

The road from a traditional bank to a Tech Giant

#DOES19

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Las Vegas • 29th of October 2019



thinkforward

ING 



Romania

Who are we?



inMihai Popa

Head of Continuous IT
Operations

 @MrMihaiPopa



inGeorge Proorocu

Operations Chapter Lead
Cybersecurity and Fraud

 @AurelProorocu



inMihai Roman

Development Chapter Lead
Cybersecurity and Fraud

 @Mihai_roman

***“The coach of the basketball team
composed
by orange lions.”***

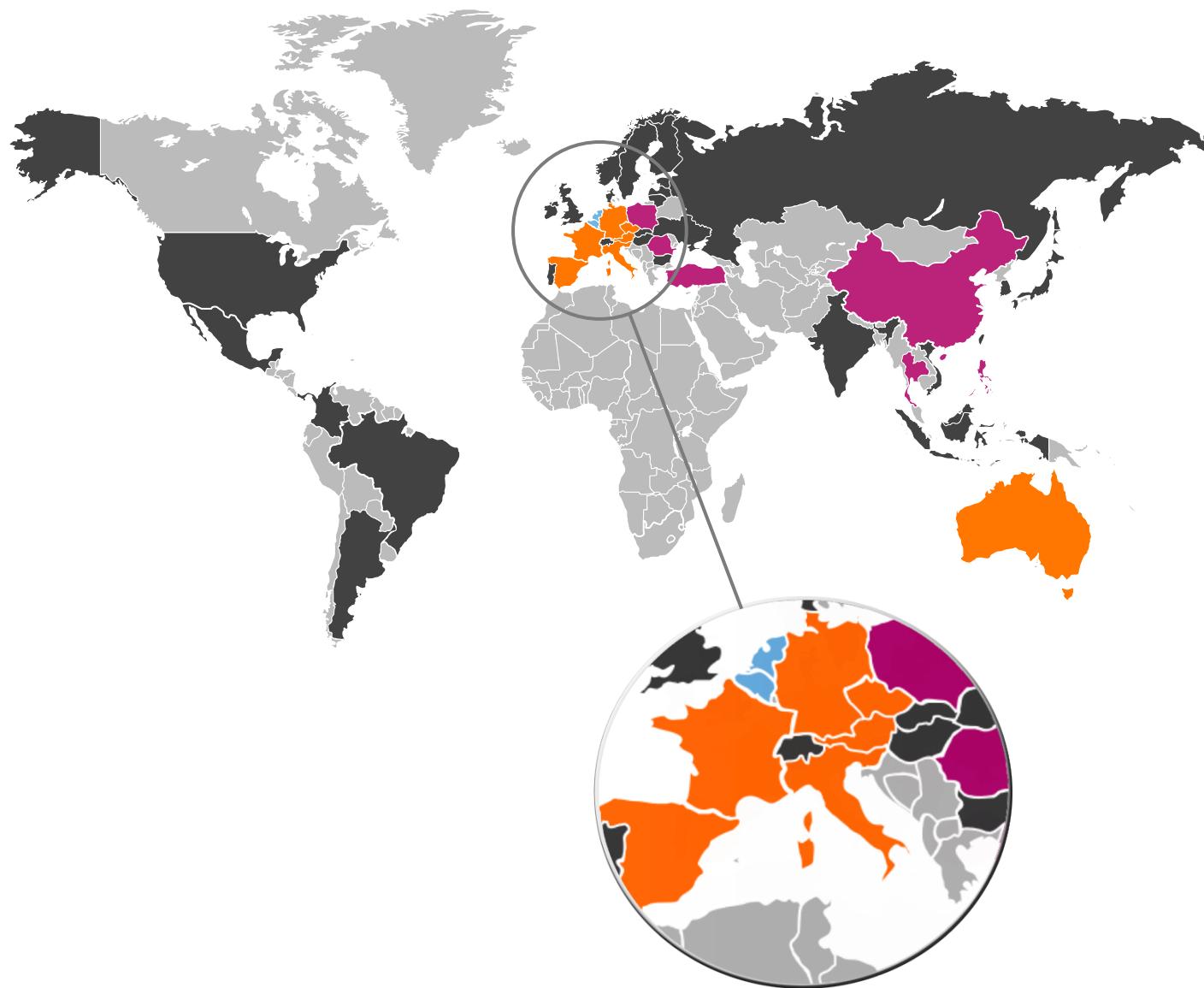
What are our responsibilities?





