

# IT Process Framework - Centralize to establish, distribute to optimize

In theory there's no difference between theory and practice  
In Practice there is.  
*Yogi Berra*

**Viktor Petermann**  
CIO office  
Swedbank



## Why to attend?

1. Process consolidation merging two very diverse international IT organizations in Europe
2. Real-life case study
3. Closer focus on
  - Importance and setup of Process ownership
  - Getting process from paper to reality



# Agenda

## 1. Background

- Swedbank
- IT consolidation vision

## 2. Process framework

- Main principles

## 3. Lessons learned



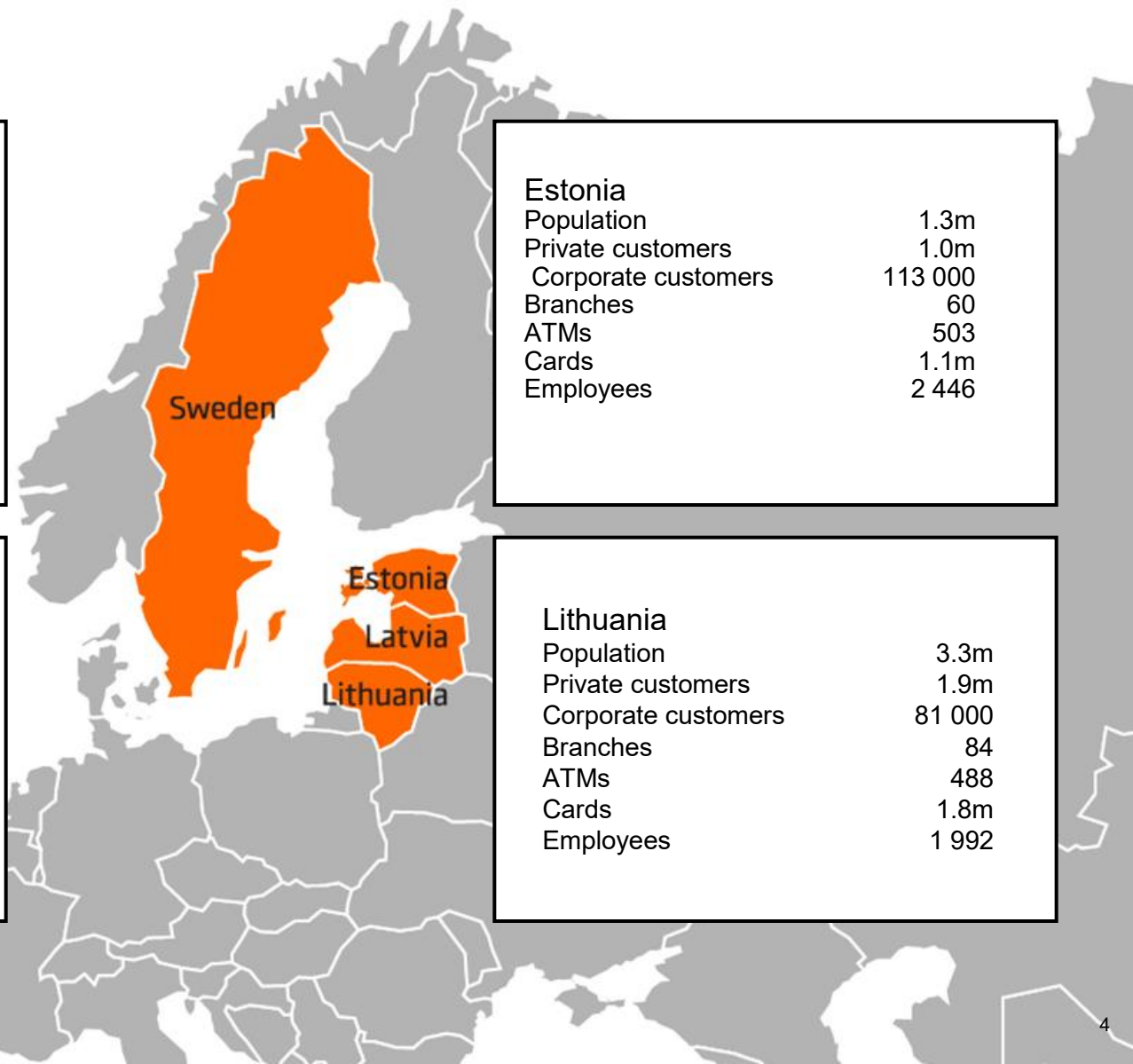
# 1. Swedbank overview – home markets

<b>Sweden</b>	
Population	9.3m
Private customers	4.0m
Corporate customers	263 000
Organizations	67 000
Branches	315
ATMs	658
Cards	3.8m
Employees	8 201

