearing Service (ECS)

Electronic Clearing Service is a retail payment system that can be used to make bulk payments/receipts of a similar nature especially where each individual payment is of a repetitive nature and of relatively smaller amount. This facility is meant for companies and government departments to make/receive large volumes of payments rather than for funds transfers by individuals.

Table 3: ECS transaction in Rs. Crores

<table>
<thead>
<tr>
<th>Item</th>
<th>2005-06</th>
<th>2006-07</th>
<th>2007-08</th>
<th>2008-09</th>
<th>2009-10</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECS Credit</td>
<td>32,324</td>
<td>83,277</td>
<td>7,82,222</td>
<td>97,487</td>
<td>1,17,833</td>
</tr>
<tr>
<td>ECS Debit</td>
<td>12,986</td>
<td>25,441</td>
<td>48,937</td>
<td>66,976</td>
<td>69,819</td>
</tr>
</tbody>
</table>

Source: RBI, Annual Report 2009-10

G. Automatic Teller Machine (ATM)

Automatic Teller Machine is the most popular devise in India, which enables the customers to withdraw their money 24 hours a day 7 days a week. It is a device that allows customer who has an Automatic Teller Machine (ATM) card to perform routine banking transactions without interacting with a human teller. In addition to cash withdrawal, Automatic Teller Machines (ATMs) can be used for payment of utility bills, fund transfer between accounts, deposit of cheques and cash into accounts, balance enquiry etc.

H. Point of Sale Terminal

Point of Sale Terminal is a computer terminal that is linked online to the computerized customer information files in a bank and magnetically encoded plastic transaction card that identifies the customer to the computer. During a transaction, the customer’s account is debited and the retailer’s account is credited by the computer for the amount of purchase.

I. Tele Banking

Tele Banking facilitates the customer to do entire non-cash related banking on telephone. Under this devise Automatic Voice Recorder is used for simpler queries and transactions. For complicated queries and transactions, manned phone terminals are used.

J. Electronic Data Interchange (EDI)

Electronic Data Interchange is the electronic exchange of business documents like purchase order, invoices, shipping notices, receiving advices etc. in a standard, computer processed, universally accepted format between trading partners. Electronic Data Interchange (EDI) can also be used to transmit financial information and payments in electronic form.

H. Implications

The banks were quickly responded to the changes in the industry; especially the new generation banks. The continuance of the trend has re-defined and re-engineered the banking operations as whole with more customization through leveraging technology. As technology makes banking convenient, customers can access banking services and do banking transactions any time and from any ware. The importance of physical branches is going down. Thus, the changes have the following implications:

- Anywhere Anytime Anyplace Banking
- Timeless and Placeless Banking
- Banking at Convenience
- Dismantling of Physical Structure
• Goodbye to Traditional Instruments and Invitation to New Instruments
• Disappearance of Conventional Risk and Arrival of New Risks
• Leading to Currency-less Monetary system

V. Challenges in Implementation
It is becoming increasingly imperative for banks to assess and ascertain the benefits of technology implementation. The fruits of technology will certainly taste a lot sweeter when the returns can be measured in absolute terms, but it needs precautions and the safety nets. The increasing use of technology in banks has also brought up ‘security’ concerns. To avoid any mishaps on this account, banks ought to have in place a well-documented security policy including network security and internal security. The passing of the Information Technology Act-2000 has come as a boon to the banking sector, and banks should now ensure to abide strictly by its covenants. An effort should also be made to cover e-business in the country’s consumer laws. Some are investing in it to drive the business growth, while others are having no option but to invest, to stay in business. The choice of right channel, justification of IT investment on ROI, e-governance, customer relationship management, security concerns, technological Obsolescence, mergers and acquisitions, penetration of IT in rural areas, and outsourcing of IT operations are the major challenges and issues in the use of IT in banking operations.

VI. Future Trends
A. Beyond Core Banking
Increased adoption of e-payments and mobile banking are clearly the emerging areas which are bound to strengthen in the near future. In addition, the focus is shifting towards systems and processes needed in the maturity phase of the Technology needs curve. Banks will need to increasingly focus on cost and profitability management, business intelligence, dashboards/executive information reports, data warehousing and analytics. Improving internal effectiveness and efficiency with integrated data warehouse and real-time access to all customer information will help the banks’ decision making and ability to deliver appropriate products and services to the customers. Banks must see beyond applications that provide solutions to today’s problems. They need to develop a vision of a comprehensive infrastructure—comprising internal and external networks instantaneously moving information from data stores to users and back again. The importance of the IT-business unit partnership cannot be overemphasized. The people and processes are just as critical to success as hardware and software.

