



**Raiffeisen Bank**  
International

# **Multi-site Product Set-up of Raiffeisen Bank International: A LeSS-Inspired Approach in Lending and FX**

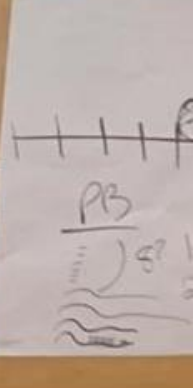
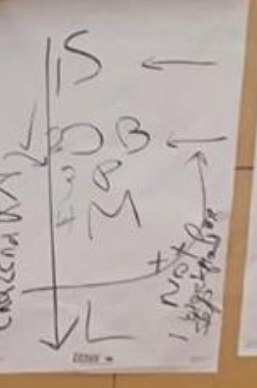
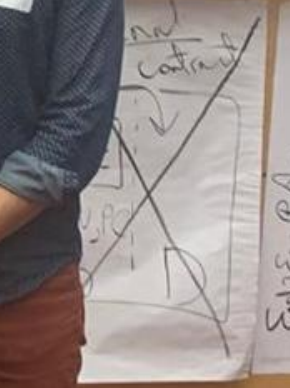
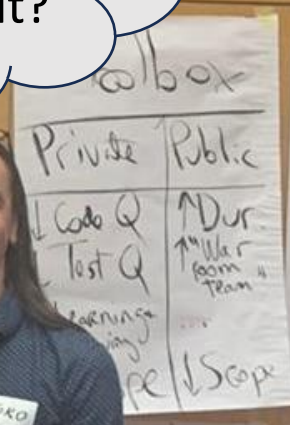
**Lejla Vulovic & Ana Nad**

Is our system  
bigger than  
we thought?

Will banks  
ever make it?



List by CV  
1 C1 C3  
2 C1 C4  
...



# WHAT'S OUR STORY TODAY



How we designed multi-site product setup in a big bank and its collaboration



Which challenges we encountered on the way and how we addressed them



Learnings with the team setup, ways of working and product decision making



**Raiffeisen Bank**  
International

**12 core** markets

**~ 45 ths** employees

**~ 18,6 million** customers

**€ 210 bn** total assets



FACTS Q1/2024

# PRODUCTS

## for Small and Medium Companies

**Lending**

**Foreign Exchange**



# Lending

- 3-4 weeks decision time
- 690 fields to fill in
- 13 different systems
- 50% lost deals
- Paper based, manual process

# Foreign Exchange

- Losing customers due to digital competitors
- No online access to real-time FX rates
- 2-3 different channels used per country

