



Agile Management: The next step

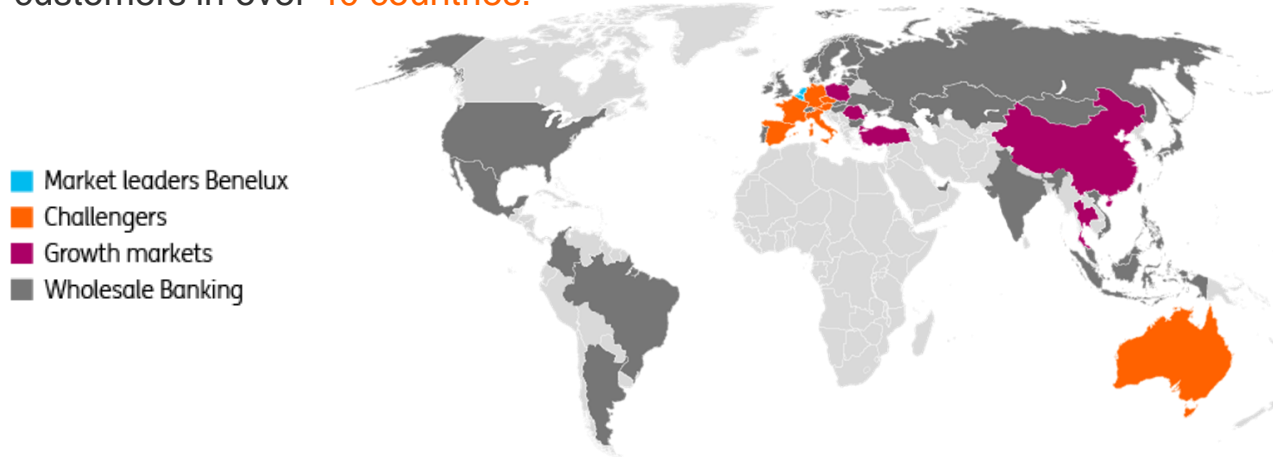
Innovating with customers at a fast pace

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About ING

ING is a global financial institution with a strong European base, offering banking services through its operating company ING Bank. The purpose of ING Bank is empowering people to stay a step ahead in life and in business. ING Bank's more than 54,000 employees offer retail and wholesale banking services to customers in over 40 countries.



In Q1 2018 ING had 38,8.5 million customers, of which 11.2 million are considered primary customers.

More detailed information can be found on [ING.com](https://www.ing.com).

Empowering people to stay a step ahead in life and in business

Market Leaders

Netherlands, Belgium, Luxembourg

- Leading retail and wholesale banks in the Benelux
- Evolving into 'direct-first' banks
- Improving operational excellence

Challengers

Germany, Austria, Czech Rep, Spain, Italy, France, Australia.

- Leading 'direct-first' banks
- Further integrating retail and wholesale banking capabilities
- Broadening lending capabilities

Growth Markets

Poland, Romania, Turkey and our stakes in Asia

- Strong positions in fast-growing countries
- Evolving into 'direct-first' banks
- Developing digital leadership capabilities

Wholesale Banking network and global franchises

- International network: more than 40 countries
- Extensive international client base across all regions
- Global franchises: Industry Lending and Financial Markets; Trade Finance and Cash Management

ING's Think Forward strategy

Purpose



Empowering people to stay a step ahead in life and in business.

Customer Promise



Clear and Easy



Anytime, Anywhere



Empower



Keep Getting Better

Strategic Priorities



Creating a differentiating customer experience

1. Earn the primary relationship
2. Develop analytics skills to understand our customers better
3. Increase the pace of innovation to serve changing customer needs
4. Think beyond traditional banking to develop new services and business models