Undoubtedly, banks have made great technological advances in storing information. However, the full power to use that information to be more productive and make better decisions still goes unrealized. By continuing to emphasize only technology and the peripheral business processes it affects, banks have seriously neglected their personal and enterprise-wide intelligence. The effectiveness of the infrastructure is measured in the value it brings to the customer. That value is diminished by business units and individuals that are not networked. Therefore, banks must provide access and training, to each member of the bank who directly or indirectly serves customers. To make this possible, clear standards and expectations must be published, so the information technology organization can bring individuals online in a consistent manner.

B. Increasing Interconnectivity and Ease of Payments through Different Form Factors
The economic role of payment systems is connected intimately to the economic role of money. Money is a unit of account, a store of value, and a medium of exchange. Cash, checks, electronic transfers, debit, credit and charge cards, as well as payment methods relying on mobile phones and on the internet are based on different systems for exchanging value between economic entities and on different form factors for engaging in this exchange. Anywhere anytime banking is becoming the norm due to the implementation of core banking solution (CBS), additionally increased efforts by the regulator in setting up Electronic Clearing Service (ECS), Real Time Gross Settlement (RTGS) and NEFT systems is leading to interconnectivity and ease of inter and intra-bank funds transfer. The increasing usage of credit/debit cards and mobile banking is facilitating the ease of payments through different factors linked to vendors and service providers. The trend is likely to strengthen with an increasing number of transactions moving online.

Presently, a technological development is closely related to computerization in banks branches for adoption of the core banking solution (CBS). An important development in the percentage of branches of public sector banks implementing core banking solution (CBS). The percentages of such branches increased by 79.4 % at end March 2009 to 90% at the end of March-2010.

Table 4: Branches under Core Banking (in %)

<table>
<thead>
<tr>
<th>Name of the Bank</th>
<th>Branches under core banking solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Sector Banks</td>
<td>90%</td>
</tr>
<tr>
<td>Nationalised Banks</td>
<td>85.9%</td>
</tr>
<tr>
<td>State Bank Group</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Report on Trend and Progress of Banking in India 2009-10, P-55

C. Energy Management and Move Towards ‘Green Technology’
Most of the banks are conscious of the carbon foot print generated and are working towards energy management and use of ‘Green Technology’. Some of the measures adopted are:
• Adoption of Server Virtualization technologies to save on floor space, power & cooling components,
• Use of Data center enhancements and Best practices for optimum usage of space, hot air/cool air pockets etc.,
• Adoption of Blade server technology to have higher computing power in smaller footprint.
• Upgradation of older power hungry Servers, Storage and Networking equipments.
• Dynamic power capping of Servers, Desktops by employing newer power saving
• Technologies like processor stepping
• Solar powered ATMs
• Use of windmill energy
Energy management and adoption of green technology will become increasingly important in the future and banks will have to streamline efforts towards accurately monitoring, measuring and optimizing the energy consumption.

VI. Role of CRM Techniques
Customers have grown to expect comprehensive financial services from a single point of contact. They are attracted by many new products and services that non-banking institutions have been offering. The challenge for banks is to package these products
and services and deliver them through convenient, user-friendly channels. Only by integrating people, processes, and technology across business lines will banks be able to forge a portfolio of virtual banking services based on the proclivities of specific customer market segments.

Consumer behavior is an important factor that will change the functioning and business plans of banks in the next decade. The banking sector will increasingly move towards a CRM banking model where the banks will have to develop and service products suited/required at different phases of a consumer’s life. Banks have already started moving towards catching the customers young by providing school and college-going students with bank accounts. As the youngster grows banks will have to track and predict the financial needs using sophisticated analytical models and deliver focused products and services.

It has always been difficult for large institutions to compile information on a single customer from multiple points of contact. Customers who choose services and products from multiple business areas typically are treated as separate relationships within each area. Because a customer-centric infrastructure does not exist at most banks, customer service representatives do not have the infrastructure support or the incentive to pull the information together. Without clearly understanding the strategic advantages of using a customer data warehouse, bank customer service representatives will not change their behavior, and any competitive advantage will be short-lived. The bank will gain minimal value from the significant investment required to develop the requisite technologies.

