

HOW TO BECOME DATA LED

The Situation

ING Wholesale Banking (ING WB) is a global franchise serving a wide range of organizations, including corporates, multinationals, financial institutions, governments and supranational bodies. ING WB is a market leader in trade finance, equity capital and mergers & acquisitions. From their headquarters in Amsterdam, they provide a complete range of international banking products in more than 40 countries. In addition to being a single point of contact, ING WB provides access to a vast network of product specialists and industry experts - in every major business region.

The Challenge

Lending Services (LS) is an important part of ING WB and is searching for a more structured approach of capturing, managing and reporting data. In the current situation, the capturing of data does not always meet the high standards of ING. Data quality could be improved and data definitions could be clearer. This poses a challenge as banking regulators become more and more data-driven and in future will become more extensive in their requests. Adhering to that future demand without a structured data approach would be more manual and labor intensive than desired. ING WB LS has the opportunity to realize great benefits by finding a more coherent approach on defining, capturing, storing, reporting and ensuring the quality of their vital lending data. The challenge is to design the overall approach to improve Data Management, including a Data Quality Framework, for the global LS business of ING WB in order to keep better control on data. The purpose of improving the Data Management practice within ING WB LS is to ensure availability of "top qualitative data" on the lending portfolio and business processes.

"Within 36 hours we were able to gain common understanding, across different ING units, on issues and approach to address these. That created quite some energy to take this challenge on!"

Hendrik Pothof

Manager Design Analysis & Support

ING Wholesale Banking Lending Services



The Solution

Capgemini was asked to host a two-day session in the Accelerated Solutions Environment (ASE) and used Design Thinking theory and methodology. In these two days, the ING participants were guided through several modules allowing them to define and achieve a shared understanding of the successful future of ING WB LS and what roles the participants are to play in realizing that future. Fueled by several knowledge deep-dives, the participants then focused on mapping the key stakeholders and their various needs. This deeper understanding of the playing field proved vital in building the roadmap, which resulted in a well-thought through, clear and shared understanding of how to Become Data Led.

The Result

According to ING the two-day session resulted in three important things:

1. insight in the situation at hand (issues, challenges)
2. approach on how to address these matters
3. common understanding within the group (which had participants from all different ING departments)

A shared Roadmap on how to Become Data Led was the tangible result. It helped ING WB LS achieve focus in projects and investments by identifying areas for process improvement and cost reduction. In two days, ING WB LS gained a deep understanding of the playing field and the challenges that lie ahead, coupled with alignment, energy and the drive to “get things done”. ING WB LS is convinced that the roadmap will act as a critical compass in the years to come.



About Capgemini Invent

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Capgemini Invent is an integral part of Capgemini, a global leader in consulting, technology services and digital transformation. The Group is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of 200,000 team members in over 40 countries. The Group reported 2017 global revenues of EUR 12.8 billion.

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