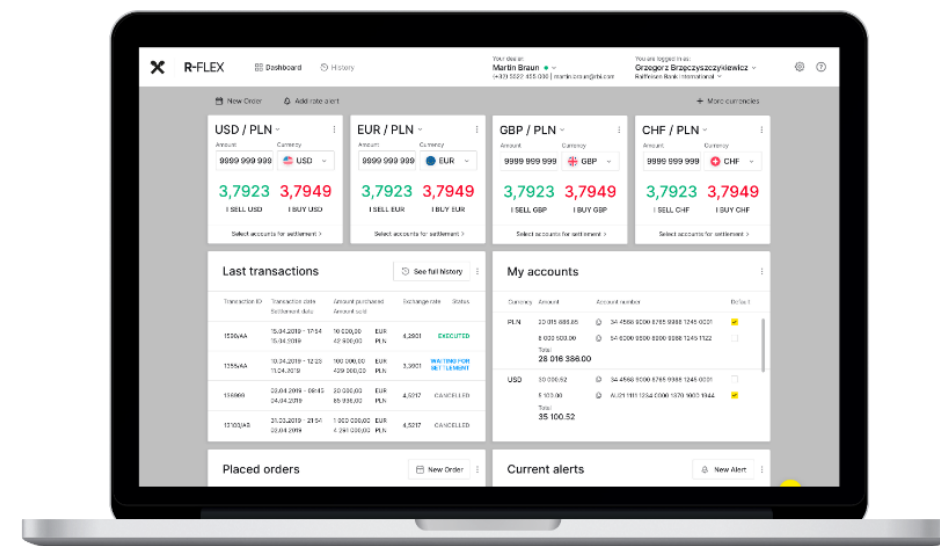
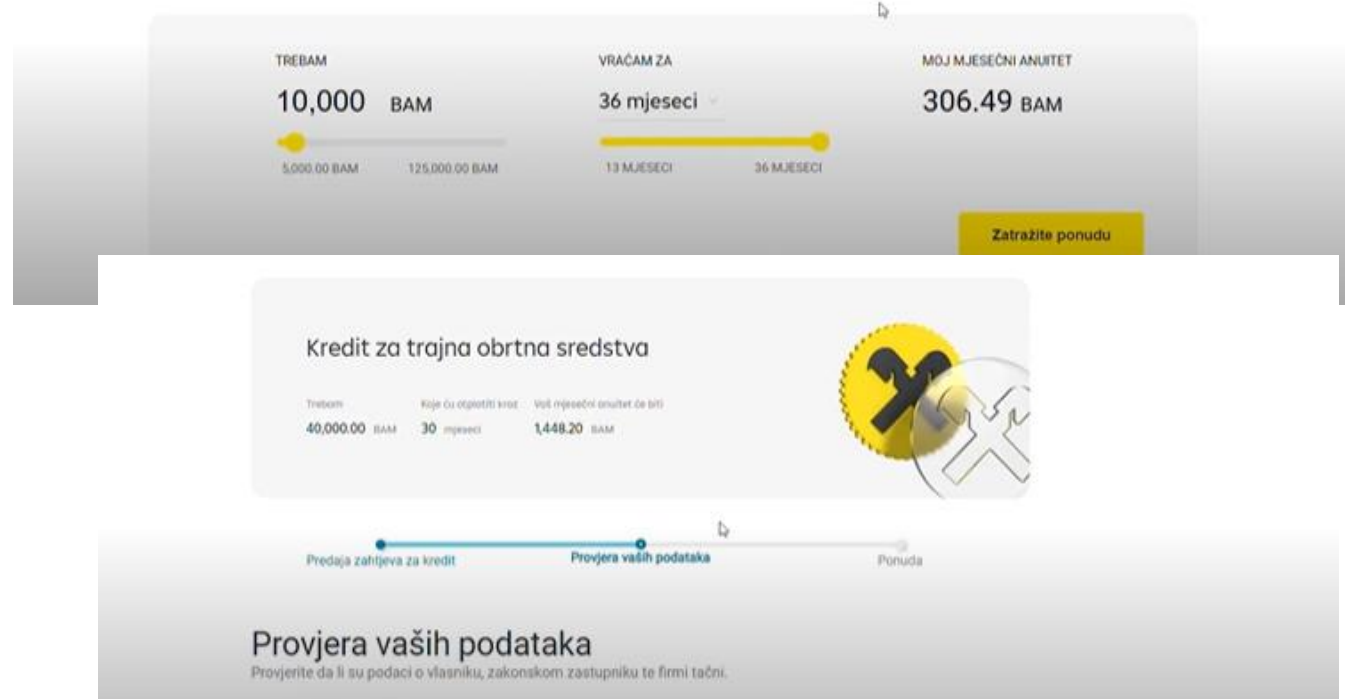
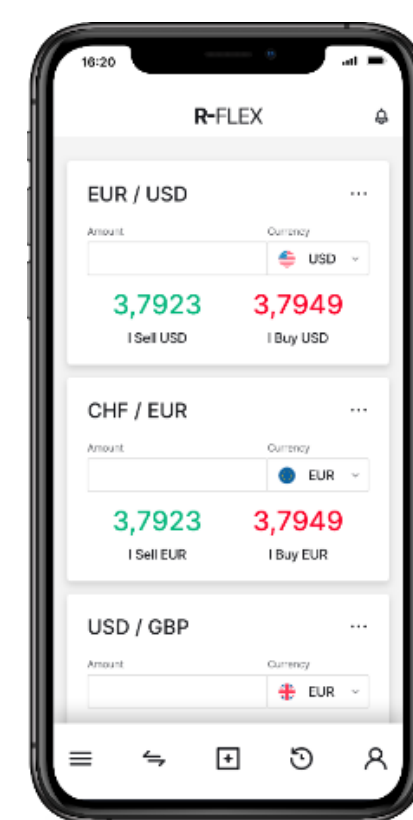
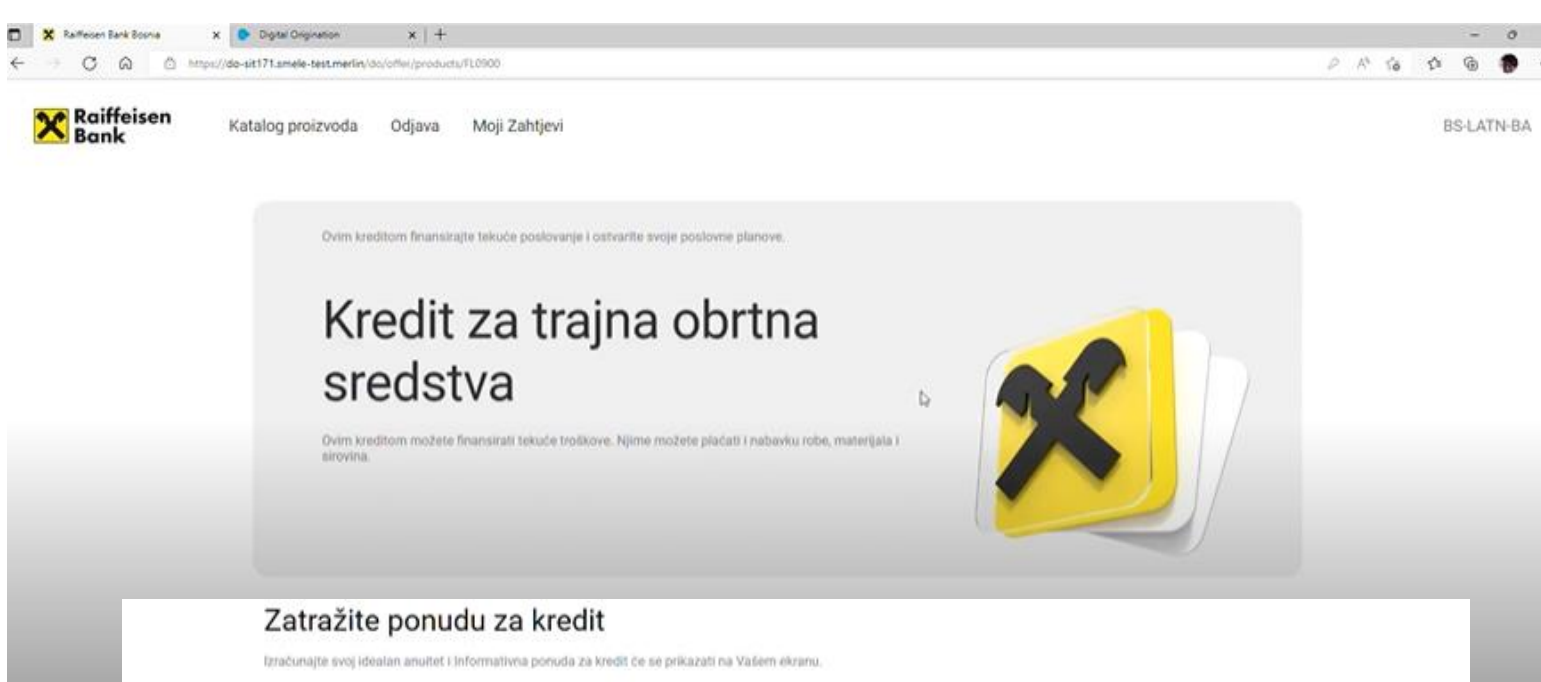


**“All our dreams can come true, if we have the courage to pursue them.”**

**- Walt Disney -**



**One digital solution, simple to use, secure and scalable, that will improve customer experience by reducing time to money, while increasing gross income across all our markets.**



# CHALLENGES & LEARNINGS



## PEOPLE



TEAMS SETUP



WAYS OF  
WORKING



DECISION  
MAKING

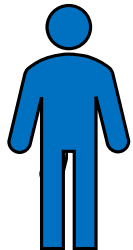
# Multi-site teams setup



# MVP Croatia



**RBI HQ**



**Vendor**

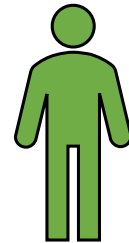
**Product Backlog**



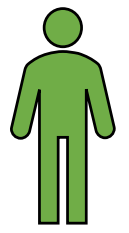
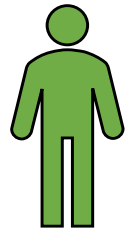
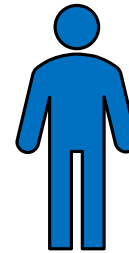
**PO**



