

## Case Study: IT Strategy Workshop

### Merita Nordbanken

Merita Nordbanken was acquired by the Nordea Group and is now the leading financial services group in the Nordic and Baltic Sea region. The Group operates through three business areas: Retail Banking, Corporate & Institutional Banking and Asset Management and Life. Nordea has almost 11 million Nordic customers and 1198 bank branches and employs about 29,000 people.

#### IT Strategy Workshop



#### IT Strategy Workshop

The IT Strategy Workshop Objective was to establish the IT development priorities for the London branch of Merita Nordbanken in the light of group policies and procedures, utilising ideas and experience from the New York branch and an independent, external professional facilitator...

*"Namaste Management was asked to arrange a workshop for our management committee. The objective was to agree what were the major projects that needed to be initiated and determine which were the highest priorities. They were fully prepared and were able to conduct a productive workshop while maintaining a sense of fun. The high quality output was delivered on time and received praise from all those that participated. A number of the top priorities were acted on with the full support of the management committee," Clive Rockeliffe, Head of IT & Finance, Merita-Nordbanken London Branch*

#### Workshop Process

The full-day workshop for senior managers was structured to provide an analytical framework to identify and then prioritise high level IT development initiatives, including the following steps:

- To set the scene and present ideas, three presentations were given covering Group IT process and current developments; New York branch IT applications; and London branch IT overview and current developments.
- A brief, high level SWOT analysis of the current London branch IT position was carried out having identified the technology supporting the major functions and processes of the branch. The aim of this analysis was to provide a framework for discussion and to identify the main areas of benefit and concern.
- Utilising the SWOT analysis, potential IT development initiatives were identified.
- Through facilitated group discussion, these development initiatives were then ranked on the basis of their perceived, weighted benefits and concerns, including:

Weight	Benefits	Weight	Concerns
100%	Quality & flow of information	80%	Resourcing / skill requirements
100%	Risk Control	125%	Budget
150%	Quality of customer service	100%	Alignment with group strategy
100%	Reducing operating costs	75%	Training/documentation requirements
125%	Staff productivity	25%	Cultural issues
100%	Transaction processing efficiency		

- A strawpoll was conducted to identify individual views on the relative importance of the identified IT development initiatives
- The IT development initiatives were then prioritised, combining both ranking results

#### Workshop facilitation & strategy development skills

On the basis of its experience and track record in professional workshop facilitation and strategy development, Namaste Management was hired by Merita-Nordbanken to design and run the strategy workshop for senior managers of the bank, plus provide an analysis of the workshop results.

#### IT Strategy Workshop Output included:

- LONDON BRANCH IT SWOT ANALYSIS
- IT DEVELOPMENT PRIORITIES
  - Quick wins
  - Longer-term projects.
- MANAGEMENT ACTION PLAN to take the IT Strategy implementation forward...

Please note that the details of the strategy are confidential.