



Enterprise Architecture  
Conference Europe 2014



Business Process Management  
Conference Europe 2014



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Produced By



# Enabling value by process

## centralise to establish, distribute to optimise

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

**Viktor Petermann**

Head of Business Architecture  
Swedbank



## What will we talk about?

- IT process management maturity
- Establishing process management across organisation
- Managing processes across units

### Focus on

- Process as a tool or weapon
- Centralise to establish, distribute to optimise
- Managing change



Reality

4 out of 5



**Because of poor process  
design?**

# Swedbank overview – home markets

## Sweden

Population	9.5m
Private customers	4.0m
Corporate customers	261 000
Organizations	67 000
Branches	306
ATMs	0*
Cards	3.8m
Employees	8 243

\*ATMs are handled in Bankomat AB

## Estonia

Population	1.3m
Private customers	1.0m
Corporate customers	125 000
Branches	50
ATMs	474
Cards	1.1m
Employees	2 270

## Latvia

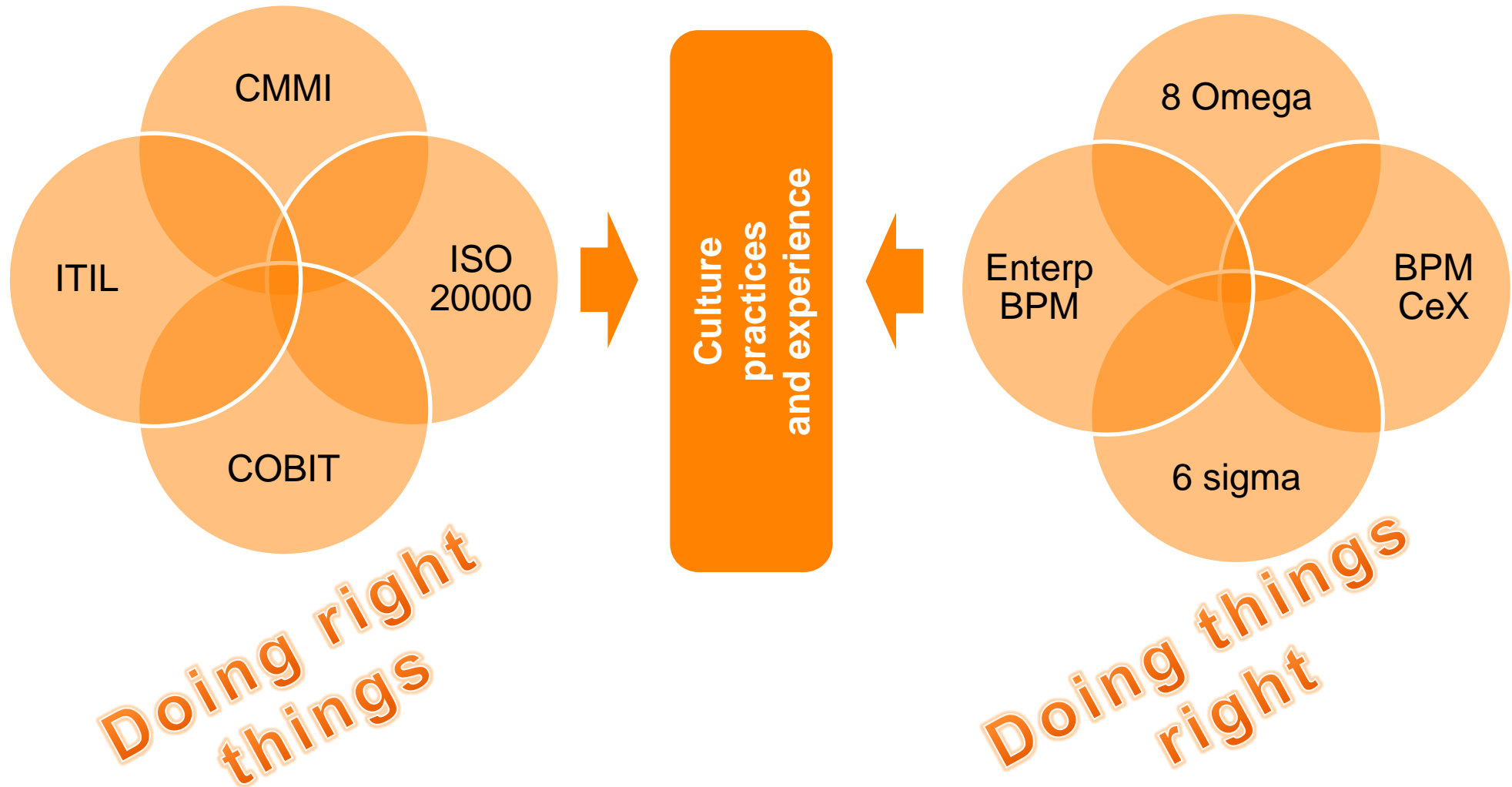
Population	2.0m
Private customers	1.0m
Corporate customers	84 000
Branches	54
ATMs	417
Cards	1.0m
Employees	1 573