**Product experts**

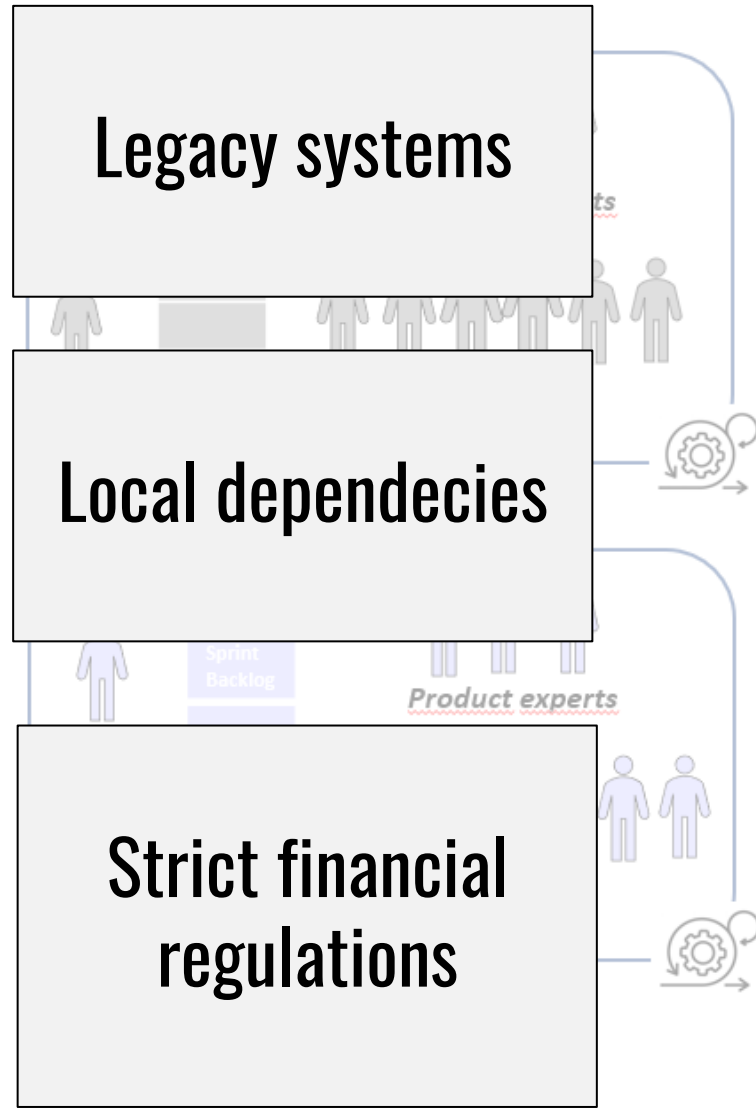
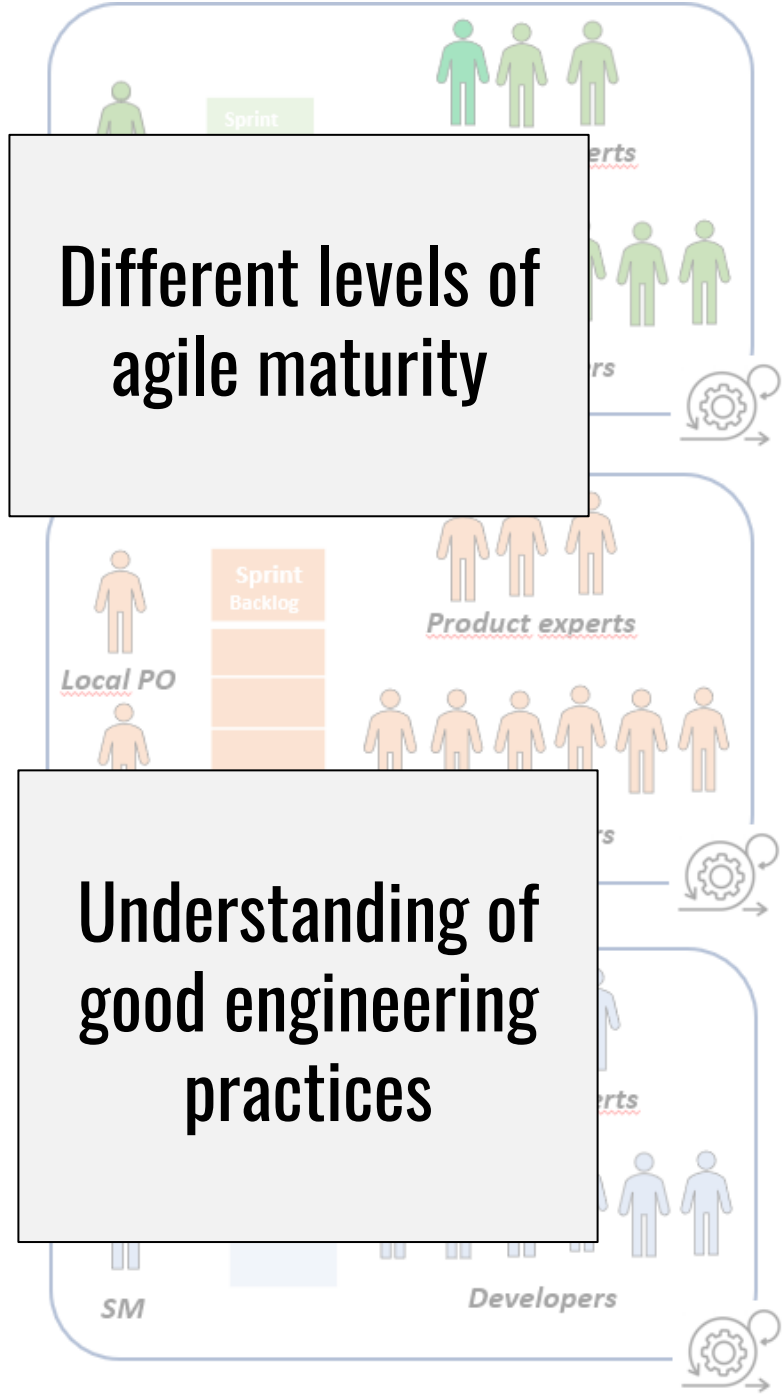
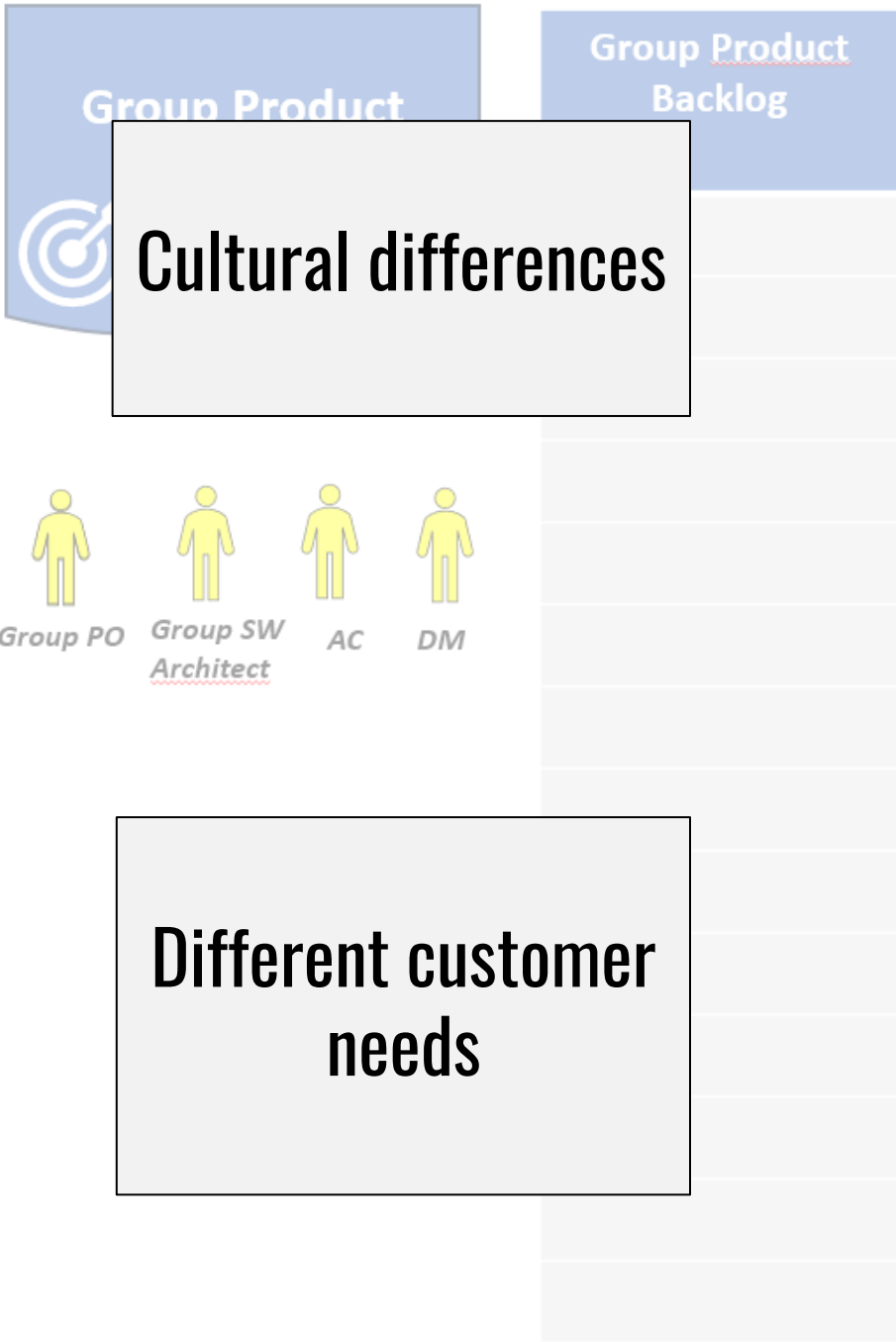


