

12th Annual BACK OFFICE FORUM

Amsterdam, the Netherlands, 15 - 17 April 2015

"FOCUSING ON STRENGTHENING THE CORE OF YOUR COMPANY"

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Head of Project Portfolio Management Office in Group Corporates and Real Estate

YOUR PRESTIGIOUS SPEAKER PANEL

LEONOR MACHADO

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European Payments Council, EU

Chairman of the Cash Working Group

DAG-INGE FLATRAAKER

DNB Bank, Norway,

General Manager and Head of Interbank

Infrastructure and Payment System Strategy

European Payments Council, EU Chairman

of the Mobile Channel Working Group &

Member of the Executive Board

LEO WIELSTRA

ABN Amro Clearing Bank Netherlands,

European Chief Operating Officer

PAYAM DJAVDAN

ING, Netherlands

Program Director

DR. MICHEL STUBBE

European Central Bank, EU

Head of Financial Operations Services Division

DAVOR GASPARAC

Erste Bank, Austria, Head of Project

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GABRIELLA SERRAVALLE

BNL BNP Paribas, Italy

Senior Manager of Retail Banking Operations

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Senior Vice President, Head of BPM Centre of

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MEHMET SOYTORUN

Aktifbank, Turkey

Senior Director for Organisation

and Process Management

DR. SILKE FINKEN

International School of Management

Germany, Professor for International

Management, **Former DZ Bank, Germany,**

Senior Vice President Operations and Services

STEPHEN MILLER

Standard Chartered Bank, UK

Chief Information Officer

DAVID INSALACO

Banco Sabadell, Spain

Head of Operational Servicing

MUSTAFA DÖNMEZ (TBC)

Akbank, Turkey, Vice President Branch

Services and Information Management

DISCUSSION PANELISTS AND MODERATORS

KIRSI RIPATTI

Bank of Finland, Finland

Senior Adviser, Payment

and Settlement

SIMONE MASKENS

National Bank of Belgium, Belgium, Head

of Back Office

TOBY DAVIES

Bank of England, UK

Head of Market Services Division

DANIEL KINNEALLY

Citi, UK,

Senior Vice President

WORKSHOP LEADER:

JOSEPH PARIS, **Operational Excellence Society, USA,** Founder

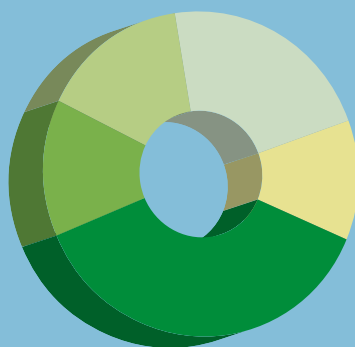
KEY BENEFITS OF ATTENDING:

- Explore various means of back office transformation
- Understand the effect of current regulations on different market participants
- Discover what the new-old concepts of outsourcing and centralization have brought to other banking institutions
- Learn how to make your processes even leaner and simpler in a focused workshop
- Find out how to increase customer experience and satisfaction through back office
- Get insights into digital technologies and their use in improving back office processes

EVENT INTRODUCTION:

The importance of back office can never be underestimated. The ever-changing nature of both the consumer market and provider market affects the back office, which needs to be flexible in its responses. Therefore, we are once again putting the back office into the spotlight.

Join us for the 12th year of this information-and networking-filled event and gain a competitive advantage by enhancing your skills and knowledge about the core of your company. You will explore the various possibilities of back office transformation to help reduce costs as well as improve and streamline processes while receiving valuable insights from the industry leaders, networking with experts from all around Europe and learning from their experience.



JOB TITLE	Percent
head	37.29 %
C-level	22.03 %
senior rep	15.25 %
manager	13.56 %
director	11.86 %



REGION	Percent
Western Europe	52.54 %
CEE	20.34 %
SEE	11.86 %
Rest	10.17 %
Nordics	5.08 %

SPECIAL FEATURES:

- Interactive Electronic Polling & e- Networking
- On-demand topic
- 9 hours of networking
- Roundtable about the most pressing issues
- Focused workshop

WHO WILL ATTEND:

Representatives of European retail, investment and central banks.