<b>Estonia</b>	
Population	1.3m
Private customers	1.0m
Corporate customers	113 000
Branches	60
ATMs	503
Cards	1.1m
Employees	2 446

<b>Latvia</b>	
Population	2.2m
Private customers	0.9m
Corporate customers	74 000
Branches	59
ATMs	394
Cards	0.9m
Employees	1 759

<b>Lithuania</b>	
Population	3.3m
Private customers	1.9m
Corporate customers	81 000
Branches	84
ATMs	488
Cards	1.8m
Employees	1 992

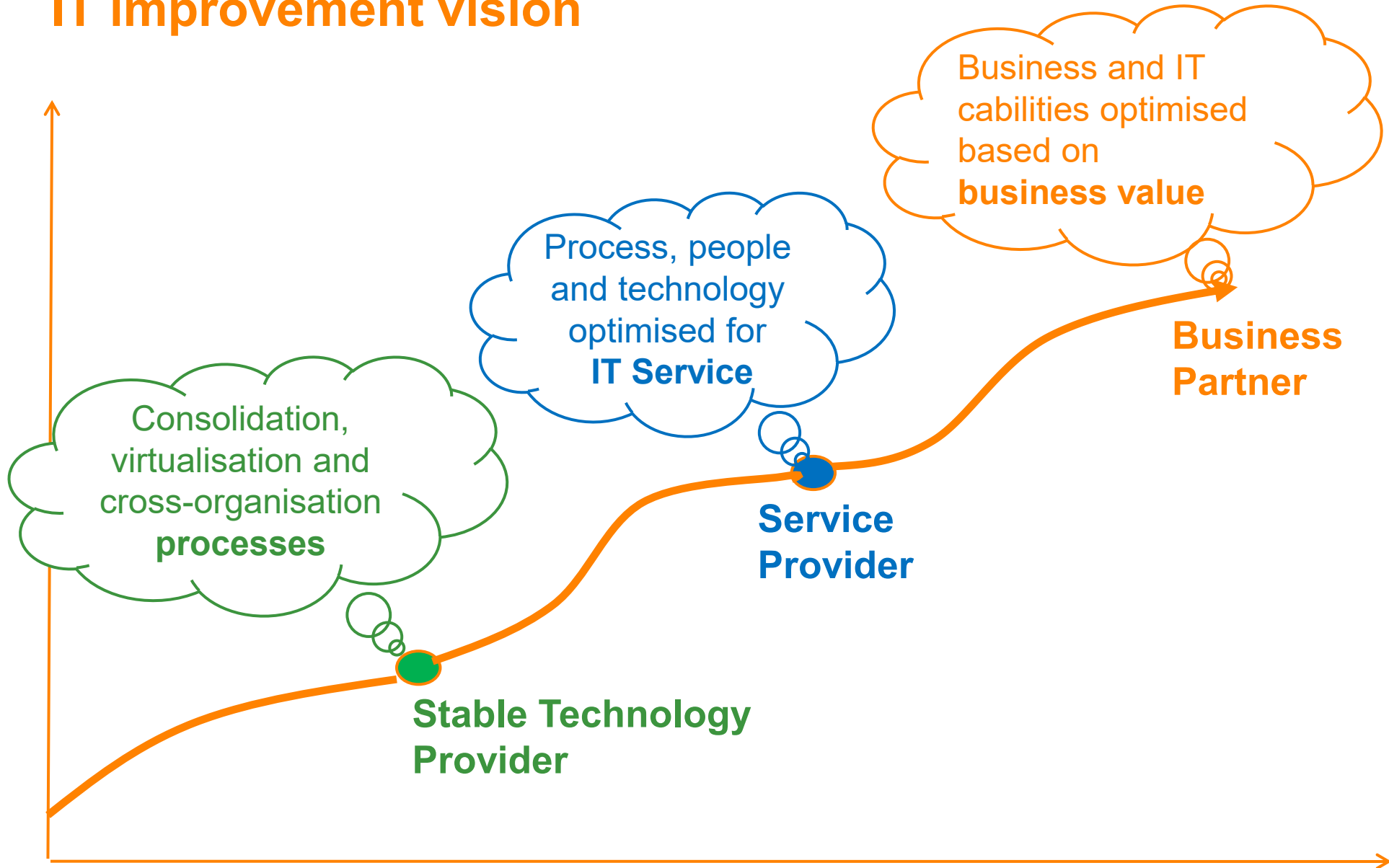


# Swedbank IT process journey

- In the beginning(60-s to 90-s)
  - Process is a tool
- Beginning of the century
  - Process is a defense weapon
- Now
  - Processes is an armored tool



# IT improvement vision





# Process Improvement Program

**Purpose of the program** is to implement consolidated Group IT processes in order to:

1. Enable Group IT consolidation and value realisation
2. Enable Group IT transformation to become Business Partner
3. Improve quality of delivered IT services
  - Delivery according to service targets
  - Stable service delivery (reduced downtime, reduced number of incidents, etc.)

## Scope of the program – Focus Processes 2011:

Incident Management, Problem Management, User Request Fulfilment, Change Management, Service Asset and Configuration Management, Service Level Management, Resource Management, Testing.



## 2. Process framework

- **Set of rules and standards to design, implement and manage IT Processes**

- Purpose and goals, relations
- Clear responsibilities
- Process Ownership

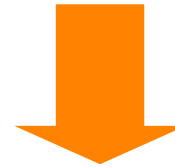
- **...to ensure efficiency and effectiveness of IT through:**

- Avoiding redundancy;
- Transparency and optimization
- Better process acceptance

