



GROUP FUNCTION STRATEGY IMPLEMENTATION

Challenge

Global organisations face a number of business challenges, especially when going through a large transformation agenda such as a centralising process. They may have teams in multiple locations, of different cultures and with a number of work streams without much alignment, that need to be consolidated into one global team. **Danske Bank Group Compliance faced similar circumstances** with lack of overview, multiple ways of working and its conventional planning and reporting approach being inadequate for a dynamic business environment.

Ambition and requirements

In order to successfully tackle its transformation programme towards becoming one global team, Danske Bank had three specific requirements. Firstly, the company wanted a unified system to work across its departments and teams. This shared tool should support a common method of working, facilitate real-time visibility into execution and progress, and enable staff to coach, challenge and assist each other to be more successful. Secondly, there was a desire to improve the execution management skills. By helping employees stay focused in a fast changing environment, they can better reflect on progress and prioritise actions. Finally, the company wanted to create meaning for its employees. By establishing a direct link between high level objectives and operational actions, they could see their contribution to the business.

Lack of overview, multiple ways of working and its conventional planning and reporting approach being inadequate for a dynamic business environment.

Results

Six months into the on-boarding, ActionPlanner was becoming a natural part of the everyday way of working for many users. The positive outcome of the implementation phase was measured against activity and comments as well as weekly updates. The new unified structure and transparency resulted in overall better planning and prioritisation, more reflection and also leadership attention when needed.

Four relevant business cases have been identified, as presented below:

CASE: MANAGEMENT TEAM

Value: Structure and communication

At Danske Bank, ActionPlanner is proving to be a valuable two-way communication tool. The management team can share the direction of the company and cascade initiatives and, simultaneously, employees can provide feedback and discuss resources with their managers. This gives an unprecedented overview, an effective management mechanism and creates engagement and accountability within the organisation.



"With ActionPlanner, we have a structure to relate to. It has the capability to remain at a high level with focus on strategic initiatives and also dive into the details with specific actions and priorities. On a personal level, I use it every day as an execution tool and a reminder of what needs to be done."

**– Anders Meinert Jørgensen,
head of group compliance**

CASE: SEMI-ANNUAL COMPLIANCE REPORTS

Value: Reverse milestone planning

Using ActionPlanner, cross-departmental teams can apply reverse milestone planning for their reports, starting with the set deadline and planning backwards, which has significantly decreased the risk of negative chain-reactions, unforeseen delays and overtime. ActionPlanner also provides a customised overview, helping managers direct their attention to where it is most needed in the teams.



"By breaking down our complex semi-annual compliance reports with a visualisation of 45 extensive controls and deliverables, ActionPlanner has provided not only a useful overview but also commitment and accountability in our team."

– Michael Carlsen, managing compliance officer

CASE: WORKLOAD AND CONTRIBUTION

Value: Synergies and transparency

ActionPlanner helps articulate the why, what and when of work assignments. This gives more clarity in terms of expectations between managers and employees, who are able to customise their planning, structure their workload and organise reminders. They can focus their energy on driving the next priority and trust ActionPlanner to remind them of present and future assignments.



"Because we have transparency in real-time of what the team is working on collectively and individually, we get the most out of our most important resource – time. We are able to create synergies in eliminating duplicate work and encouraging knowledge sharing."

– Anne-Sophie Haagenen, compliance officer

CASE: PLANNING ASSISTANCE

Value: Consolidated view

The application provides a unified overview with relevant information, visualising meetings with aligned deliverables and actions. With ActionPlanner, less time is needed for finding and updating information and managers can more easily reflect on, plan and prioritise their own and their team's workload. Ultimately, this facilitates easy collaboration, clear communication and better prioritisation.



"The flexibility of ActionPlanner allows me to re-prioritise my workload and re-align expectations in real-time. My notes are now digital, shareable and accessible from anywhere. No more using post-it notes!"

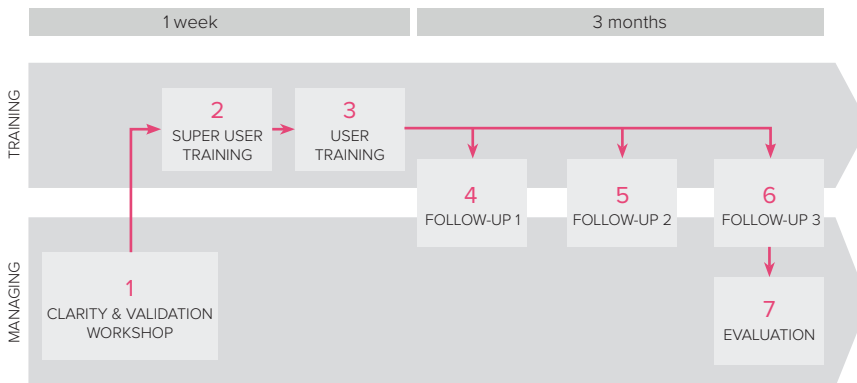
– Pernille Als Fussing, former PA to head of compliance, now group strategy manager

Successful on-boarding

As part of the implementation phase, ActionPlanner facilitates the on-boarding and ensures a successful start with the new tool. Depending on your team, we train users and super users, offer a train-the-trainer concept and an onsite hosting solution.

Read more below:

We help you get started



Super users

Super users are trained to assist colleagues in their team on a day-to-day basis and introduce the solution to new colleagues.

Train-the-trainer

ActionPlanner also offers a train-the-trainer solution to on-board larger teams more cost-effectively. This detailed programme certifies trainers within the client organisation. Upon passing two written exams and one oral exam, the certified trainers receive a diploma and are thereby trusted to train other users in the organisation. With this dedicated knowledge investment, the certified trainers become important value drivers in the internal transformation process and take ownership in training others, which leads to a higher level of commitment. The internal certified trainers have been a critical factor for achieving success in Danske Bank.



ONSITE HOSTING SOLUTION

In addition to its standard cloud solution, ActionPlanner offers a client-specific hosting solution onsite, whereupon the application is deployed in the client's own data centre and within its secure firewall. Danske Bank has chosen this offering, because of the following benefits:

- **Increased security.**
The application is hosted within the client's own secure firewall.
- **Boosted performance.**
Reduced latency compared to dedicated servers in Europe.
- **More cost-efficient.**
Virtual servers compared to dedicated servers, offers a more agile scalability model at lower cost.