Market leaders:

Netherlands, Belgium,
Luxembourg



Growth Markets:

Poland, Romania, Turkey, the
Philippines and our stakes in
Asia



Challengers:

Germany, Austria, Czech
Republic, Spain, Italy,
France, Australia



Wholesale Banking

Network and global franchises

Empowering 

to stay a 

in life and in 

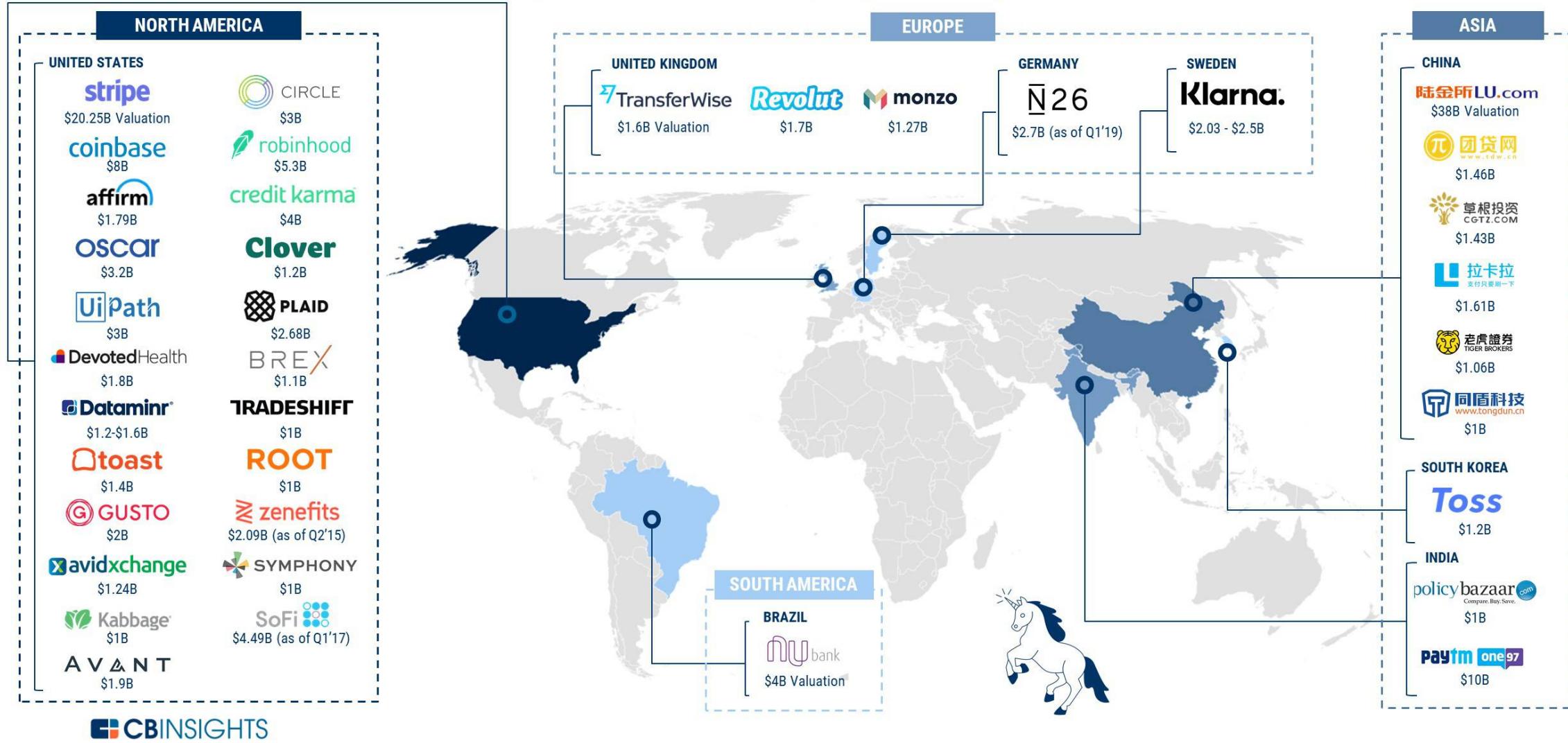
Introduction





38 fintech unicorns valued at \$144.87B

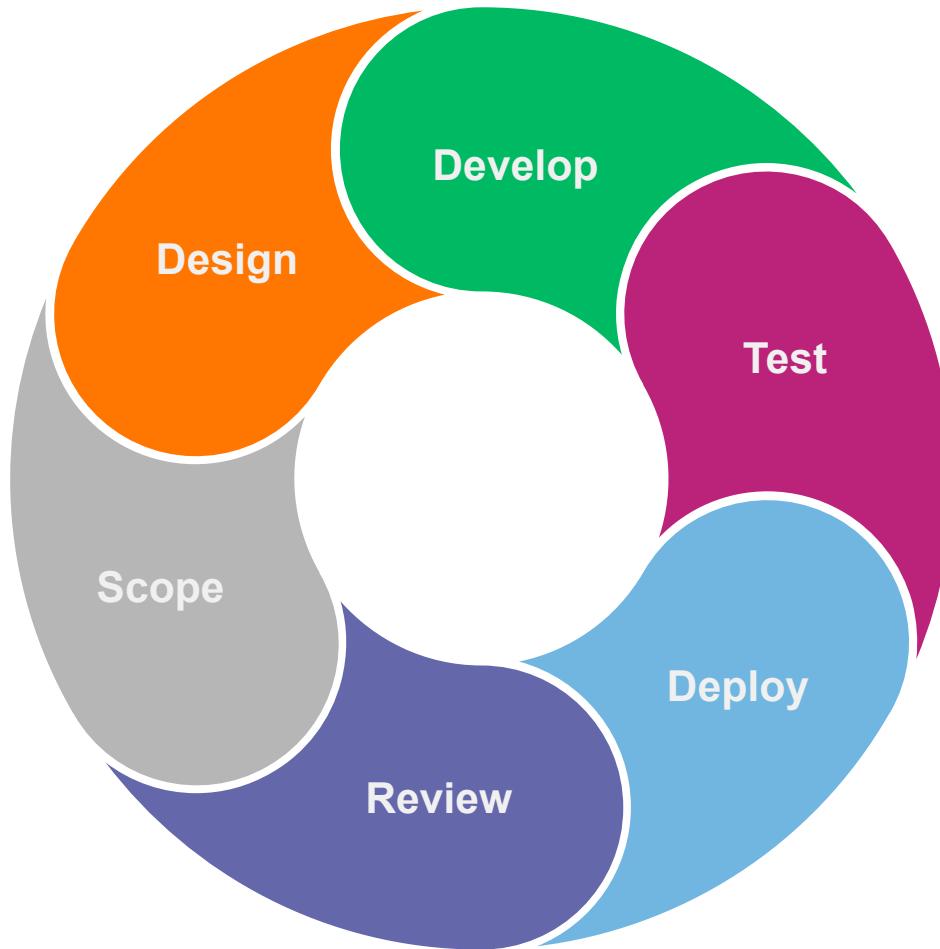
Global VC-backed fintech companies with a private market valuation of \$1B+ (01/09/2019)