Governance



Ownership



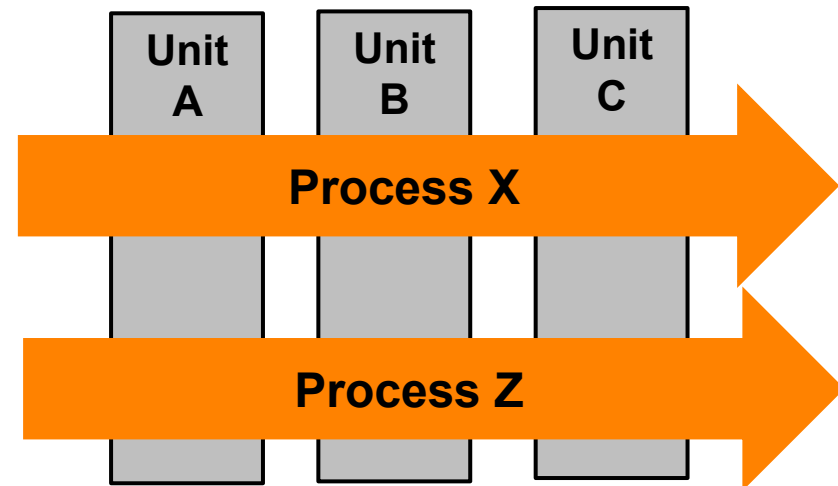
Management





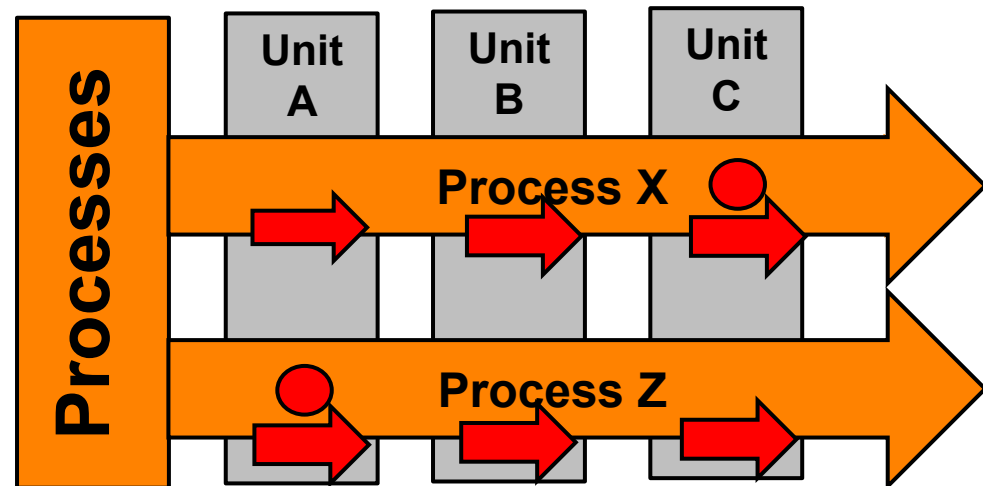
## Main principles

- There is a Process Owner and a Process Manager for every Process
- Processes is way of working across units to deliver value (IT service) throughout IT Service Lifecycle



# Process ownership – distributed or centralised?

1. Function-dominated