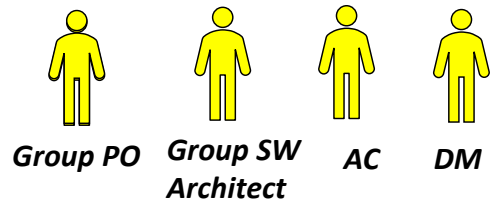
**SM**



**Developers**



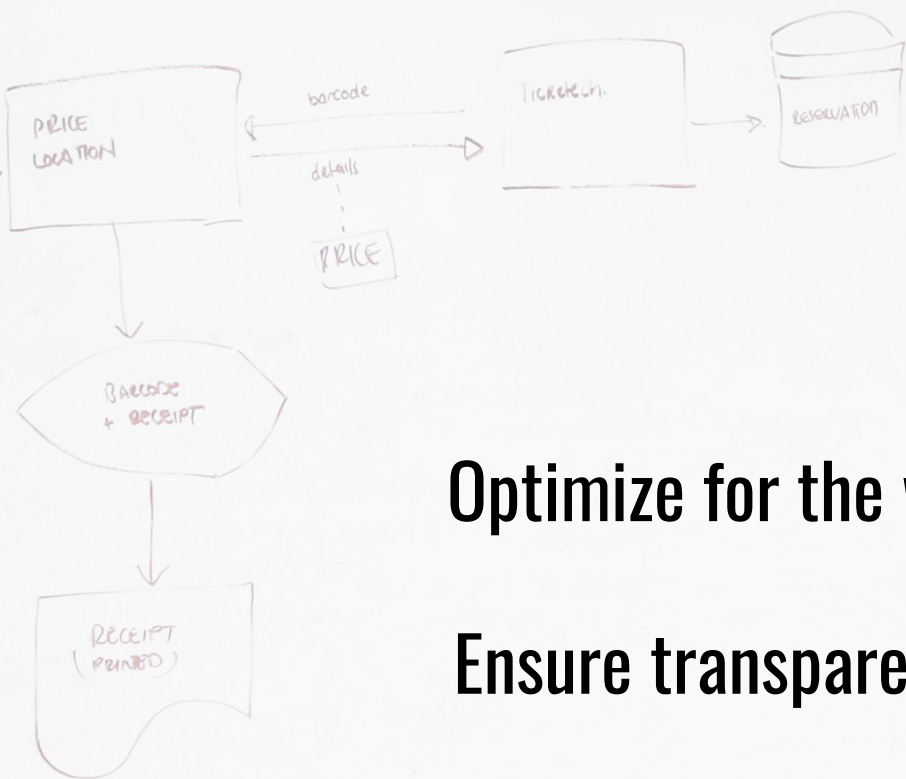




**“ Your system is perfectly  
designed to give you the  
results you’re getting”**

**- W. Edwards Deming**





**Optimize for the whole system**

**Ensure transparency**

**Live one team mindset**



# Group practices



Common  
Language



Aligned  
Goals



Short  
Feedback  
Loops

The image features a close-up of two hands shaking in a firm, confident grip. The hand on the left is wearing a dark blue long-sleeved shirt, while the hand on the right is wearing a red long-sleeved shirt. The background is a white brick wall, which is slightly out of focus. The overall tone is professional and positive, suggesting a successful agreement or partnership.

