

EXECUTIVE SUMMARY

This paper studies the approaches Bumiputra-Commerce Bank (BCB) used to bridge, transform and reposition itself after the recent merger. The reason BCB was chosen was because it was the first bank to complete the merger exercise and because of the various challenges faced due to the size and complexities of its operations.

The evolution of the banking and financial industry is addressed in the paper and evaluates how BCB has repositioned and re-aligned itself in the industry's financial landscape. The transformation of BCB from the 4th to the 5th Generation of Banking to the E-Banking initiatives is also identified.

In order to achieve the bank's objectives such as a world-class bank, BCB had to embark in ONE platform technology approach that enabled it to streamline the strategic business units operations in a platform. This paper also discusses the implications of the technology applications in redesigning BCB's model of enhancing stakeholders' value by increasing efficiencies and outsourcing the Processing Division's capabilities.

The paper evaluates how BCB uses the technological capabilities, to realign and restructured the Retail Branches and the database for managing CRM (customized relationship marketing) In addition, the paper attempts to look at the strategic alliances of BCB when it lacked the critical mass to achieve economies of scale.

The paper also addresses several problems, which, BCB will have to resolve such as being a late mover to the E-Banking industry and the limitations of using the Internet as a value chain enhancer instead as a channel enhancement. Discussion also evolves on the timing of the ONE platform implementation process and the consequences faced by BCB. The paper too discusses on the importance of branding in the long term survival of the bank and to add value to the customers.