Enablers



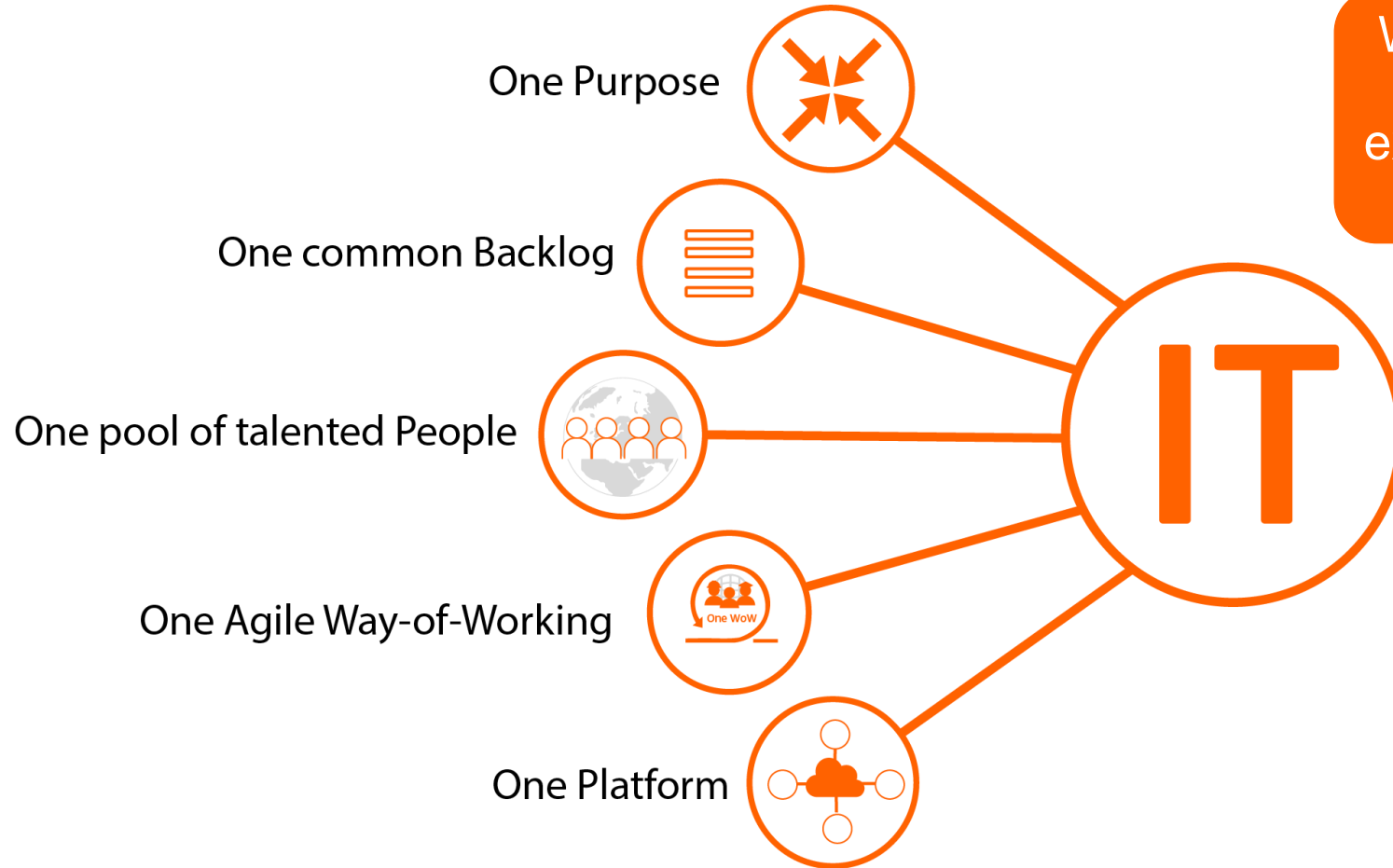
Simplify &
Streamline

Operational
Excellence

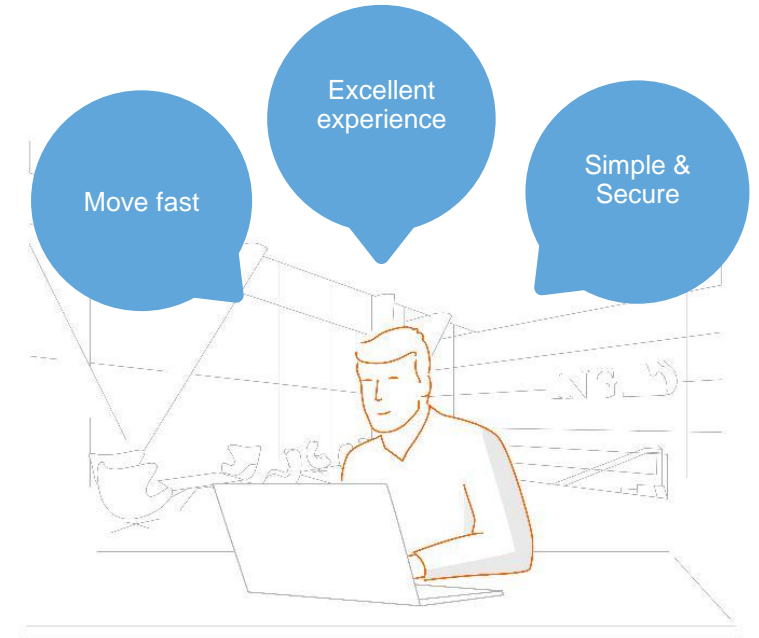
Performance
Culture

Lending
Capabilities

ING's IT transformation - Concept of One



We want to inspire and empower our colleagues with an excellent experience with fast delivery of simple and secure workplace services



Two streams supporting our transformation

1. Innovate with our customers via PACE
2. Agile transformation



A minimalist line drawing in orange and grey. A woman with short hair is seated at a desk, working on a laptop. Her hands are on the keyboard. To her left, another person's head and shoulders are visible, partially obscured by a large orange rectangle. The rectangle contains the text 'Innovate with our customers'. The background is plain white.