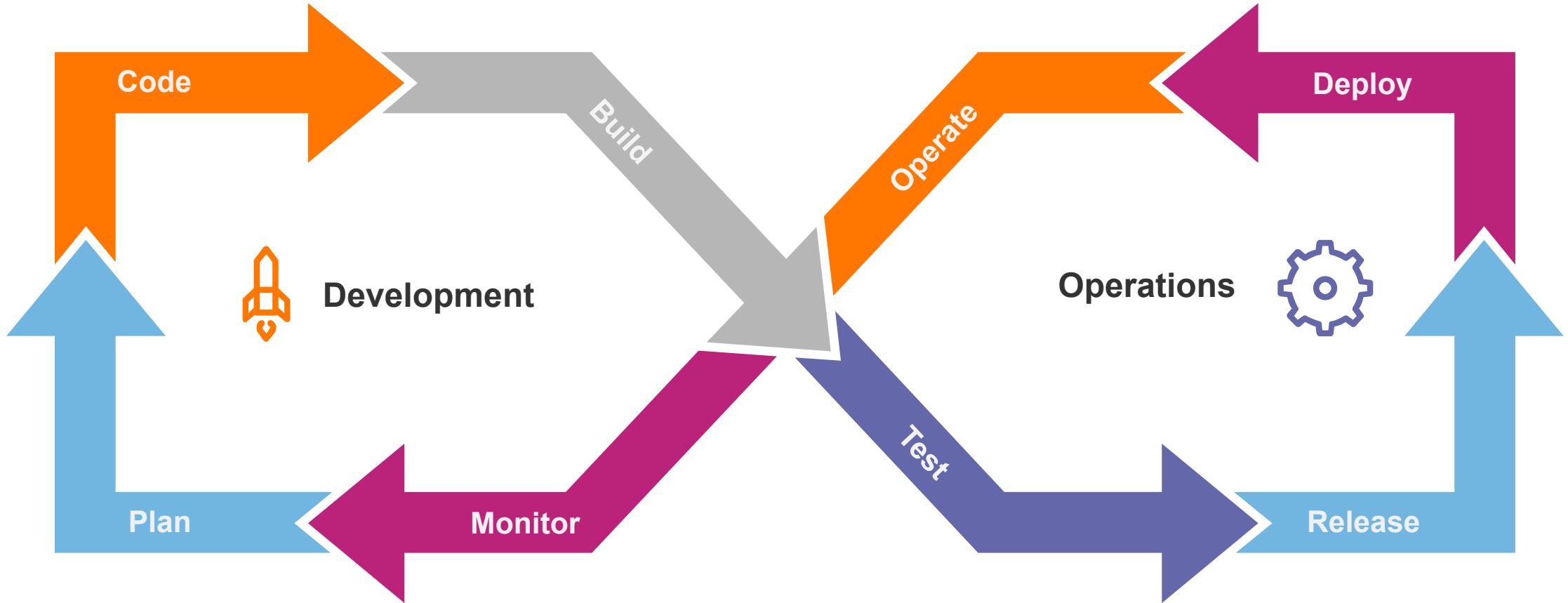
How we started to transform ourselves?



