

Creating a more efficient support

Mikael Björknert, Head of Group Business Support



Leverage cross-border capabilities

Group IT

- Group IT set-up
 - Operating model **Done**
 - Financial model
 - Business architecture
 - Product lifecycle mgmt
 - Project management
- Group Application management **Done**
- Infrastructure & Ops
- Common Business Technology
- Strategy & Architecture
- Business Engagement

Group Products

- Group Products set-up
 - Operating model **New**
 - Financial model
 - Business architecture
 - Product lifecycle mgmt
 - Project management
- Group Cards **Done**
- Group Payments **Done**
- Group Trade Finance
- Group Lending **New**
- Group Saving
- Group Insurance
- Group Investor Services

Group Shared Services

- Group Shared Services set-up
 - Operating model **New**
 - Financial model
 - Business architecture
 - Project management
- Group Purchase **Done**
- Group Training **Done**
- Group Business Back-office **New**
- Group Invoice handling
- Group HR Administration
- Group Physical Security
- Group Facilities Management
- Group Physical Archiving

Group Transformation

- Establish functions
 - Distribution flows (2) **New**
 - Customer flows (8)
 - Enabling flows (4)
- Analysis of end-to-end flows
 - Define customer value
 - Define bank value
 - Define cost flow
- Op.Ex team **New**
 - Process specialists
 - Education
 - GEC /Senior mgmt
 - Involved parties
 - E-learning

Realised synergies

- Group IT → Consolidation in the Baltic states saved EUR 18m in 2010 vs. 2009
- Group Payments & Cash Management → Group common cash pool solution
- Group Cards → Consolidated to optimise Visa/MasterCard earnings
- Group Purchase → Consolidation/outourcing/in-sourcing saved EUR 23m during 2009-2010