**Innovate with our
customers**

PACE

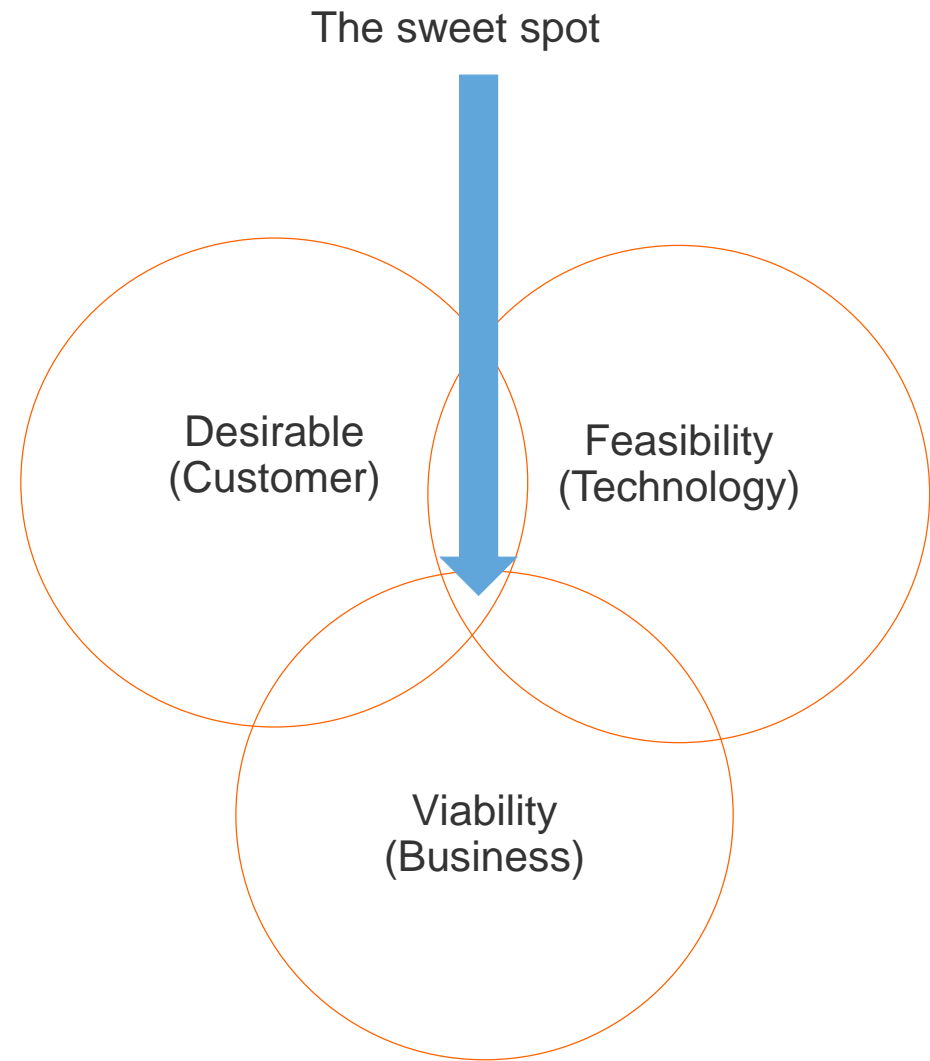