## Lithuania

Population	3.0m
Private customers	2.0m
Corporate customers	87 000
Branches	74
ATMs	482
Cards	1.8m
Employees	1 839



# Establishing process management – best practices



# IT process maturity 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





## Results by 2010

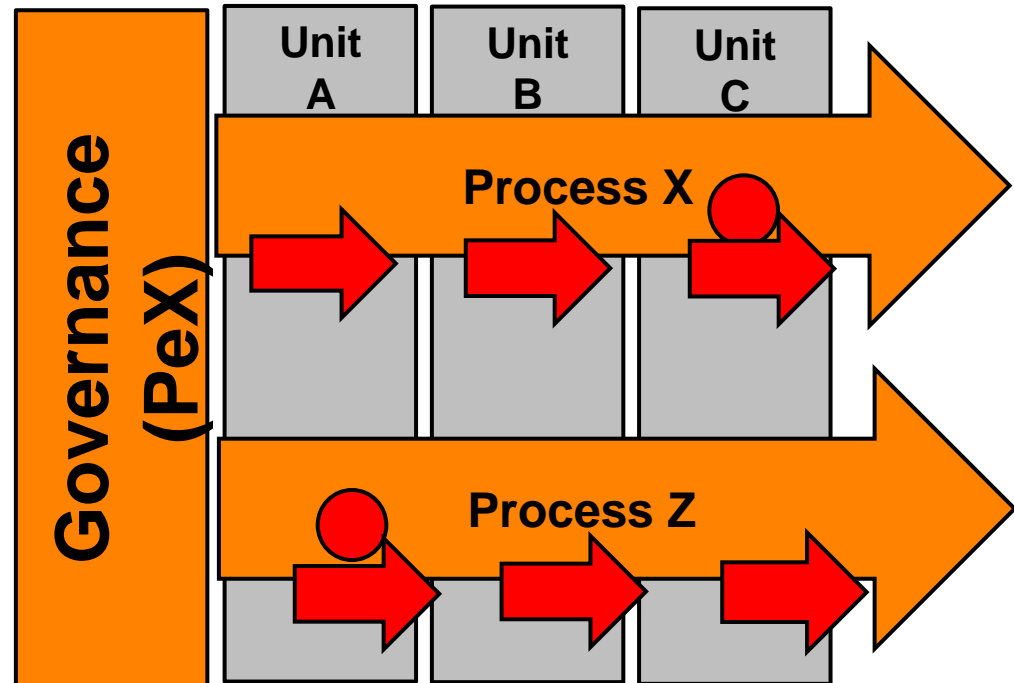
- Lot of experience with process management
  - Distributed and centralized
  - 60+ processes in the list
- Sweden
  - Distributed
  - Constant 3-5% yearly operational cost decrease
- Baltic's
  - Centralized
  - Strong cost cut (22.2 -> 18.7 IT cost/op cost )
  - Support for 50% development growth





# Process ownership – distributed or centralised?

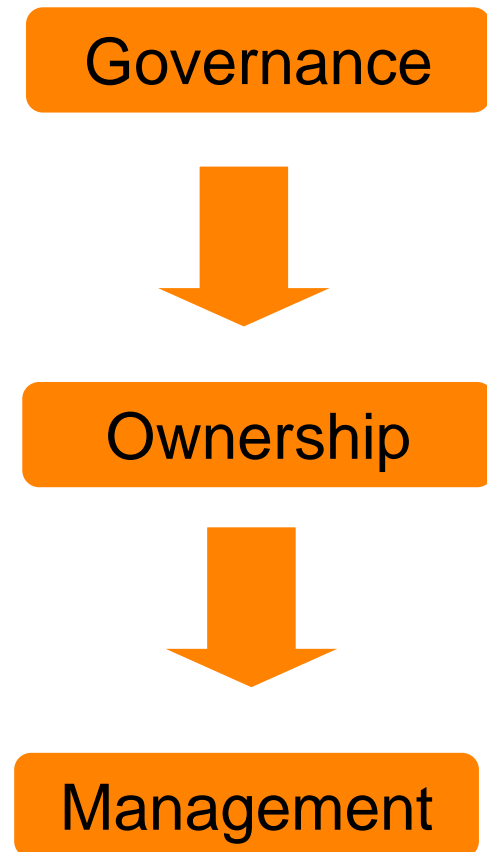
1. Function-dominated
2. Process-dominated, centralised
3. Process-focused, distributed
4. Balanced matrix – future or dream?



