

Leading European Bank Customer-focused and Performance-based culture

Case Study
Financial Services

Transformational change through the implementation of LEAN management.

Company Name: n/a

Location: Western & Eastern Europe

Sector: Financial Services

Function: Back Office and ICT

Business Challenges:
Increased competition

Consulting Services:
Operational Strategy
Deployment, Operational Transformation,
Organizational Effectiveness

Capabilities: Lean Management, Leadership Development, Business Performance Management

Client Quote:
"This is the first initiative that we have fully implemented." Capability Leader

Situation

Our client is a leading bank operating in multiple countries across Western and Central Europe. Faced with increasing global competition and under pressure to repay government debts following the banking crisis, they embarked on a transformational journey to build a performance-based and more customer-focused culture.

To achieve these goals, they needed to change from a slow-moving, risk adverse, bureaucratic hierarchy to a dynamic and agile organization in which leaders routinely challenge people at all levels to improve performance and empower them to make the necessary changes.

Approach & Delivery

In collaboration with our client, we implemented LEAN techniques across an organisation of over seven-thousand people from 7 entities and 5 countries. Starting with 7 proof-of-concept projects, we introduced LEAN tools and techniques to demonstrate tangible improvements and develop the capability for a global roll-out.

Following the success of these projects, we established a program to implement LEAN across the entire organisation over a period of 24-months. Working alongside full-time LEAN coaches, we translated the strategy for each business-unit into cascaded goals and targets, defined a portfolio of improvement projects, and introduced LEAN ways-of-working at all levels of the organisation.

At the end of the first year, we had trained over two-thousand employees in LEAN concepts, developed 80 coaches, and introduced new techniques - including 'kaizen' events, visual management, key performance indicators, and effective meetings - to over 100 teams. In addition to empowering people on-the-floor to support bottom-up improvements, we implemented top-down business performance management systems to set direction and create 'pull' for improvements. In parallel, we conducted leadership coaching to change the behaviours of senior managers, including going to 'gemba' to coach and support their people.

Results

The organisation has committed to the target of increasing efficiency by 20% over two-years, resulting in benefits of more than €100m. Significant operational improvements have been demonstrated in efficiency, productivity, and customer service.

Furthermore, they are committed to continuous-improvement and have set ambitious targets for ongoing year-on-year improvements.

Client Satisfaction

"The LEAN program has resulted in fundamental changes at all levels across our business. People on-the-floor have a voice and feel empowered to challenge the status-quo and make changes to improve performance." Sponsor