

Retail Bank Modernisation Programme

Situation

A market leading Baltic Retail Bank had initiated their largest ever £multimillion business transformation called Bank Centralisation Programme. 14 sub projects including establishing new front and back office processes, a new target operating model, building two data centres, new IT infra (HW & NW) and reprogramming the core banking system, testing and training and migration of 60 branch offices. 14 Direct Reports and 225 Staff.

12 months down the road the Board of Directors did not feel the Programme was on track and feared the programme would be late, run over budget and not deliver as planned.

Task

Appointed as Programme Director to turnaround the bank modernisation programme delivery

Actions

- Re-planned (new programme plan), re-branded (new name – Bank Modernisation!) and re-launched the programme through a two-day work-shop with Board of Directors / Executive Management and Programme Management. This created commitment across the board and everyone (for the first time) understood the BIG Picture and the WHY we are doing this!
- Established a PMO to support and control each project (this Best in Class programme mgmt. practise model was later implemented as SEB standard)
- Weekly coaching meetings with every single Project manager and bi-weekly SC meetings
- Programme management; control, follow-up and reporting (resource, financials, deliverables)
- Focused on Communication and End-user engagement – bi-weekly programme news-letter and visited every single branch office in Lithuania (60)

Result

We delivered on revised plan, reduced the workforce by 300 FTE and improved bank's cost / income ratio from 0.65 to 0.35, equivalent to £30-40m bottom-line, by championing the programme and centralising support functions to head office. Offered the role as incoming CIO.

Testimonial

"I hired Bjorn Ovar as an interim for the bank's main centralisation project ... [he] managed all aspects of this giant project, both the HW and SW parts as well as the re-organisations of the bank's IT department and support units ... he delivered on time, budget and with all goals fulfilled! Impressive is the conclusion of his efforts!" Mattias Styrman, former CFO, Vilniaus Bankas, Lithuania