*‘There’s nothing more difficult than to take lead in the introduction of the new order of things’  
Machiavelli, The Prince*

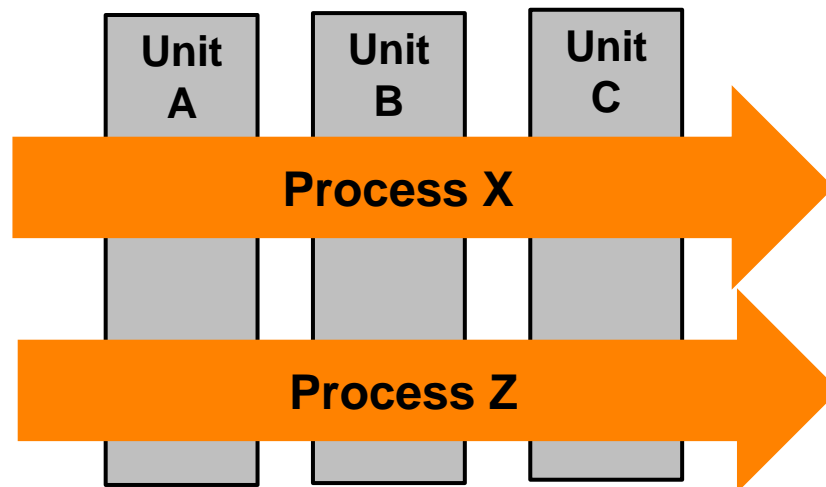
# Process management setup

- **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 optimisation
  - Better process acceptance



## Main principles

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

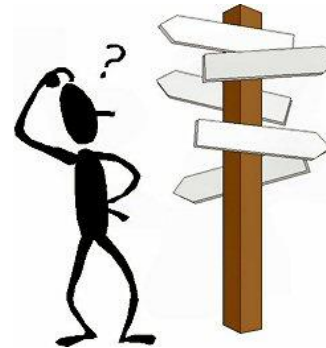
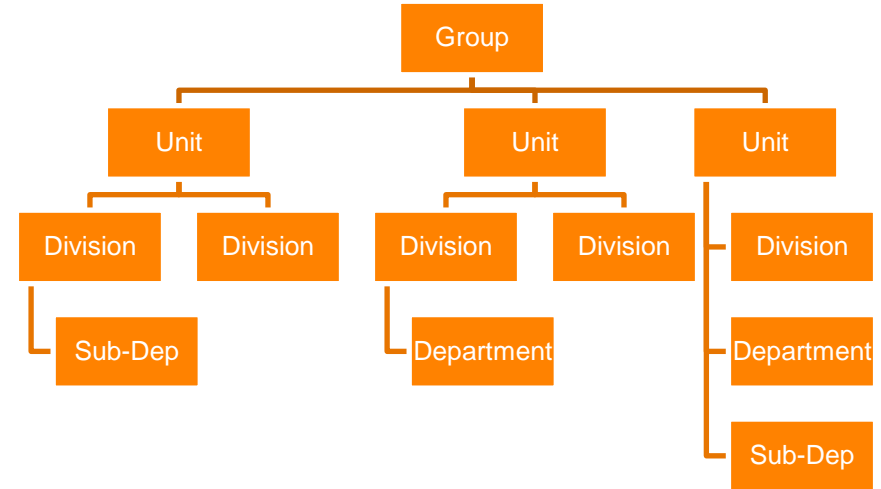


*'The most important thing going forward is to break boundaries between people so we can operate as a single intelligence'*

