



Insights to Swedbank's Lending Transformation journey

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About Swedbank

8 million customers
Home markets is Sweden and the Baltics
Largest provider in our home markets
200 year anniversary coming up



Swedbank's strategy remains



Change



**Business as usual is a threat –
a need to see change from a different perspective**

Position and direction

Group Lending is working under the hypothesis that the foundations of the retail banking industry is about to radically change.



Our hypothesis about future banking

- ✓ What can be digitalized will be digitalized = **100% self service**
- ✓ Customer data is key. Knowledge will be **automated** and create **added value to customers**
- ✓ **Customer experience** is key and requires user focused design



Product strategy

We need to create a **simple, digitally accessible product range, at better prices than today**

The image features a dense field of green oak leaves. The leaves are in various stages of focus, with some in the foreground being sharp and others in the background being blurred. The overall color palette is a range of greens, from light to dark. Centered in the middle of the image is the text "The WHY" in a clean, white, sans-serif font.

The WHY

Lending Transformation Program

The need for change



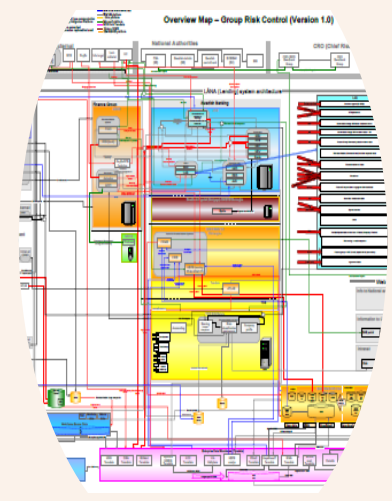
Customers have high expectations



Constant changing environment



Complex work environment



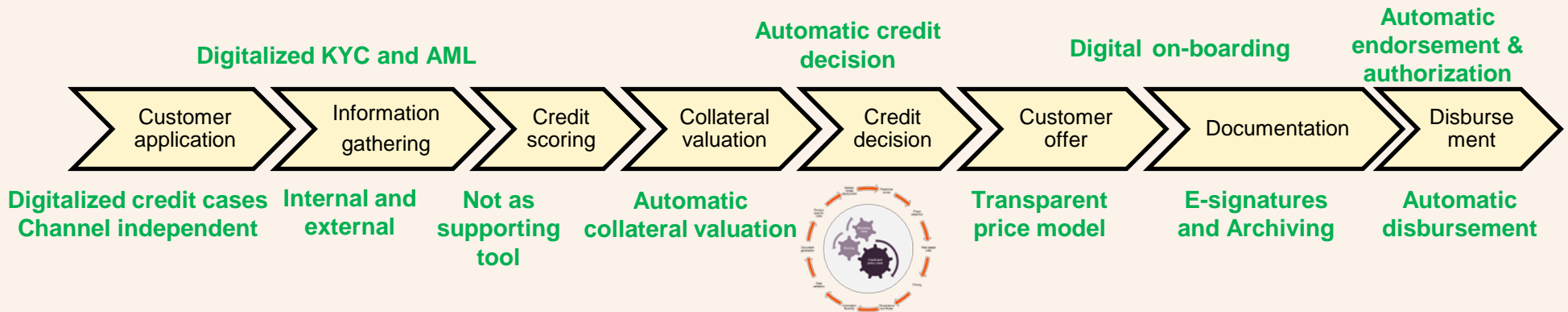
Complex Infrastructure



The WHAT

To implement a digitalized- and automated credit origination process (Phase 2)

New enablers



- Several enablers is needed to achieve the goals (cost, time, quality, customer satisfaction)
- Limitations is not legislation – internal bank policy's that needs to change!
- Face to face banking for 100 years – Digital is a major change!

The image features a dense field of green oak leaves, with some leaves in sharp focus in the foreground and others blurred in the background. The text "The HOW" is centered in a clean, white, sans-serif font.

