

Swedbank Uses Tactical Planning To Gain Better Insight into Business

Capgemini's Enterprise Architecture method helps Swedbank identify goals, gain deeper insights into business processes and make informed decisions on IT

The Situation

With 8.9 million private (and over 460,000 business) customers, Swedbank is one of the leading banks in the Nordic region. Swedbank focused heavily on IT architecture for many years, and realized that the technology ecosystem needed a clear link to its business. At the same time, Swedbank Markets—in charge of company stock, interest, and currency trade—was preparing for a major system replacement that would affect much of the bank.

The assignment for Capgemini was to support Swedbank in its system change. The initial step was to create an overall solution and plan how the new system support would be designed and implemented.

The Solution

Capgemini presented a model for Swedbank based on tactical planning and utilization of services, with a shift in focus from processes to results. The model allowed Capgemini to create an overall description of the business and its IT support, providing a solid basis for decision-making, plus a synchronized plan for step-by-step implementation. The solution uses Capgemini's Enterprise Architecture method which it refers to as Integrated Architecture Framework (IAF).

The Result

With IAF, the project developed substantial information for procuring the new IT system. An excellent pilot case was developed for the method, giving Swedbank a good overall

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**Christer Cragnell,
CIO,
Swedbank**



perspective on its entire banking activities so that it could proceed with assurance. The project also dramatically reduced the risks inherent in large system changes.

How Swedbank and Capgemini Worked Together

Swedbank has seen strong growth in recent years, and needed to gain an overarching perspective on how changes affect its operations and need for IT solutions. The management wanted clearer control over its IT development, while at the same time the bank's international activities faced a large migration project. The central system needed renewing.

Swedbank and Capgemini began by describing the entire operations and IT support in detail. Capgemini's IAF provided the information necessary for procuring the ideal new system, as well as a format for applying the new bank-wide tactical planning method. The project served as a complex, but well-defined pilot case.

Careful analysis of the unit's services allowed Swedbank to draw up guidelines for the requirement specification for the new IT system. Potential suppliers received a structured list of over 400 considerations.

Swedbank Markets has also learned more about how its own activities are interrelated, and its relationships within and outside the bank. Capgemini was a natural partner for Swedbank because of its in-depth business expertise, knowledge of system suppliers, and its experienced business and IT architects.

Capgemini's international experience and contacts were also essential. Capgemini put Swedbank into contact with a Dutch bank, along with its own local consultants, steering the team away from pitfalls and risks. The banks were able to exchange experiences regarding action plans, work procedures, and choice of system suppliers.

One key to project success was building up strong consensus within Swedbank, and Capgemini focused attention on this aspect. Swedbank has found its collaboration with Capgemini extremely valuable, providing both technical and business support through the entire process.

Tactical planning using Enterprise Architecture gave the bank and its employees the necessary tools to develop a common way of describing the organization's activities, one that works for all departments. It allows all employees to understand how systems interact and how they support the bank's activities. This gives the bank a much better basis for making strategically important decisions.

IAF as a concept supports strategic planning. It allows uniform, detailed descriptions of an enterprise's vision, principles, standards and processes as a support for decisions on investments in design and implementation of IT systems. It identifies the internal and external, intermediate-to-long-term goals, and describes their implementation.

Since the pilot project, Swedbank has adopted the IAF method and integrated it into the bank's own growth model. The method has been welcomed with open arms in many parts of the bank.



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Swedbank is the leading bank in Sweden, Estonia, Latvia and Lithuania with 17,000 employees serving 8.9 million private and 460 000 corporate customers. Swedbank was named Bank

of the Year 2005 in Sweden; Bank of the Year 2005 in Lithuania; most highly respected Company 2005 in Latvia and Best Bank in Estonia for six consecutive years.

Today, it operates under the Swedbank and Hansabank names in the Swedish and Baltic retail markets respectively. Further information is available at: www.swedbank.com