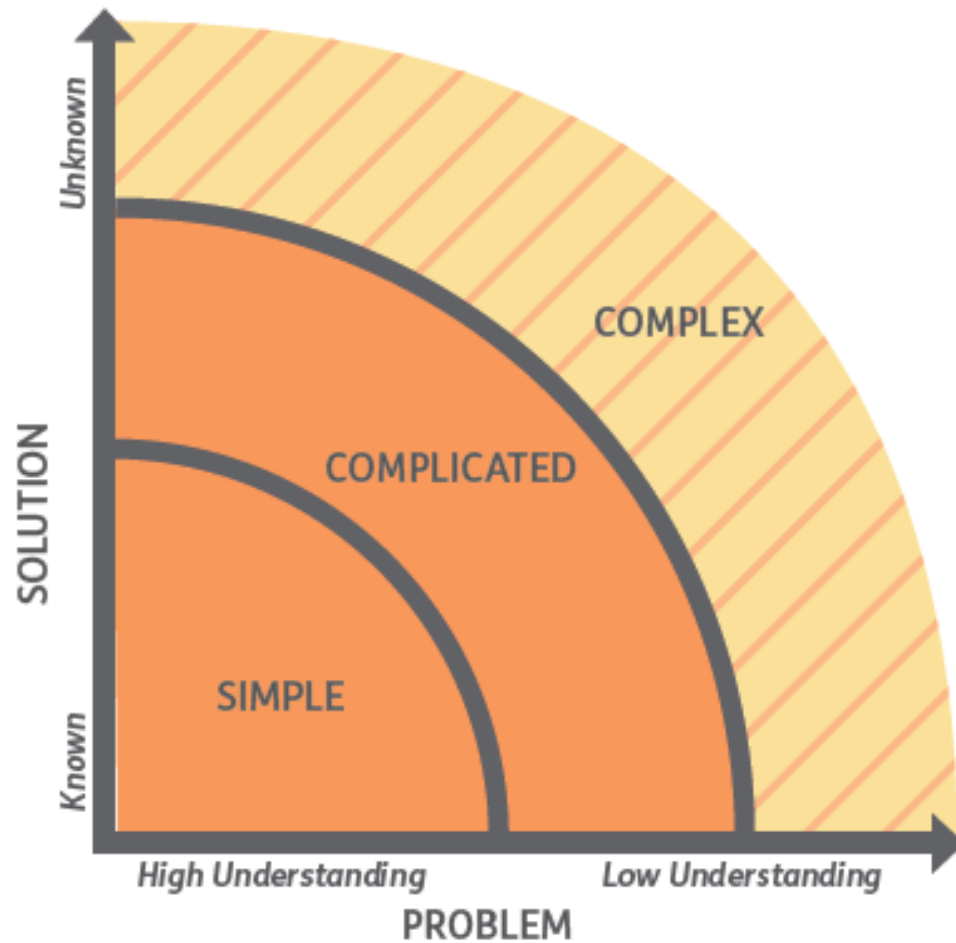


Let's increase the PACE of innovation.