The HOW

A few important things – my perspective

Customer journey



Technology selection



Top management commitment



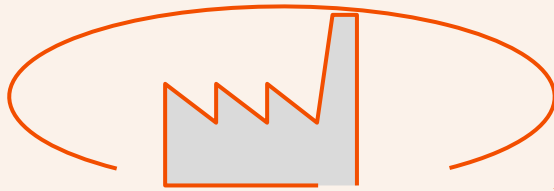
Agile approach



Challenge legacy

Establish the Delivery Factory

Business enablers (Program)

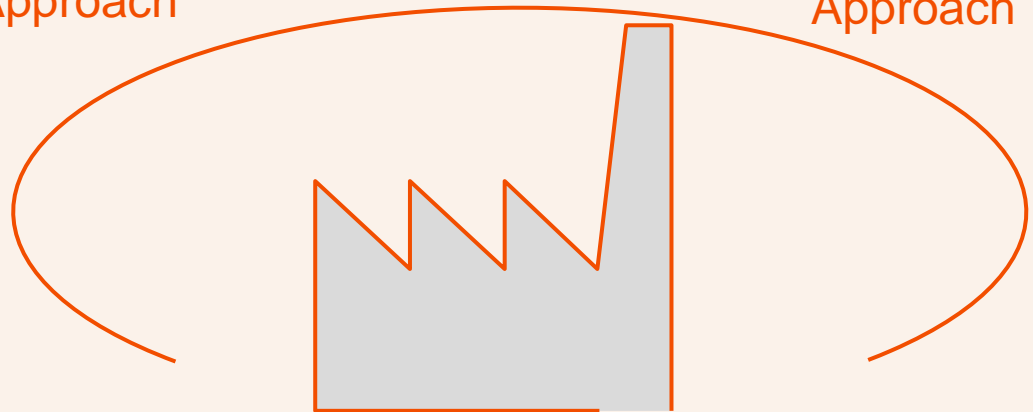


FLP Delivery Factory



Standard Analysis
Approach

Standard Integration
Approach



Standard Activity
Plans

Standard Collaboration
Models





The RESULT

Expected results

A simple, digitally accessible product range, at better prices than today

Origination

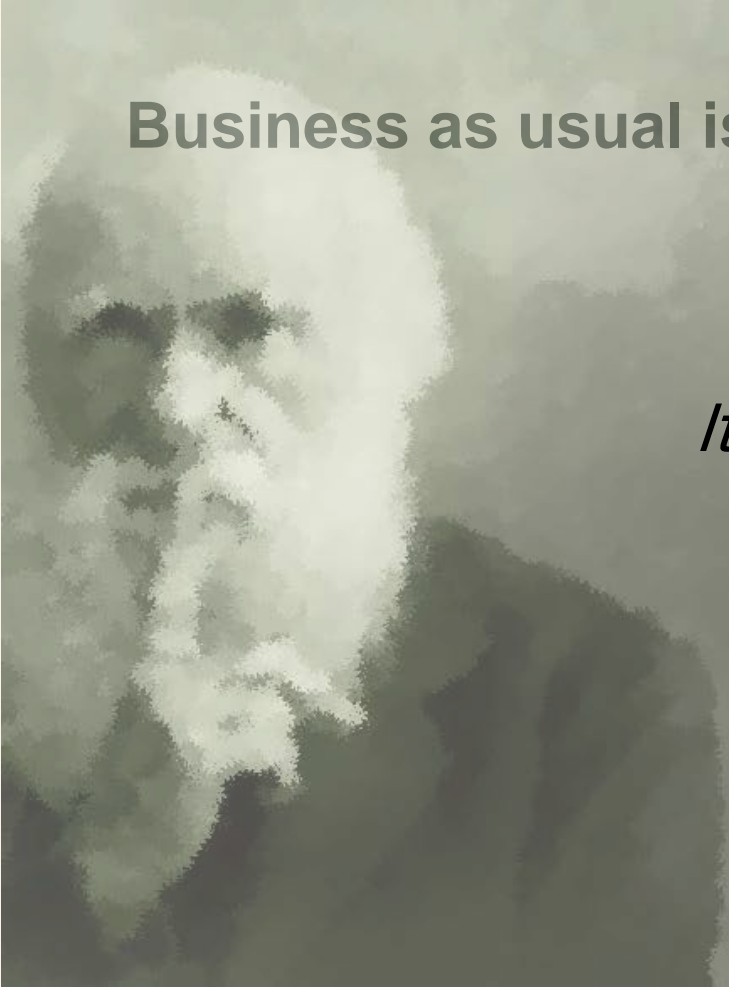
Cost to serve



Future state

- Customer satisfaction has increased
- Cost of processing is reduced
- Focus on continues improvement and collaborate with the customers!

Closing remarks and questions



Business as usual is the threat – Change is the new constant

*It is **not** the strongest of the species that survives, nor the most intelligent that survives.*

It is the one that is the most adaptable to change.

- Darwin



Thank you!

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