# **Collaboration agreements**

## Cross-country teams collaboration agreement

- In all locations there is an Scrum **team**:
  - Autonomous
  - Self-organizing
  - Self-contained (all the skills needed to deliver their goals)
  - End-to-end responsibility (owns process, quality, operations)
  - Working in 2 week sprints
- In all locations there is someone in the role of the **Scrum Master**
- In all locations there is **Local Product Owner**
- Aligned team agreements (DoR, DoD for stories, features etc)
- All documentation (user stories, test cases...) in English

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- One Product Strategy and Roadmap across involved countries
- Cross-country ceremonies:
  - Roadmapping session with all parties involved every 4 weeks

- Continuously improving and living by RBI Engineering values and principles

Common language

Release

mib-rflex 2.8

Release packages (10 items)

Show all ↻

2.8.b11182024-09-04 15:59✔

2.8.b11172024-09-04 15:54✔

2.8.b11162024-09-02 17:36✔

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TEST

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DEV29

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SIT27

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UAT

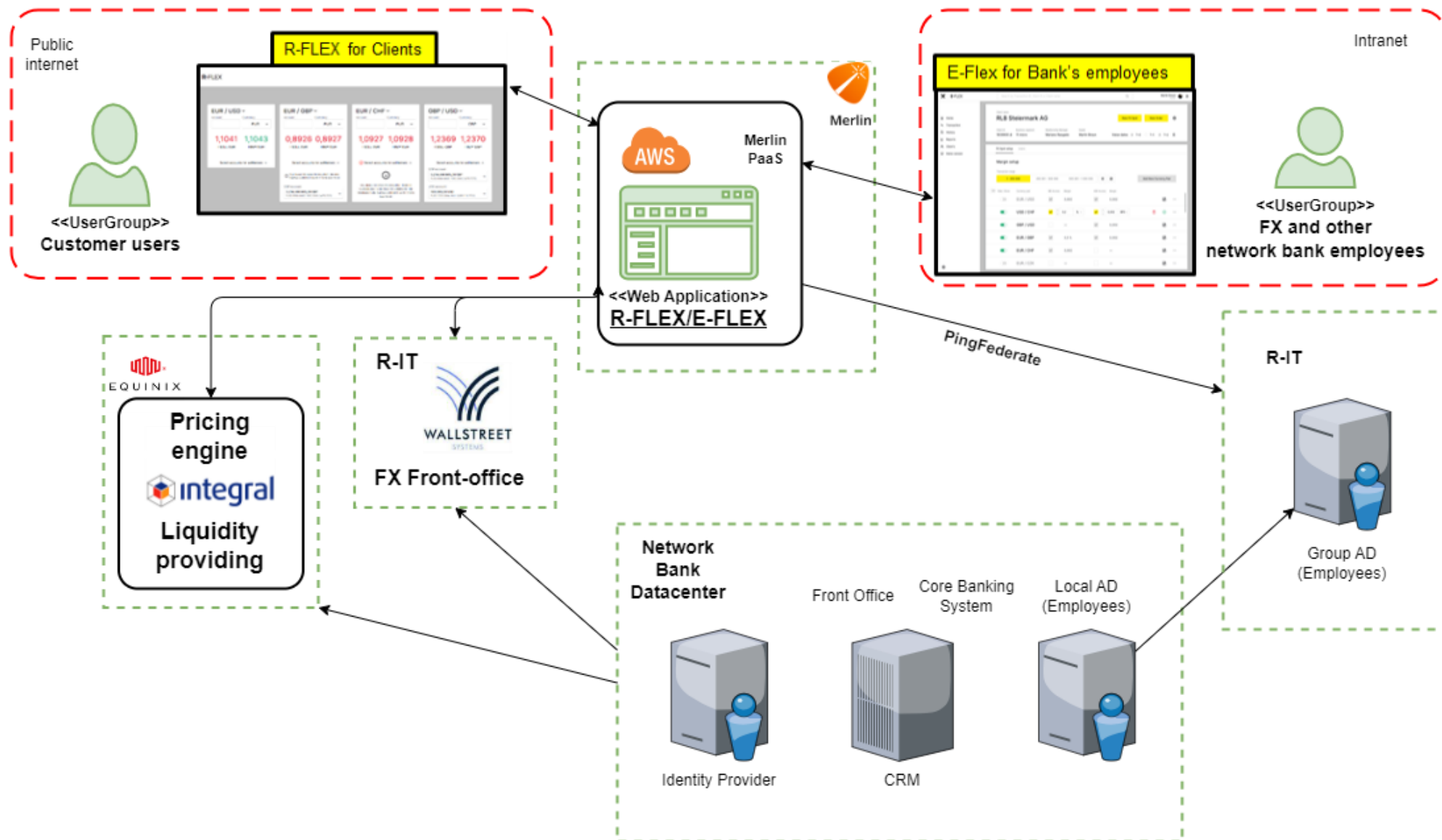
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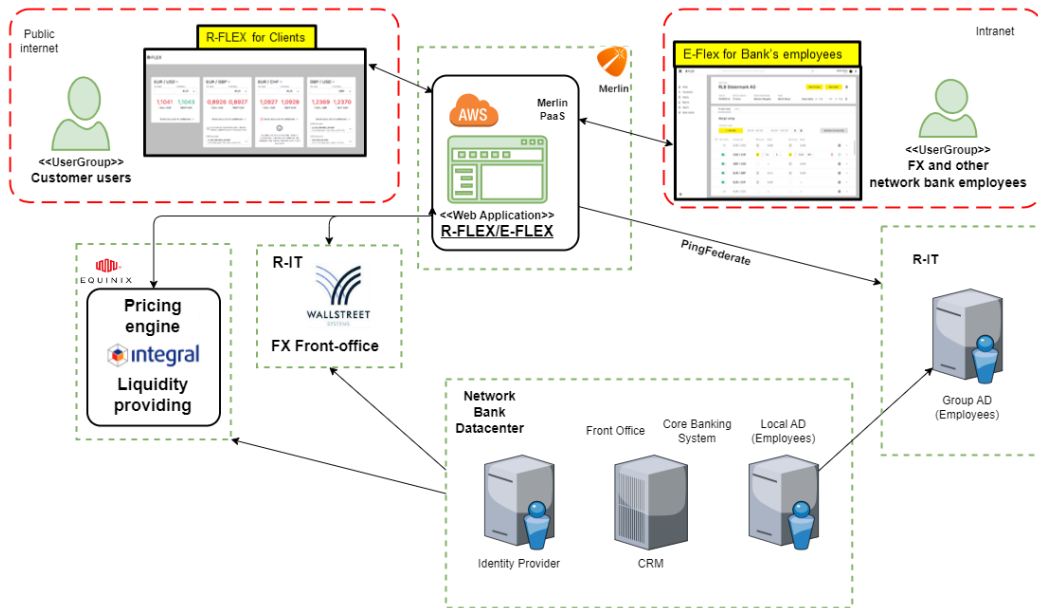
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PROD