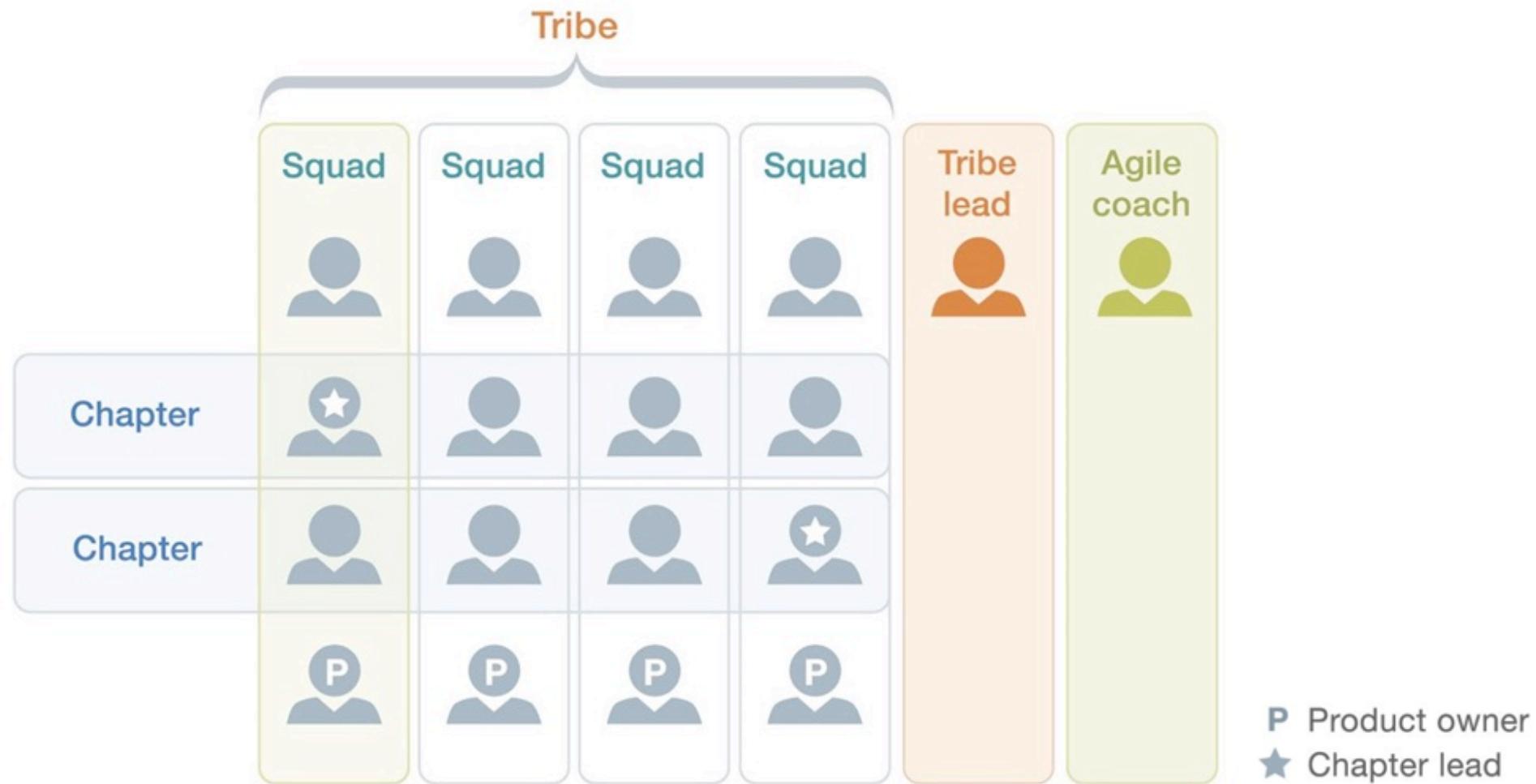
Agile development



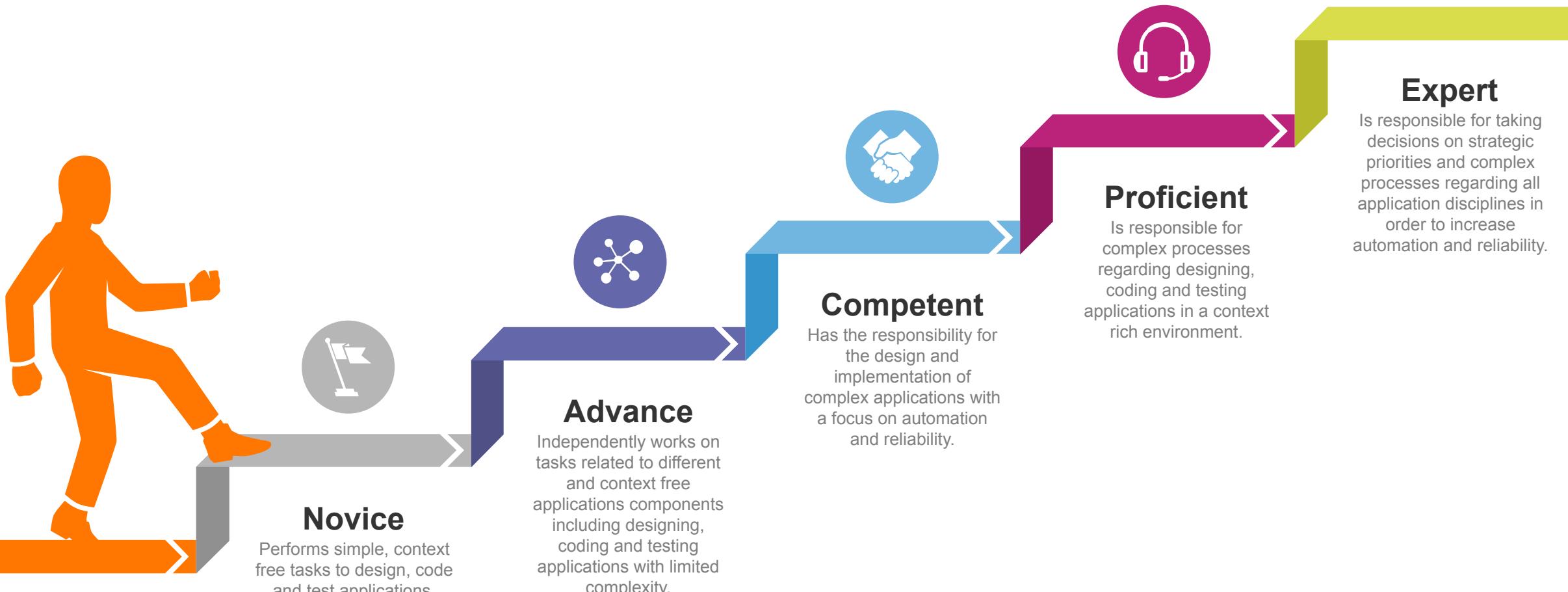
DevOps

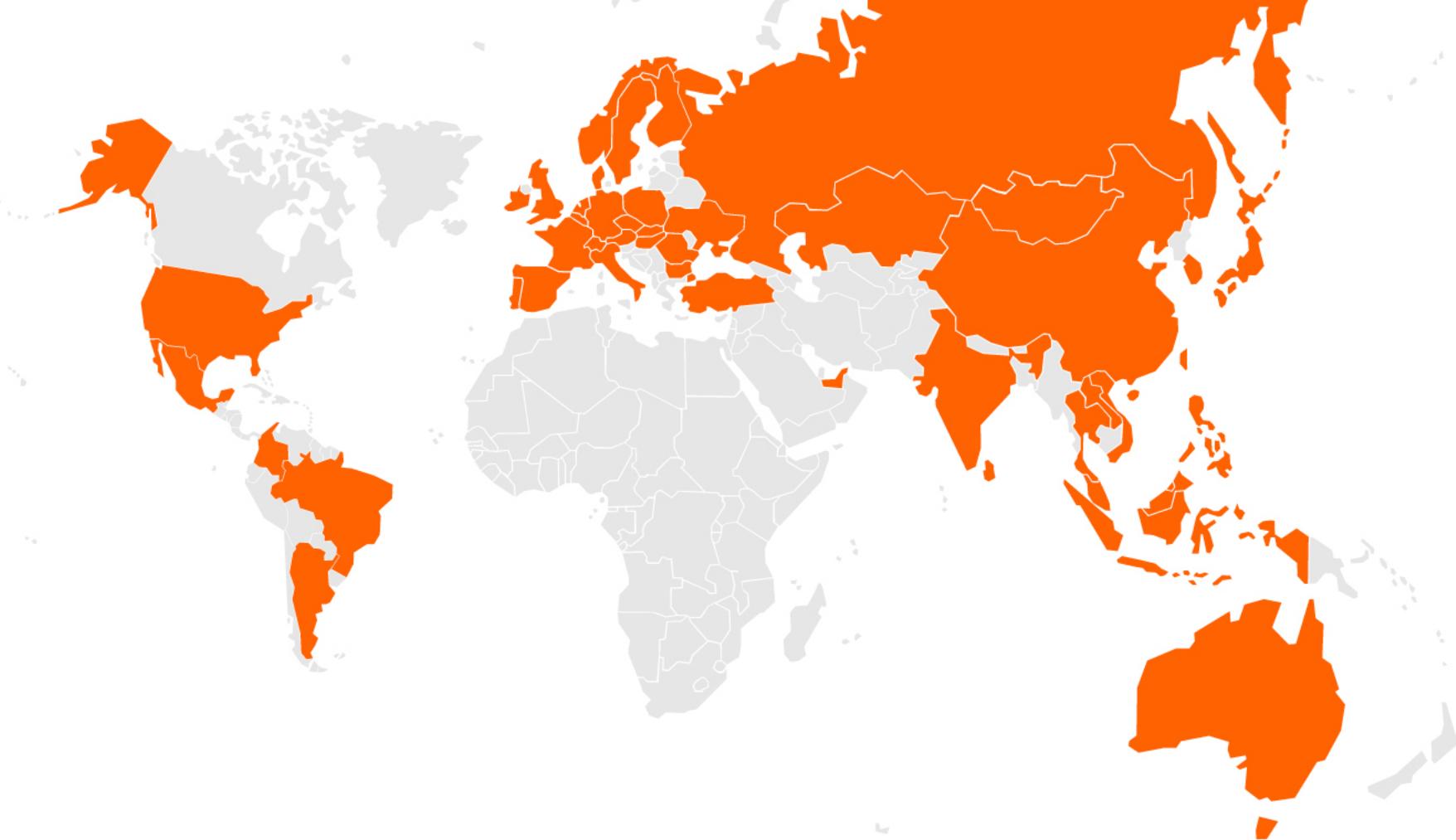


ING's new agile organizational model has no fixed structure



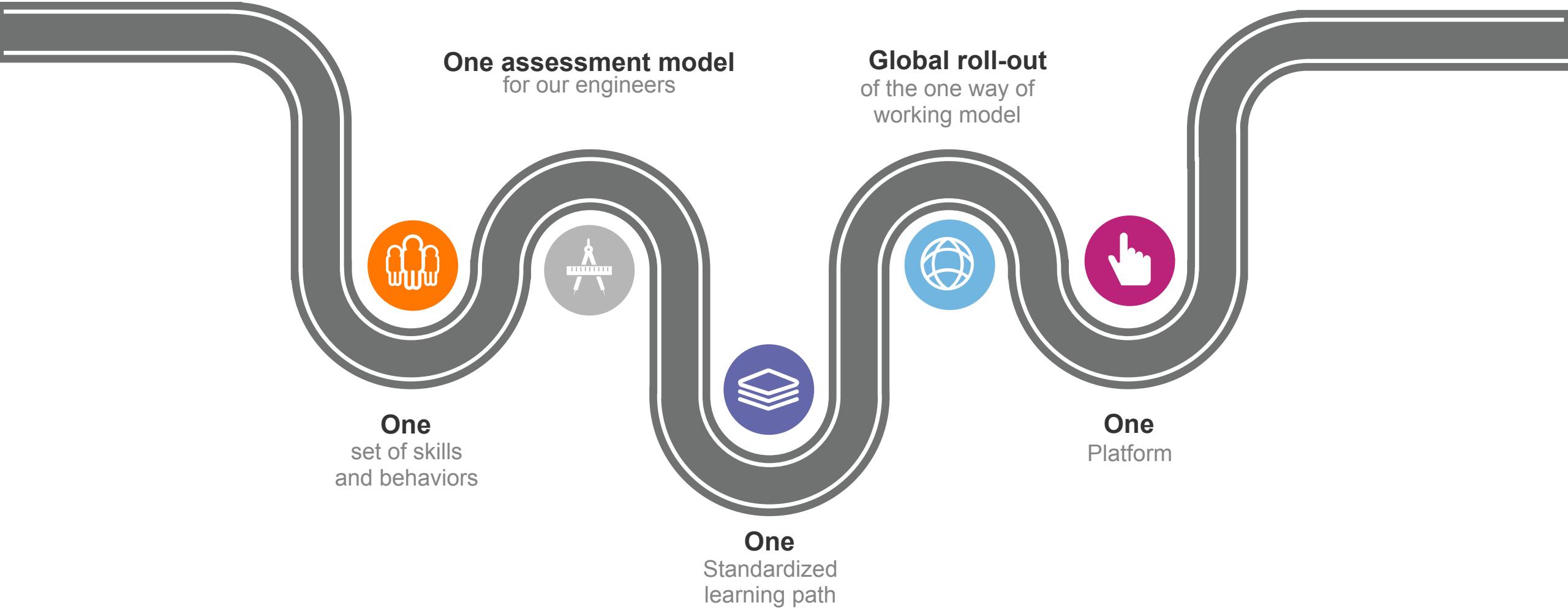
Dreyfus





The ING of tomorrow has **one** experience,
built on **one** global foundation

What we are doing to achieve this goal?





Challenges





Challenges

Keep entertaining

As the game goes on we need to keep everyone focused and excited

~ 15K Engineers

That are forming a large majority out of our total 50K+ employees

38 Million customers

Which are the reason why we continuously improve, adapt and innovate!



Transformation

Does not have a final destination! This is a marathon, not a sprint!

Continuous improvement

VS delivery of business value

Business + IT

Should always be aligned in order to achieve the ultimate success!



How was it for us?



📋 **Mindset Change**

💼 **VUCA world**

▶ **Good vibe and energy**

!important **New skills**

⌚ **Challenging colleagues**

💡 **Working together**





So what about the leaders?

What about the leader in this transformation?



