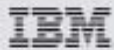


# IT Client Solutions Consolidated Strategy – « Business Architecture study »



Reference Study IBM



## *The customer: ING Bank (Switzerland) Ltd*

ING Private Banking serves more than 100,000 clients with a direct staff of 2,000 employees and has assets over EUR 65 billion under management (excluding loans). It provides services from the following locations including Switzerland and Singapore.

ING Bank (Switzerland) Ltd is the result of a merger in January 2002 between ING Baring Private Bank (Switzerland) Ltd and Bank Brussels Lambert (Switzerland) Ltd. Since then, they are one of the largest foreign financial institutions active in Switzerland. Prior to the merger, the combined experience of both banks in Switzerland totalled more than 50 years.

With more than 340 employees located in 8 offices in Switzerland, Jersey and Monaco, they have managed to build up a solid network of experts entirely dedicated to their customer and their financial interests.

ING Bank (Switzerland) Ltd offers a complete range of products including managed funds portfolio, discretionary portfolio management, hedge funds, advisory mandate, external asset managers, webbanking, etc. They benefit from the vast financial and intellectual resources of the ING Group and are able to combine them with independent and personalised advice in the purest tradition of Swiss private banking.



*„Many organizations have been trying to better align IT with business goals for years. Within a few weeks, thanks to the IBM business architecture framework, we manage to create a common understanding of the bank strategy, related business priorities and resulting 2010 IT roadmap.“*

Christophe Adant, Head of IT Client Solutions  
ING Bank (Switzerland) Ltd, Geneva

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## Highlight

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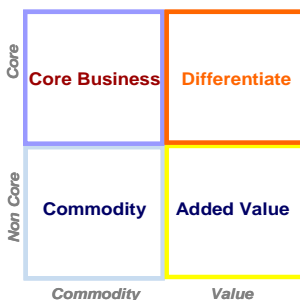
- Company's awareness of key differentiators and benefit drivers
- Identification of Business and IT areas for improvement (process & solutions)
- Comparison to industry trends and key IT suppliers evolution strategies
- Alignment of Business and IT priorities resulting in the validation of the ING Private Banking Switzerland IT strategy roadmap

## The Challenge

In 2008 ING Bank (Switzerland) Ltd launched an IT Reengineering program with the ambition to

- Design and implement new service oriented organization
- Increase maturity level from ad-hoc to harmonized practices
- Review buy versus build strategy
- Set cost and development under control

As part of the new IT organization implemented in 2009, a Design Architecture Committee was created to have a clear governance control over architectures and solutions at all levels across enterprise, buy versus build programs, strategic outsourcing, etc.



First challenge was to identify Business and IT areas where IT optimization initiatives could be leveraged. This was to be a key first step to further define their IT roadmap

ING asked IBM to conduct a study to assess if the strategy of the business drives the appropriate investments and that these investments are building an agreed IT operating model.

## Advantages for the customer

- Have a common, repeatable framework / language for analysis for all locations, understood by both business and IT representatives
- Derive business priorities and translate them into guidelines for the target architecture and roadmap
- Assess IT Investments cost structure / reduction to compare internally / externally
- Determine the “best” application portfolio

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## The Solution

To answer ING needs, IBM decided to conduct a business architecture study using their key method for business insight, architecture and investments called CBM (Component Business Modelling).

CBM is a strategic method / tool for SOA enablement and an important component of IBM's Enterprise Architecture framework. The method was developed in the late 90ies. To this day, approximately 1'300 CBM engagements were completed worldwide. CBM comes with predefined industry maps (Private Banking map was used for the ING study).



Example of CBM Private Banking Map

CBM helps quickly :

- Identify and evaluate business components which are differentiating or core business
- Map IT applications to components
- Define overextension, duplication, gaps, underutilization
- Derive IT optimization actions



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