PROD26

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## Group means:

- Unified solution, one code-base
- One common solution
- Scalable and efficient
- Flexible
- Easy to integrate

## Technology pillars:

- Event driven architecture
- AWS on steroids (extended by Merlin team)
- Multitenancy - one runtime
- Feature toggling
- Common API – RICE

# Cross-country teams collaboration agreement

Created by Lejla VULOVIC, last modified just a moment ago

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  - On demand refinement sessions between teams
- Continuously improving and living by RBI Engineering values and principles

Aligned and  
shared goals



### Vision

In 3 years Rflex will help our customers in live markets solve all their major FX and MM needs in a simple manner, while supporting the Capital Markets business growth.

### Challenge

In order to reach our vision, **we need to reach a customer satisfaction of xx%**, and grow the GI contribution through R-FLEX to 10% p.a. (after scaling).

### Target condition

- In order to reach our challenge:
- we first need to scale up in third market,
  - Implement features and products that customers demand putting great focus on user experience
  - and lastly, consider onboarding PI customers

### Current state

After measuring, we know our current state is: **customer satisfaction survey results**  
Our current annual GI growth is: RO 5,5%, HR 16%, HU 52%. (fc24 vs. 23). Overall +7%

Pages / SME lending 8 views

Edit Save for later

# Cross-country teams collaboration agreement

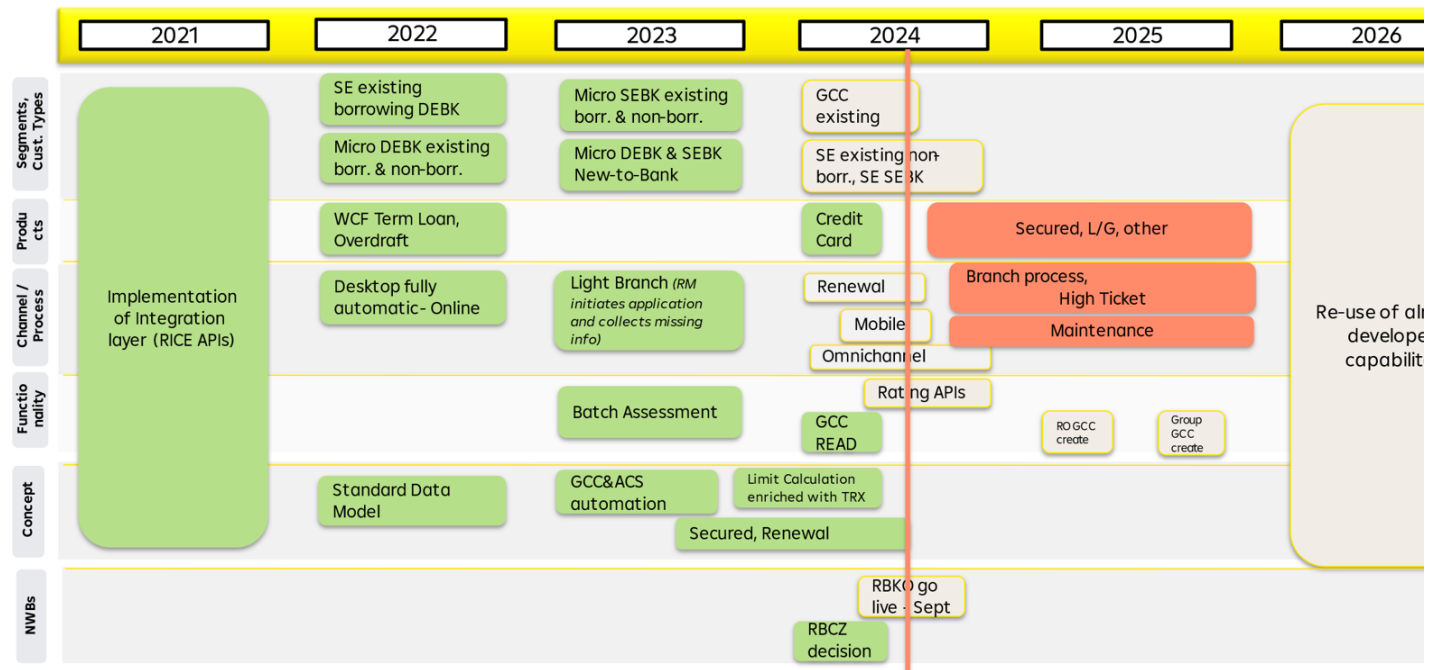
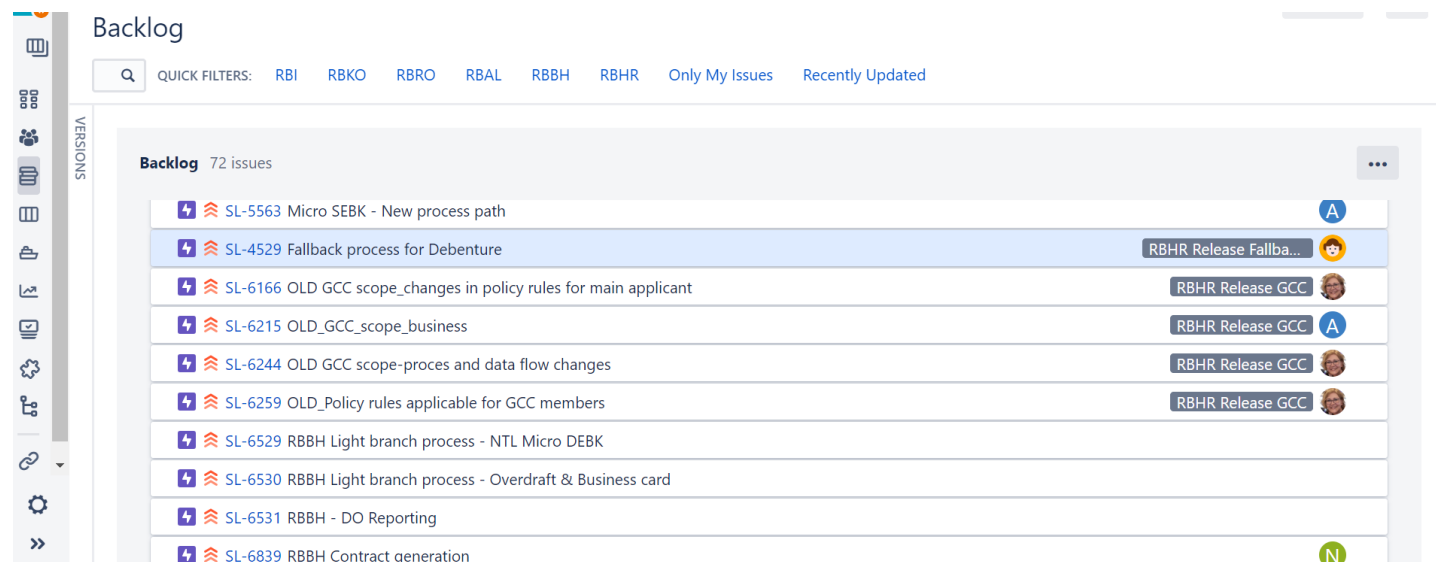
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Short feedback loops