Board Members, COOs, CIOs, Vice Presidents, Global Heads, Heads, Directors, Deputy Directors, Managers of: Operations, Back Office, Support, Operational Excellence/Change, Technology and IT, Outsourcing/Insourcing, Organization, Process and Change management, BPM-Business Process Mangement, Digitalization, Automation

TESTIMONIALS:

„Great event, great participants, all presented/shared information and experiences confirmed our existing approach and also opened new perspectives and ideas.“

Operations Division Deputy Director, Vojvodanska Bank, Serbia

„There was plenty of information and real case examples which gave good update on operations today. It gave good tips for back office optimization. Finally, I think it gave clear insights on challenges and opportunities to be faced by countries which are not part of EU yet.“

Acting Operations Group Head, Banka Kombetare Tregtare, Albania

„Best quote of the day: You seldom meet so many interesting people in one place (from the chairman).“

This is my second Fleming Europe conference. What impresses me most is the quality of content and presentations and delegates/guests and balance with commercial involvement. Too many conferences have become a series of sales pitches because the organizers are losing the focus on content rather than revenue. Fleming gets the balance right and the people who attend are high quality because the events are serious and value adding.“
 President IAFEI, EMEA

OUR LAST YEAR ATTENDES INCLUDE:

BNP Paribas, Danske Bank, Deutsche Bank, Erste Group Bank, ECB, Nordea, AXA, Banco Espirito Santo, Banque Internationale a Luxembourg, Finansbank, HSBC, Garanti, Santander Group, Banca D'Italia, Riyad Bank, Sberbank, VTB Capital, BKT Bank, Central Bank of Russia, Ceska sporitelna, Credit Europe Bank, International Association of Financial Executives Institutes, PKO Bank Polski, Odeabank, Abu Dhabi Investment Authority, National Bank of Austria, UniCredit, Sopra Banking, Stopanska Banka AD Skopje, Vojvodanska Banka Novi Sad, etc.

DAY I | 15th APRIL 2015

12:30 REGISTRATION AND AFTERNOON COFFEE



WORKSHOP - IT'S ALL ABOUT LEAN

13:00 Enterprise Readiness and the “High-Performance Organization” (Efficient decision-making process as the key to your Back Office transformation)

Is there ever enough objective data available to ensure that the decision you make is the perfect decision with an outcome that is guaranteed? If so, how much data is that? If not, how can the decision be made? If the data is objective, then are all decisions also objective? If not, where is the border between objective and subjective? And if some decisions are subjective, at what point do we make that “leap of faith” and under what circumstances?

In this workshop, we will investigate the decision-making process cycle from inception to execution. We will learn the appropriate use and interoperabilities of OODA-Loop, PDCA (Lean), and DMAIC (Six Sigma). And, most importantly, we will simulate ways of becoming a “High-Performance Organization” by accelerating the decision-making process cycle to achieve and maintain a competitive advantage by being to recognize opportunities and threats earlier and take effective action in a meaningful manner.

Learning Objectives:

- How to recognize opportunities and threats sooner
- How to evaluate situations in-context and make strategic decisions more quickly
- How to recognize when there is enough information (data in context) to make a decision
- What to do when things go wrong – and things always go wrong

JOSEPH PARIS, Operational Excellence Society, USA, Founder

14:30 COFFEE BREAK & NETWORKING



15:00 Cutting your costs by optimizing your Back Office

- How to make processes leaner from end-to-end
- Simplification and removing redundant procedures
- Eliminating waste and improving the value stream

16:00 Going deeper into organizing your Back Office

- Corporate standardization or a customized model?
- Optimal arrangement of the BO
- Headcount reduction and eliminating excess resources
- Enhancing employee experience

17:00 DINNER AND EVENING SIGHTSEEING



All workshop participants are cordially invited to enjoy dinner in the charming city of Amsterdam joined with the sightseeing of its beautiful canals and other interesting landmarks.

Applicable to attendees who registered for workshop and confirmed attendance in advance by email.

Workshop Leader:

Joseph Paris, Operational Excellence Society, USA, Founder



Paris is the Founder of the Operational Excellence Society – a “Think Tank” for companies who have the desire to achieve peak-performance across the entire ecosystem of their enterprise. In 1985 he founded XONITEK as an Operations Management consultancy firm specializing in Operational Excellence (Leadership, Culture Change, and Lean / Six-Sigma). In addition to the publishing on his Blog, in the Operational Excellence Group on Linked-In, and the publishing the “Operational Excellence by Design” monthly eNewsletter; he is a routine contributor to “EuroLogistics Magazine” based in Poland and the “Lean Management Journal” based in the United Kingdom. Paris is also a routine lecturer for professionals and graduate students with select engagements at; the Lally School of Management at Rensselaer Polytechnic Institute (RPI), the Watson School of Engineering and School of Management at Binghamton University; and the School of Management at the University at Albany, and the University of Monterrey in Monterrey, Mexico. Paris currently serves on: the Editorial Board of the Lean Management Journal • the Advisory Board of the Systems Science and Industrial Engineering (SSIE) Department at the Watson School of Engineering at Binghamton University • and the Advisory Board of the Institute of Industrial Engineers (IIE) Process Industries Division (PID). He previously served as a Board Member of Association for Corporate Growth (ACG) in New York – and is still a member of the Chapters there and in Frankfurt, Germany. And he was previously an Adjunct Professor at Cornell University’s Johnson School of Management.