**Solving the right problem
for the customer
(not the one we think is right)**

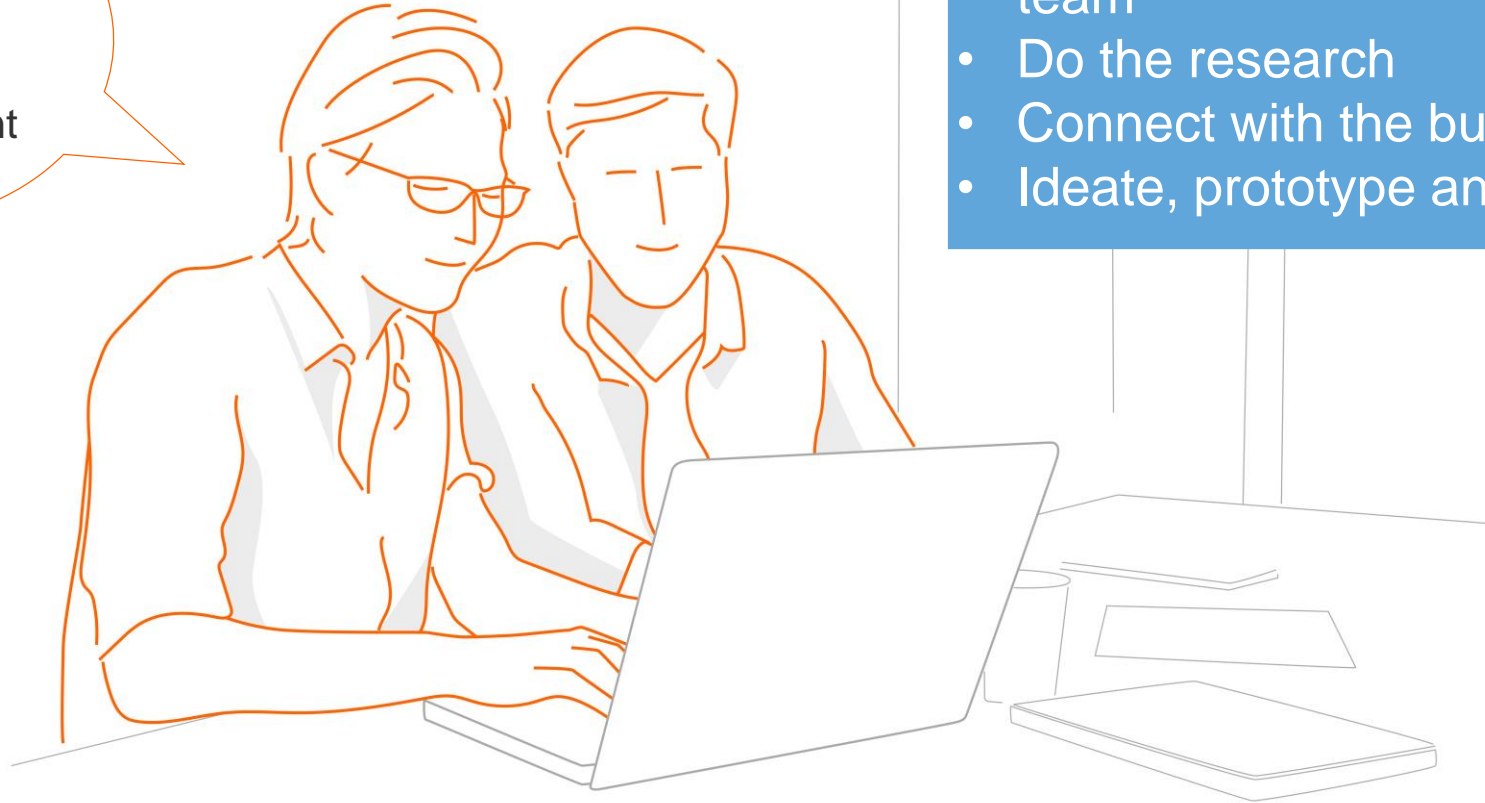
**Testing possible solutions to
validate what customers want
(not what we want)**

When can you apply this?