2. Process-dominated, centralised
3. Process-dominated, distributed
4. Balanced matrix – future or dream?

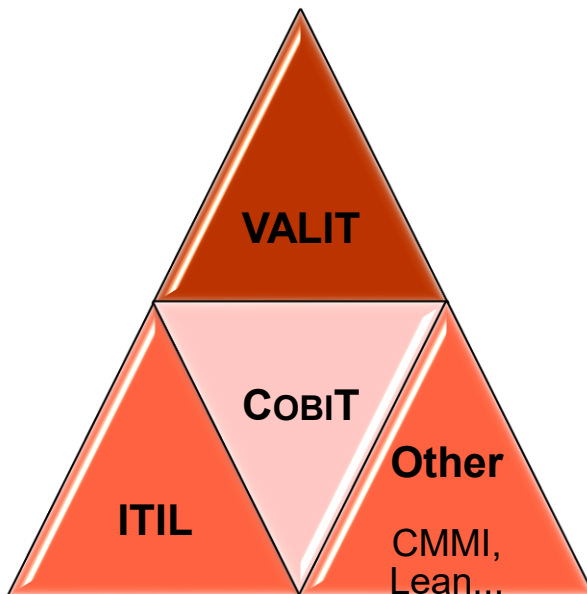


## How to combine the processes?

Process = **Activity** and **Decisions** to provide **Services**

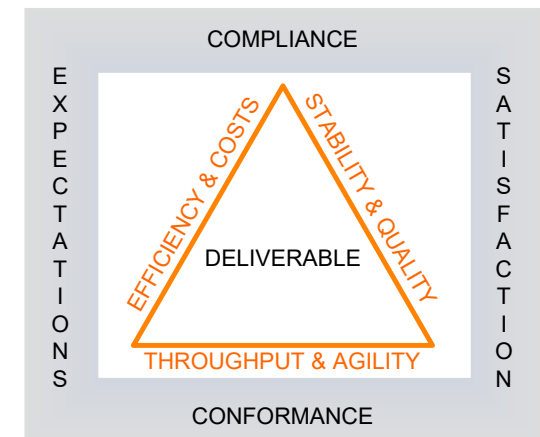
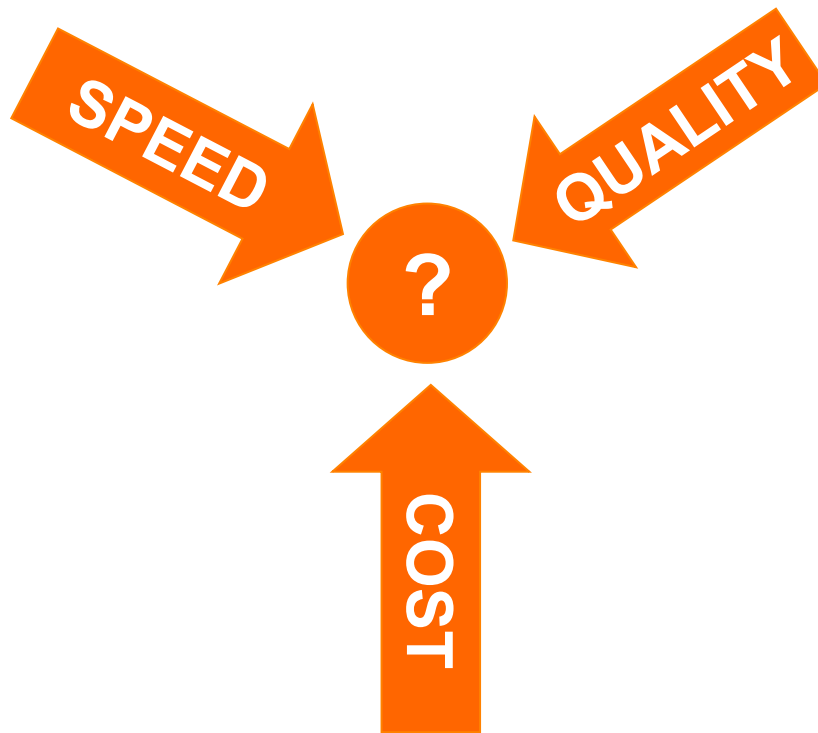
Service