DAY II | 16th APRIL 2015

8:30 REGISTRATION AND MORNING COFFEE 

9:00 WELCOMING NOTE FROM FLEMING EUROPE & **SLI.DO** INTRODUCTION (OFFICIAL CONFERENCE NETWORKING APP) 

9:05 OPENING REMARKS FROM THE CHAIRMAN

9:10 BACK OFFICE BUSINESS - SPEED NETWORKING KICK-OFF



To boost networking and interactivity right from the beginning, we will start the conference with a small exercise. Attendees will have 10 minutes to exchange as many business cards as possible.

KEEPING THE BACK OFFICE UP WITH THE REGULATIONS

9:20 INTERPLAY BETWEEN THE REGULATORY FRAMEWORK AND MARKET PERFORMANCE

- Economic objectives of the financial regulatory reform
- Main implementation aspects
- Impact on Back Office functions
- Market performance/positive feedback loops
- Benefits for banks

DR. MICHEL STUBBE, European Central Bank, EU
Head of Financial Operations Services Division

10:00 PAYMENTS INNOVATIONS AND NEW REGULATIONS CHANGING THE PAYMENTS LANDSCAPE

- Mobile and new technology changing the way we deal with customers
- Digital revolution under way
- New regulations (PSD II, security requirements, impact of TPP's)
- Potential impact, who will be the winners and losers of tomorrow ?

DAG-INGE FLATRAAKER, DNB Bank, Norway
General Manager and Head of Interbank Infrastructure and Payment System Strategy
European Payments Council, EU
Chairman of the Mobile Channel Working Group & Member of the Executive Board

10:30 SPECIAL INSIGHT: SEPA - HOW WE COPE WITH IT

- Was the preparation sufficient?
- How SEPA influences our daily operations
- What we expect from SEPA over the long term
- What are the benefits of SEPA?

LEONOR MACHADO, Caixa Geral de Depósitos Portugal, General Manager & Chair of PT SEPA group
European Payments Council, EU
Chairman of the Cash Working Group

11:00 COFFEE BREAK & NETWORKING 

11:30 PANEL DISCUSSION – APPROACH OF EUROPEAN CENTRAL BANKS TO BACK-OFFICE AND OPERATIONS

DISCUSSION MODERATOR:

DR. MICHEL STUBBE, European Central Bank, EU,
Head of Financial Operations Services Division

PANELISTS:

KIRSI RIPATTI, Bank of Finland, Finland, Senior Adviser, Payment and Settlement

SIMONE MASKENS, National Bank of Belgium, Belgium, Head of Back Office

TOBY DAVIES, Bank of England, UK, Head of Market Services Division

12:00 SPEAKING SLOT RESERVED FOR SPONSORING COMPANY

12:30 ON-DEMAND TOPIC FROM THE PRE-CONFERENCE POLLING



Up until the end of January 2015, the participants will be able to suggest one topic and/or a speaker they would like to hear at the event via the conference website. The most desired topic will be included in the agenda.

13:00 LUNCHEON 

SHARING EXPERIENCE IN BACK OFFICE TRANSFORMATION

14:00 BACK OFFICE TRANSFORMATION DURING CRISIS

- Between a rock and a hard place
- Fundamental issues
- Structural solutions
- A happy end?

LEO WIELSTRA, ABN Amro Clearing Bank, Netherlands, European Chief Operating Officer

14:30 DRIVING PROCESS OPTIMIZATION IN BANKS

- Braking the barriers of the silo organization
- Embed the process culture
- Provide tools and techniques
- Living the process

MARTIN MAVRIC, Deutsche Bank, UK, Vice President Finance Engineering



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DAY II | 16th APRIL 2015

15:00 OPERATIONS DIGITAL NEW FRONTIER : A NEW OPPORTUNITY FOR SERVICE EXCELLENCE

- Client voice: A challenge for operations processing (getting closer, customer in control, power of the crowd)
- BNP Paribas Retail answers: Industrial Prospective at global level
- Digital initiatives at a local level: Paperless transformation
- End to end process redesign

GABRIELLA SERRAVALLE, BNL BNP Paribas, Italy, Senior Manager of Retail Banking Operations

15:30 AFTERNOON COFFEE AND NETWORKING



16:00 CENTERED ON CENTRALIZATION: BACK OFFICE ORGANIZATION THROUGH PROCESSING PLATFORMS

- Offshoring or outsourcing ?
- Regional versus global platforms
- What to keep locally?