What is the role of a leader in a flat organization

Make sure that the team is
coherent and has the right
players

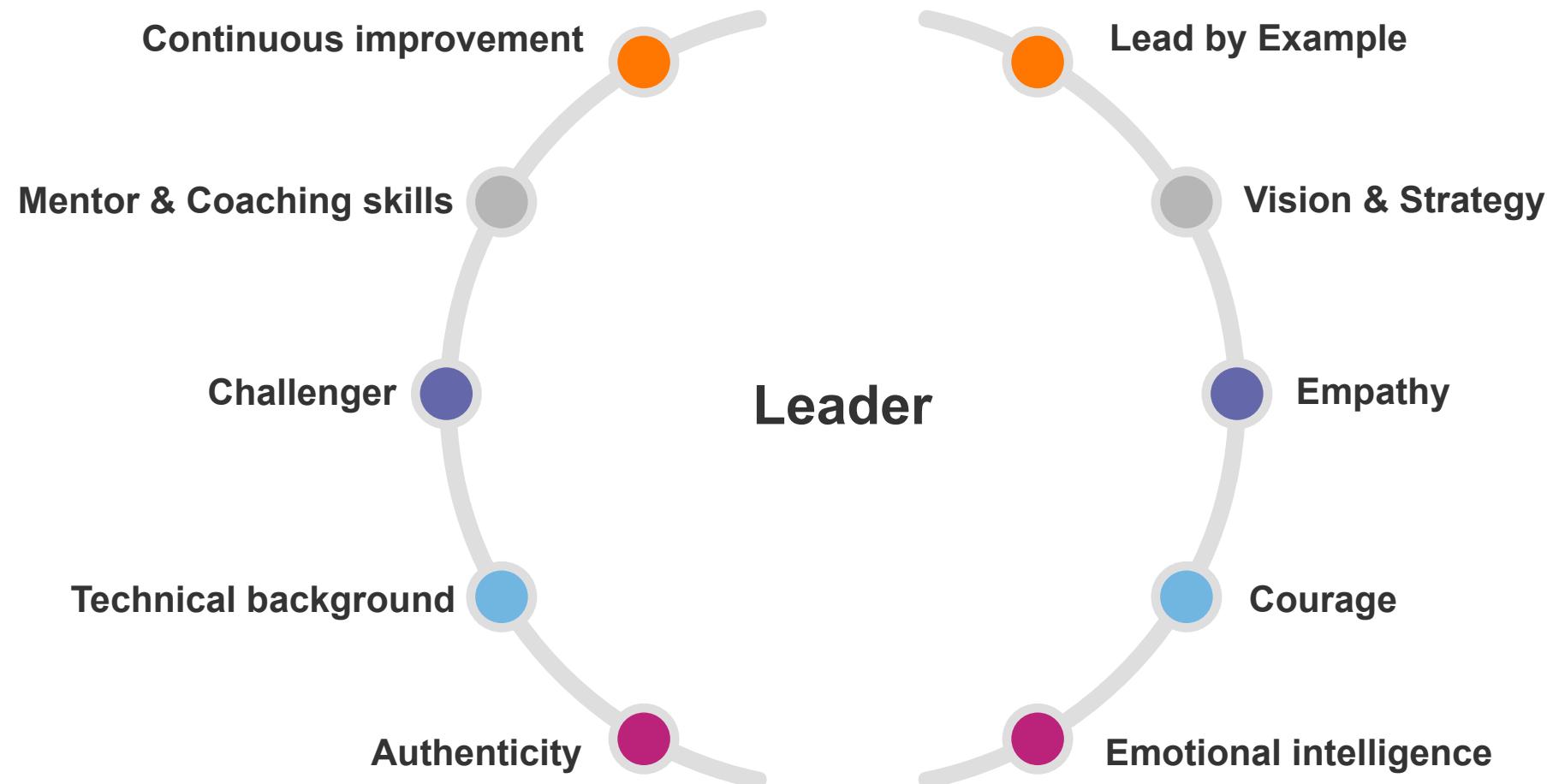
Help on the relation with
stakeholders and other teams



How he can achieve that?



My attributes of a good...



What we have achieved during this time?

- ▶ Uniform set of engineering tools and technologies
- ▶ One version control system
- ▶ One CI/CD pipeline
- ▶ Simplify
- ▶ Automate

What is today's situation?





78,345 views | Mar 4, 2019, 09:53am

The World's Best Banks: ING And Citibank Lead The Way



Kurt Badenhausen Forbes Staff
SportsMoney

I cover sports business with rare dips into b-schools, local economies



Photo credit: Getty Images GETTY

ING ranks fifth in Forbes for blockchain

01 May 2019 ⌚ 2 min read ↳ Listen

ING is one of the pioneers of blockchain in the financial sector. This work isn't going unnoticed – we're ranked fifth among global listed companies with the highest blockchain potential for 2019 in Forbes.



Fail fast
Learn faster

The journey
is not easy

Bring everyone
in your journey

**Keep getting
better**

**Empower your
Employees**

**Don't wait
Too long**

This is not a change which is easy to do, but this is a change which will keep you relevant in the future.

**“Being a tech company with a
banking license”**

**Ralph Hamers, CEO ING
Group**

Thank you!



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