*A. Einstein*

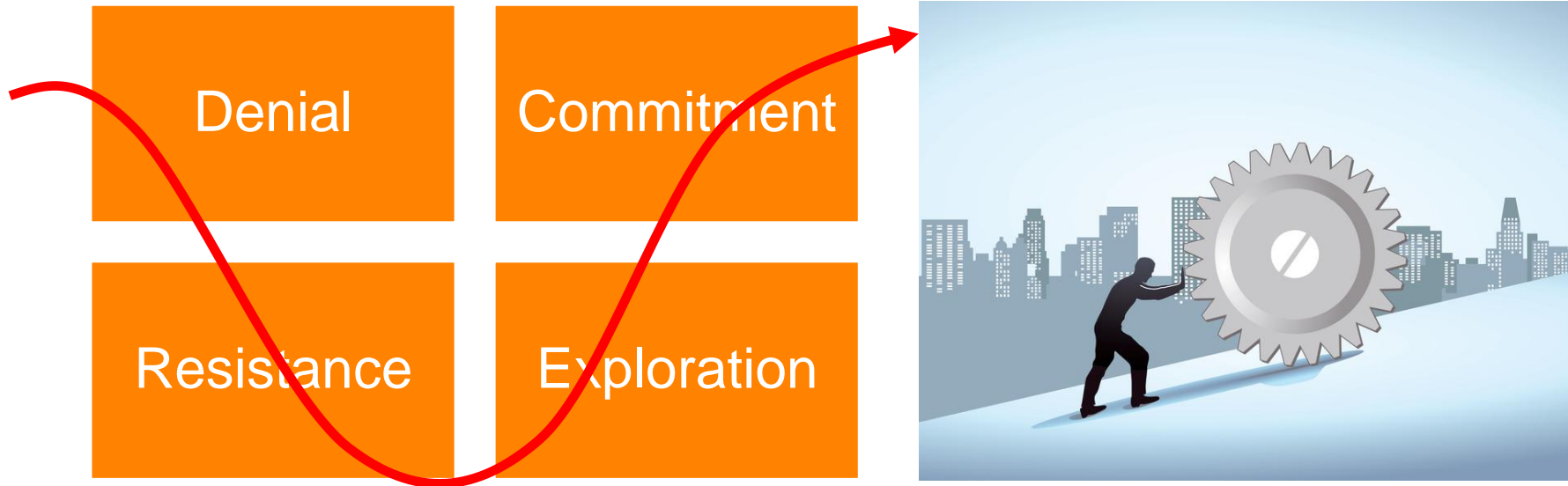
# Linking processes to service delivery

~ 70 departments  
~ 30 processes to manage



**Big change =  
Big resistance**

# Manage change: involvement and teams



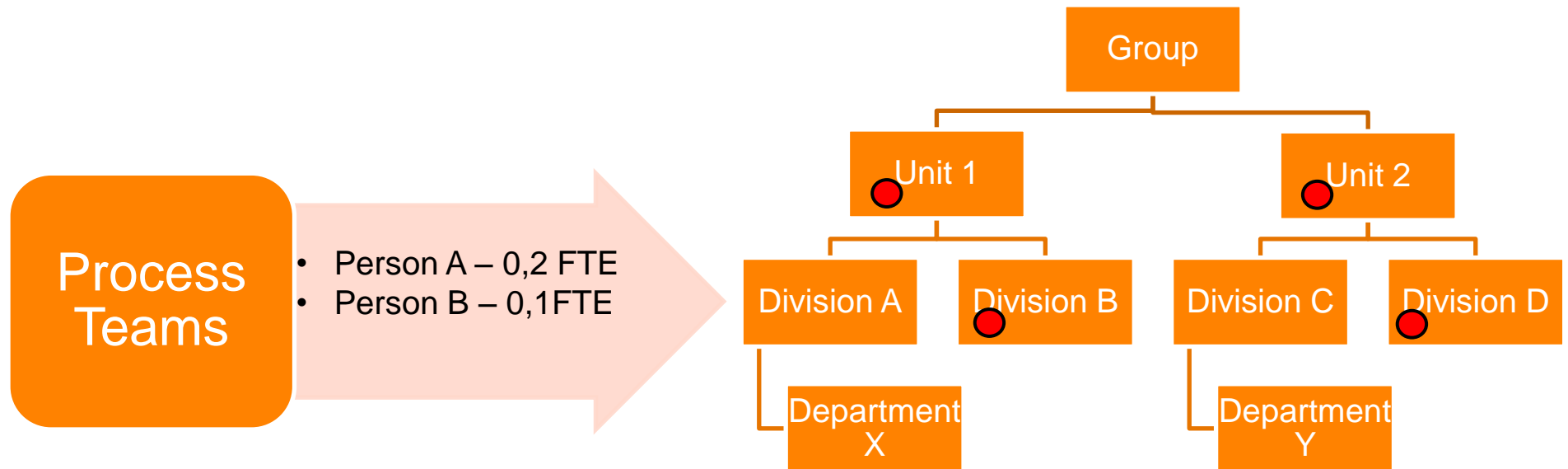
## Manage resistance

No understanding x  
No benefit x  
No trust x  
Wrong values

## Increase Effort

Resource x  
Commitment

# Manage change: involvement and teams



Responsible for managing a  
process in a unit,  
Measured by Process KPI

## Conclusion - Process is an armored tool!

- Processes - handle with care
- Centralise to establish, distribute to optimise
- Win people to manage change

More questions?

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