STÉPHANIE SAUTAI, Credit Agricole CIB, France, Head of International Corporate Banking Operations

16:30 SPECIAL FOCUS SESSION: HOW TO BEST CENTER YOUR BACK OFFICE

The audience will be divided into two groups:

Working Group A – Product-centric back office:

This group's aim will be to consider all the aspects that a customer-centric back office brings. Attendees will have the unique opportunity to bring their own real-life problems to the table. The group will discuss the challenges and suggest possible improvements.

Working Group B – Process-centric back office:

This group's aim will be to consider all the aspects that a process-centric back office brings. Attendees will have the unique opportunity to bring their own real-life problems to the table. The group will discuss the challenges and suggest possible improvements.

Discussion moderators:

DANIEL KINNEALLY, Citi, UK, Senior Vice President


17:00 OUTCOME SESSION: BOTH GROUPS WILL PRESENT THEIR VIEWS TO THE REST OF THE AUDIENCE.

17:10 DISCUSSION: CROSS-EXAMINATION OF THE PROPOSED CHANGES/IDEAS.

The brainstorming results are to be recorded and shared with the audience within the post-conference report.

17:20 FEEDBACK SESSION

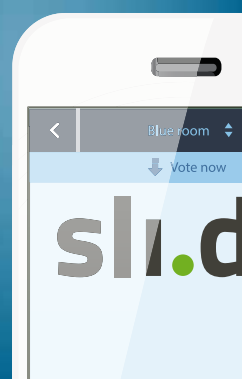
17:30 DAY I CONCLUSION AND REMARKS FROM THE CHAIRMAN

All participants are cordially invited to a NETWORKING COCTAIL RECEPTION 

slido application

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- ✓ Vote in polls
- ✓ See the up-to-date agenda
- ✓ View slides in real time and download them
- ✓ Discuss topics via the interactive wall
- ✓ Network with other delegates on-line



DAY III | 17th APRIL 2015

8:30 MORNING COFFEE 

9:00 OPENING REMARKS FROM THE CHAIRMAN

IMPROVING THE BACK OFFICE

9:05 OPERATIONAL EXCELLENCE WITHIN WIND-DOWN ENTITIES

- Wind-down business as growing market
- Wind-down strategy
- Target operating model and procedural drivers
- IT and data quality
- People and incentives

DR. MBA MARKUS PERSCHL, Hypo Alpe Adria Bulgaria, Macedonia, Chief Executive Officer

9:40 WHAT GETS MEASURED GETS DONE - KPI'S FOR SHARED SERVICE CENTERS

- Internal shared service centers – set up challenges
- Different banks, same service – what is fair share of costs?
- Gamification - KPI's that motivate standardization

DAVOR GASPARAC, Erste Bank, Austria, Head of Project Portfolio Management Office in Group Corporates and Real Estate

10:10 ELECTRONIC PAYMENTS- ALWAYS NEW WAYS OF SERVING CUSTOMERS

- Fresh mobile payments solutions
- Impact of TPPs (Third Party Providers) on payments
- Challenges and consequences for bank's business models in payments

DR. SILKE FINKEN, International School of Management, Germany, Professor for International Management, **Former DZ Bank, Germany,** Former Senior Vice President Operations and Services

10:40 MORNING COFFEE & NETWORKING 

11:10 **CASE STUDY** OPERATIONAL EXCELLENCE AND PROCESS AUTOMATION

- Operations vs projects – How to combine them successfully in a performing organization
- Critical success factors in operations projects
- Process automation, productivity and effectivity in Akbank
- An example for back office automation : Akbank Distrain Automation Project

MUSTAFA DÖNMEZ (TBC), Akbank, Turkey Vice President Branch Services and Information Management

IT'S ALL ABOUT THE CUSTOMER

11:40 IT'S ALL ABOUT SERVICE

- Less = More (from less processes to more service)
- The role of Big Data in service
- Providing an Omni Channel service to our customers

PAYAM DJAVDAN, ING, Netherlands, Program Director

12:10 LUNCHEON 

13:00 **CASE STUDY** TRANSFORMATION OF THE OPERATIONAL MODEL: HOW BACK OFFICE IMPROVES CUSTOMER EXPERIENCE

- Back office process evolution- 3 wave revolution: Concentration, externalization, digitization
- 7 areas of focus:
 - Eliminate back-office work from commercial processes
 - Servicing processes should be traceable and visible for customers
 - Value prioritization of workload,
 - Build a strong operational management and control system
 - Business process orientation,
 - Centralized control of all contact with the customers and
 - Anytime anywhere