- Consolidates created value
- Agreement between parties
- Persistent



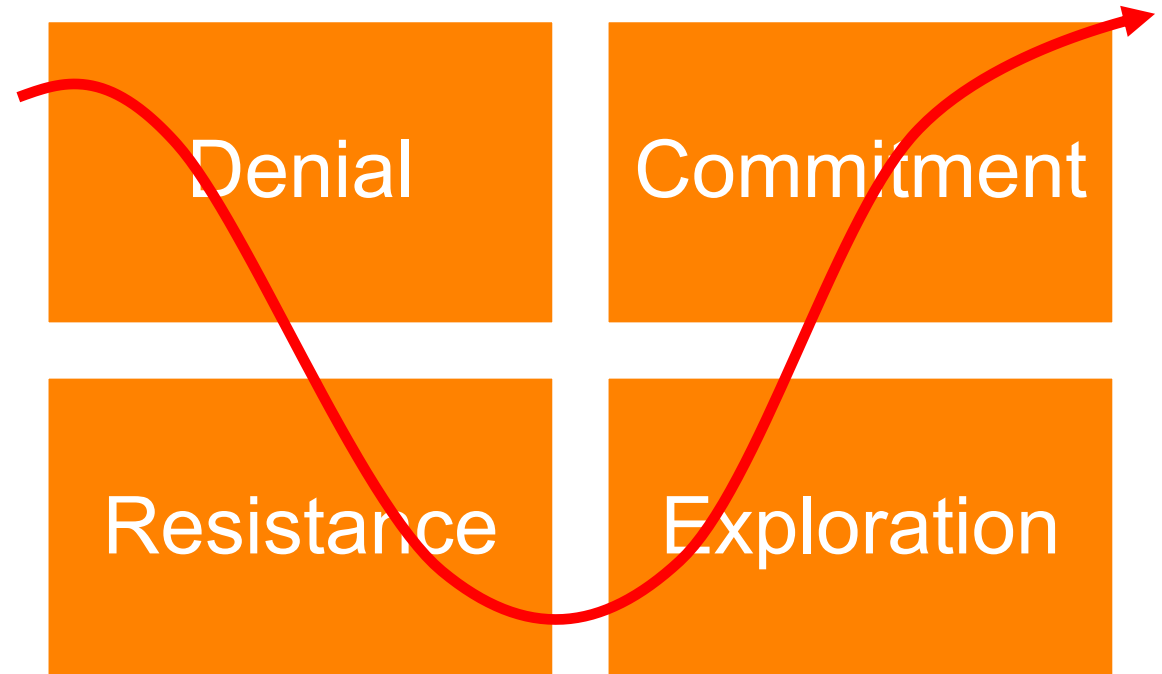
## Process KPI-s: setting and measuring

Process - Defence weapon or an armoured tool?



## Getting process from paper to reality

- Need for **sense of urgency**
- Fighting **Resistance** =  
No understanding x  
No benefit x  
No trust x  
Wrong values
- Increasing **Effort** =  
Resource x  
Commitment



### 3. What did we learn?

- Need for Clear strategy and goals
- Find leaders to manage the change
  - Time and expertise
  - Brain and heart
  - Hope and trust
- Process ownership
  - Willingness, competence, authority





## Conclusion - Process is an armoured tool!

- Centralize to establish, distribute to optimize
- Win people to manage change!

More questions?

[Viktor.petermann@swedbank.ee](mailto:Viktor.petermann@swedbank.ee)