Knowledge Management treats the behavior of people as an equal and essential component of effective information-sharing. Knowledge management also enables knowledge from similar previous situations to inform current decisions. Both managers and service teams must play a role in building a knowledge culture. Managers must codify relevant experiences, packaging them to maximize their relevance and reusing them in new situations that create value. Once the knowledge has been codified, it needs to be shared with appropriate individuals.

An integrated approach to knowledge management enables the bank to group its products to serve specific market segments, such as lawyers, young professionals, retirees. The product groupings would be based on customer feedback as to which products are in demand and on the bank’s assessment of each product’s profitability. Once the bank identifies the product groupings, it can provide high-quality service, with high-quality support from front and back offices, cross-functional data bases, and customer service personnel.

For banks, information technology plays an important role in informed decision-making by creating a means to collect and codify experiences and solutions from similar decisions in such areas as financial management, customer service, or relationship development. The enabling technologies include client/server technology, distributed computing, networking, and data warehousing. Knowledge of what customers need most and are willing to pay a premium to get, should be frequently updated and shared across the bank. Technology allows the bank to accomplish this enormously complex task. Knowledge means more than just having information; it happens when information is put in proper context and shared. For customers, valuable knowledge might be reflected in the performance of their financial portfolio or in the ease and success of making transactions. The data warehouses and graphical interfaces that support the customer’s portfolio provide real-time access to all customer accounts and present them in an integrated, seamless interface. For the bank, technology creates a tool for gathering knowledge about customers’ financial behaviors, purchasing proclivities, portfolio performance, and market and competitive alternatives. Profitability analysis is crucial to the bank’s customer relationships, and it helps identify alternatives for delivering value to customers. At present, customer profitability is being redefined as customer relationship profitability. Customer relationship profitability includes not only a single customer account but the full relationship, which might extend to personal checking, a business account, an investment account, and more. For branch services to be mostly focused on marketing and cross-selling, customer-centric knowledge will need to be leveraged in a well-teamd, highly automated branch platform.

A. Stronger Role of IT as Business Transformer/Performer

The bank infrastructure is not immutable. New technologies surface every day, and new media (like Internet did) will force management to reconsider infrastructural objectives. Defining fundamental infrastructure goals will enable the bank to stay focused and adapt without being distracted by technologies that do not contribute to customer value.

The IT function can play a central part in helping organizations adapt to and thrive in this new status quo. By aligning their teams with the needs of the business, chief information officers (CIOs) can provide strong strategic and operational support. IT also has to consider its most appropriate role. In some cases, particularly for larger, global companies, senior management may expect IT to provide innovation and transformation, whereas in certain smaller firms the emphasis could be upon a more basic service, to keep costs down and serve daily operational needs efficiently. Typically, IT fits into one of four broad categories:

1. Utility
   Where its main purpose is to keep the business running

2. Protector
   Where it is primarily concerned with managing the IT estate

3. Performer
   Where it is expected to deliver tangible value to the business Transformer: Where the function transcends day-to-day operational needs to help bring real Change.

   To advance from a more basic utility/protector function to a transformer/performer IT should better understand the needs of the leadership team, continuously work on delivering customer benefits and help the organization gain a competitive edge.

VII. Conclusion

From enabling banking services to driving transformation in the Industry. Information Technology course do promise to change the pace of banking to the next few years. Mobile bank and internet banking are going to make indoor in the banking sector in the near future. Even though IT systems are complex and sophisticated but they are “energy guzzlers”. Hence, the future for banking sector is going to make rapid straights in near future.
References


Dr. T. Sreelatha is working as a professor in the Department of MBA, in St. Ann’s College of Engineering & Technology, Chirala, Prakasam (dt), AP. She has completed Ph.D., in the area of Commerce at S.V University, Tirupathi. She has 14 years of experience in teaching.

Mr. Ch. Chandrasekar is working as Assistant professor in the Department of MBA, St. Ann’s College of Engineering & Technology, Chirala. He had completed M.Com and MBA. He is pursuing Ph.D. in Acharya Nagarjuna University. He had 3 years of experience in teaching.