DAVID INSALACO, Banco Sabadell, Spain, Head of Operational Servicing

13:30 **CASE STUDY** IT'S ALL ABOUT THE CUSTOMER EXPERIENCE. HOW BPM AND NET PROMOTER SCORE (NPS) CAN HELP YOU TO BOOST PERFORMANCE

- Customers, Processes and the Organization
- BPM is more than doing process diagrams and running improvement projects. BPM Centre of Excellence Service Catalogue
- What is Customer Value? Focus on customers needs. Riyad Bank Value Chain
- Customer Lab – the place to find out what the needs of your customers are
- Customer Journey Maps – a powerful tool to understand your customers' emotions when they deal with your processes
- Why Customer Satisfaction is not enough. Customer Insights, Net Promoter Score. Transforming insights in actions.

CODIN CARAGEA, Riyad Bank, Saudi Arabia Senior Vice President, Head of BPM Centre of Excellence

14:00 CUSTOMER CHANNEL

- Customer channel using patterns and migrating for easier operating of channels
- Omni-channel

MEHMET SOYTORUN, Aktifbank, Turkey, Senior Director for Organisation and Process Management

14:30 ROUNDTABLE DISCUSSION ABOUT THE MOST PRESSING TOPIC BLOCK

The audience will be divided into four groups. Each group will discuss a topic selected in the online polling open throughout the conference.

14:50 OUTCOME SESSION: ALL GROUPS WILL PRESENT THEIR VIEWS TO THE REST OF THE AUDIENCE.

15:00 DISCUSSION: CROSS-EXAMINATION OF THE PROPOSED CHANGES / IDEAS.

Brainstorming results are to be recorded and shared with the audience within the post-conference report.

15:15 FEEDBACK SESSION

15:25 CLOSING REMARKS FROM THE CHAIR

15:30 FAREWELL COFFEE & NETWORKING 

I would like to thank everyone who has helped with the research and the organization of this event; especially the advisers and speakers for their commitment, time and support.

JARKA PIECOVA, Conference Producer
jarka.piecova@flemingeurope.com

12TH ANNUAL BACK OFFICE FORUM

AMSTERDAM, NETHERLANDS, 15-17 APRIL 2015

SALES CONTRACT Conference Code: BA FC 227_OES

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Name: _____

Job Title: _____

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COMPANY/ORGANISATION DETAILS

Name: _____

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Contact person: _____

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per delegate


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- HOTEL ACCOMMODATION.** Overnight accommodation is not included in the registration fee. A reduced rate may be available for EP's clients at the hotel hosting the event. The reservation form will be sent to the client after the venue has been confirmed, but no later than one month before the event begins.
- CANCELLATION BY CLIENT.** The client has the right to cancel his/her participation in the event. Cancellation must be received by EP in writing, either by mail, email or fax. If the client cancels with more than one month's advance notice before the start of the event, EP shall be entitled to retain and charge 50% of the total invoiced amount. If the client cancels with one month's (or less) advance notice, or fails to attend the event, then the client shall not be entitled to any refund nor any discount. Client's failure to attend the event does not cancel, decrease or in any matter waives the client's obligation to fully pay the fee invoiced to the client by EP.
- CANCELLATION BY EP.** While every reasonable effort is made to adhere to the advertised program, circumstances out of the control of EP can arise, which may cause changes in the program, including but not limited to changes in the content, date(s), location or venue, or special features of the planned event. Such circumstances include but are not limited to acts of terrorism, war, extreme weather

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- CANCELLATION OF THE EVENT.** In case EP cancels the event, EP may offer the client a full credit up to the amount actually paid by the client to EP. This credit shall be valid for up to one year from the issue date of the invoice to attend any of EP's events. The client shall not be entitled to this credit as a contractual right.
- CLIENTS IDENTIFICATION INFORMATION.** By signing of this sales contract and these terms and conditions the client gives full right to EP to share the client's identification information such as, but not limited to, client's name, address, email addresses, phone numbers and names of representatives with third parties, which participated on the same event as the client.
- GOVERNING LAW.** This contract shall be governed and construed in accordance with the laws of the Slovak Republic (not including its conflict of laws provisions). Any disputes arising out of this contract shall be brought before the courts of the Slovak Republic situated in the city of Bratislava in the Slovak Republic.
- OTHER CURRENCIES.** In case that client requests payment in other than EP's official currency (EUR), EP reserves the right to apply 8% currency risk surcharge to the actual exchange rate.