# Group roadmapping

- mid-term priorities and product strategy adjustment
- **Purpose:** reach a common goal for the next period, update roadmap, identify and address roadblocks
- **Frequency:** every 4 weeks



# Group retrospective

- **Purpose:** discuss cross-team, organizational and systemic problems within the product group
- **Frequency:** every 3-6 sprints



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A woman with long dark hair and glasses, wearing a white t-shirt, stands in the center of a meeting room. She is pointing her right hand towards a whiteboard covered with numerous colorful sticky notes (pink, yellow, and orange). The sticky notes are arranged in several clusters. In the foreground, several people are seated at a long white table, looking towards the presenter. There are laptops, notebooks, and pens on the table. The room has large windows on the left, letting in bright light. The overall atmosphere is professional and collaborative.

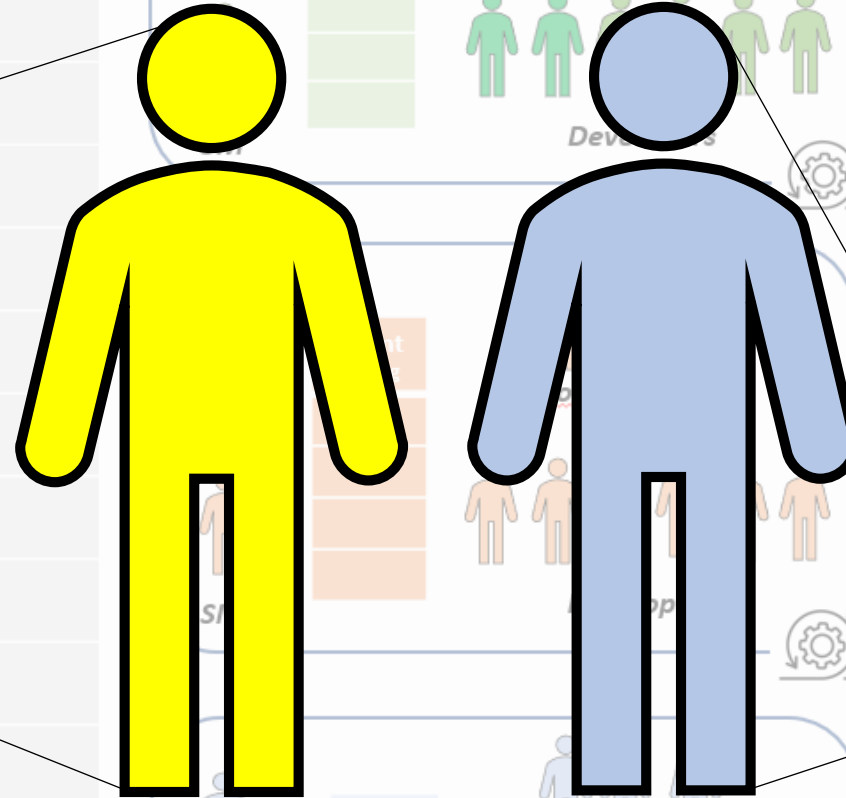
# Product Ownership

## Group Product Roadmap



## Group Product Backlog

- **Overall Group Product Vision definition.**
- **Cross-country alignment between involved countries.**
- **Prioritization of the Group Product Backlog.**



- **Local customer representative.**
- **Knows local market needs.**
- **Ensures that local finance regulations are included in the group Product roadmap.**