Example 1: Creating a global workplace

You make me
feel like a child.
I don't even
understand
what you want
me to do



- Set up a multidisciplinary team
- Do the research
- Connect with the business
- Ideate, prototype and test

Creating a global workplace

- 60% less incidents
- 8,9 on the migration approach
- 7,2 for support and the new work environment

All on time,
good service, I
should send a
Kudos token

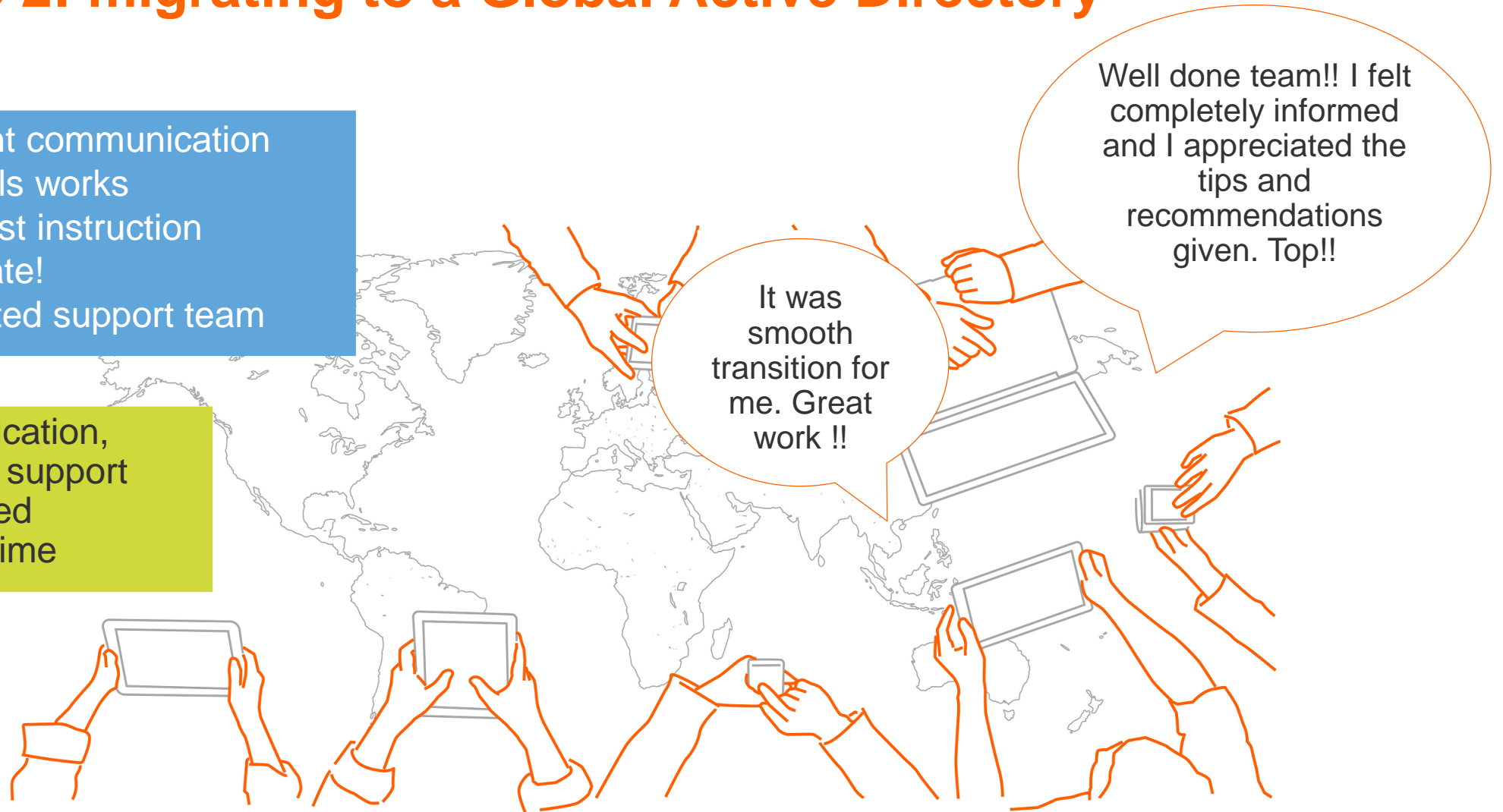
Migration was
very quick &
instructions
very handy

Its pretty
smooth and
well
planned.

Example 2: migrating to a Global Active Directory

- Different communication channels works
- Checklist instruction
- Automate!
- Dedicated support team

- 8 on communication, approach and support
- Globally applied
- Delivered on time



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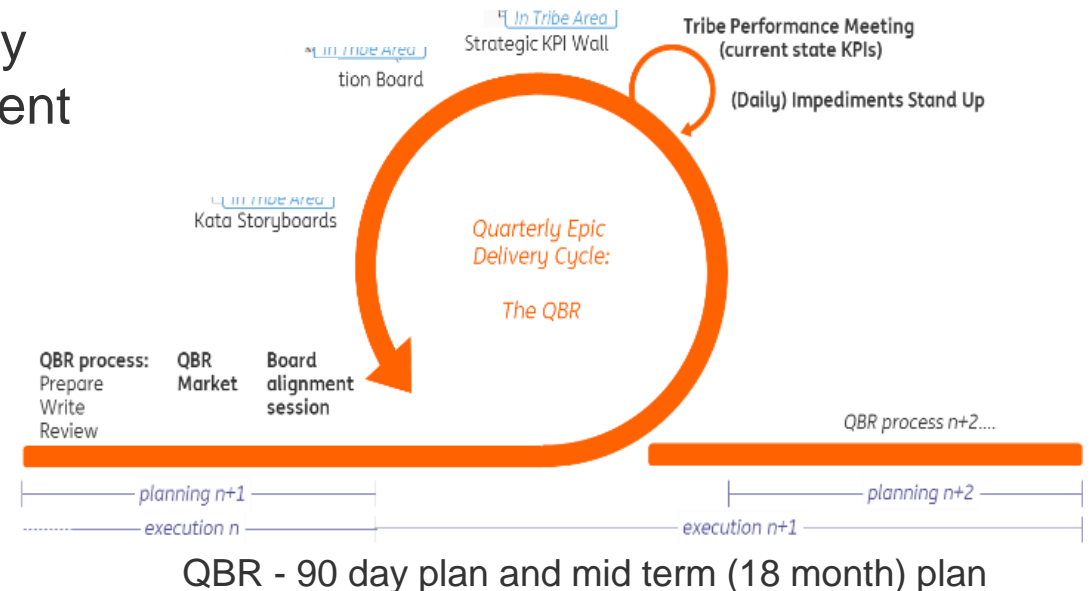
Agile@WPS

Why? We want to inspire and empower our ING colleagues at high speed with an excellent work place experience supporting the broader goals of ING.

To make this happen we will implement **a fully integrated Agile model** with our global partner **FUJITSU** resulting in:

- Increased speed of decision making and delivery
- Efficiency improvement & continuous improvement
- A true partnership with our supplier(s)

How? ING BankInfra/WPS reorganized, adopted the **QBR process** and created a **Obeya wall** & **new governance** to deliver agile on our commitments



Key results & learnings

- Increased net promotor score (NPS)
- 20-30% more change
- Less governance meetings and better cooperation by management standups in front of Obeya wall



Key learnings;

- Agile coaching is needed to support teams;
- Management needs to be agile as well
- Make your strategy visible and aligned with activities

- Agile, Continuous & Fast Delivery and Continuous Improvements
- Maximum self-steering & autonomy, multidiscipline T-shaped teams
- Integrated teams of ING and Fujitsu members
- More craftsmanship and engineering skills in the teams
- Happy workplace!
- To be able to do more work with the same amount of people

Questions?



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thanks