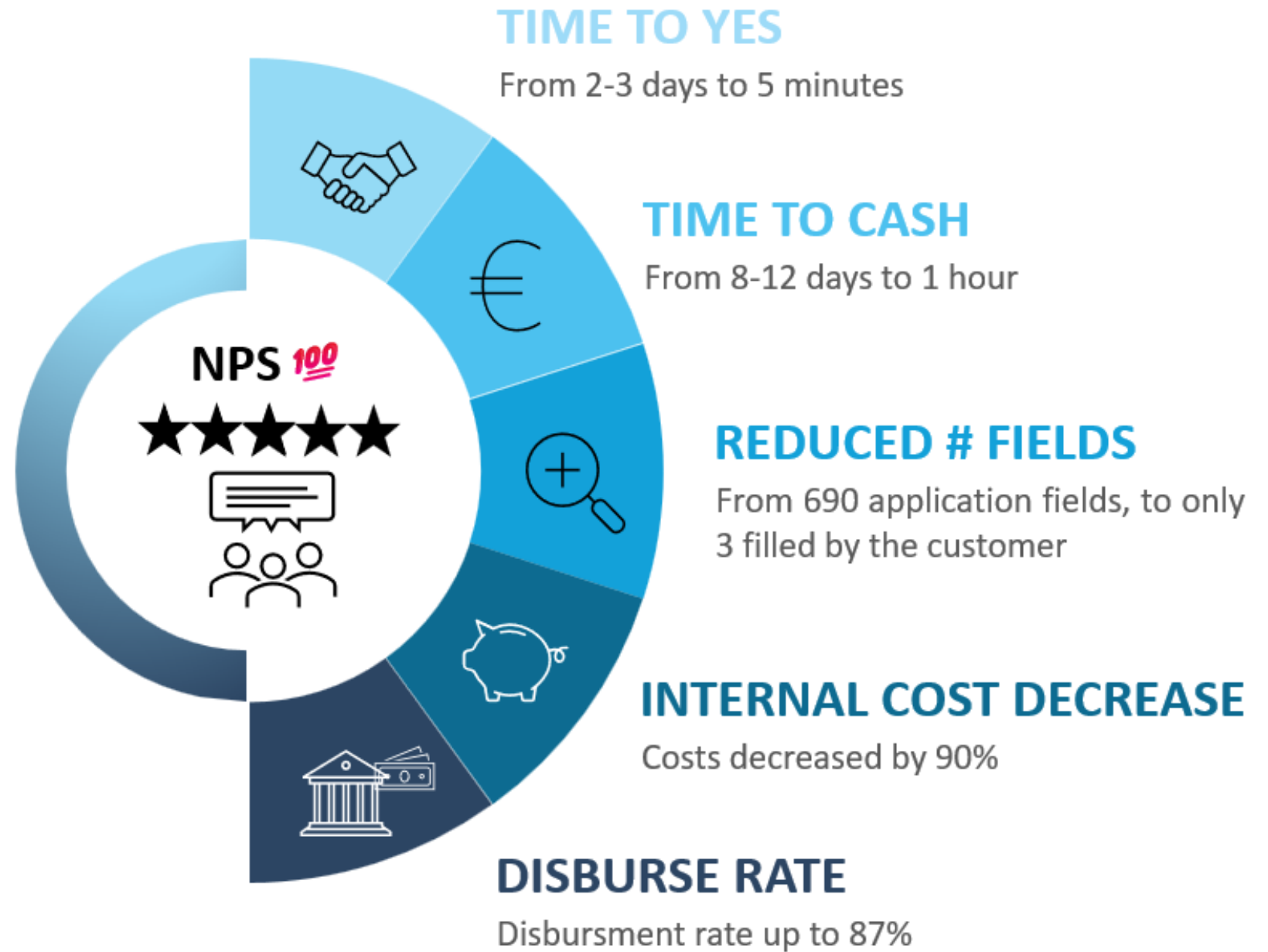


Raiffeisen Bank  
International

**How do we know that we are successful?**

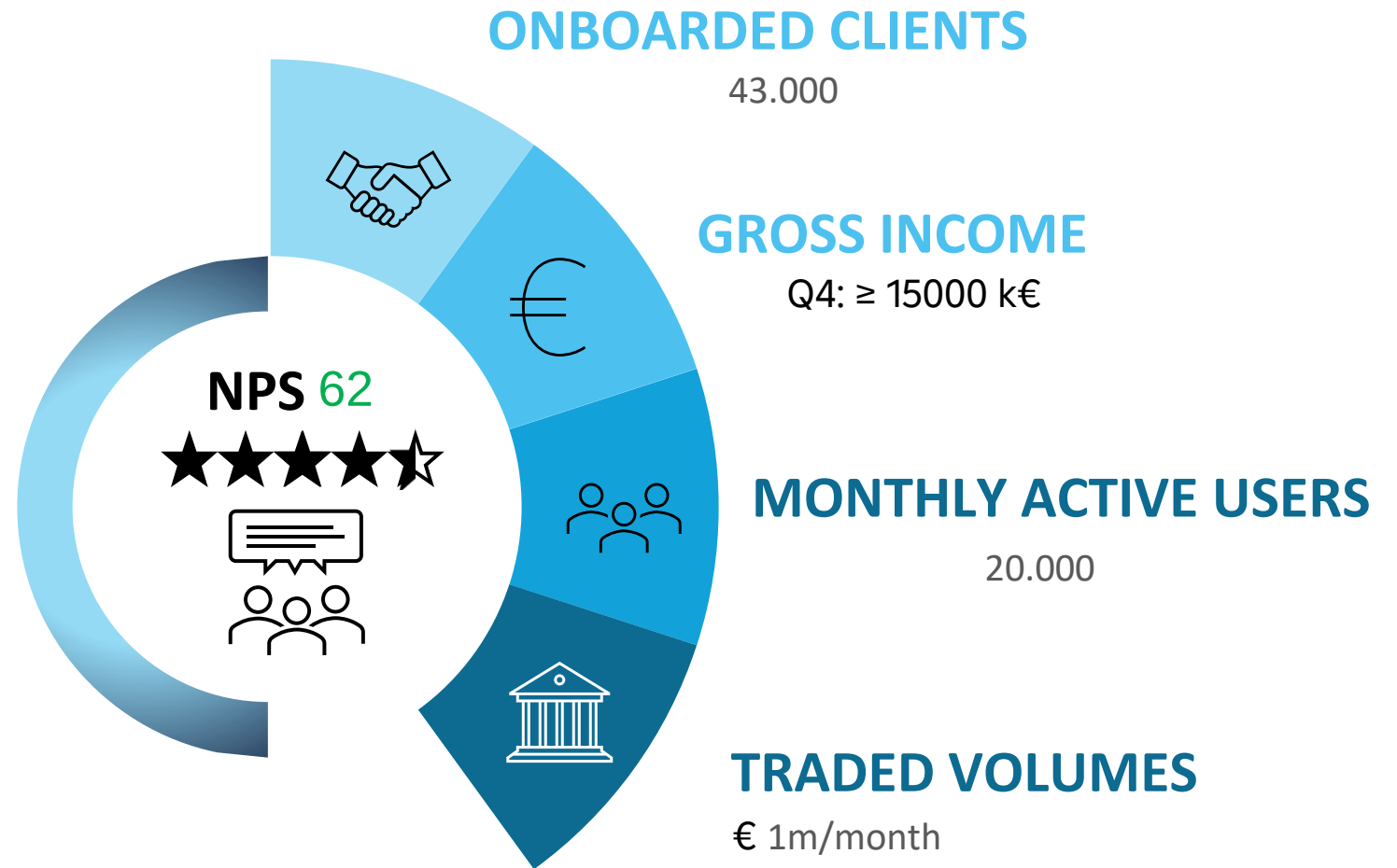
One digital solution, simple to use, secure and scalable, that will improve customer experience by reducing time to money, while increasing gross income across all our markets.

**The digital transformation of lending is a game changer in all of our markets**



## Our clients have said about us:

- Easy to use
- Quick transactions
- Online rates for faster decision making



# Road ahead of us . . .

- Explore how to leverage local specific customer needs for the whole product group.
- Validate potential for further product scaling in more countries and to other customer segments.
- Continuous modernization of technological system landscape and architecture.
- Adapt collaboration model accordingly.



# WHAT YOU HAVE HEARD TODAY



How we designed multi-site product setup in a big bank and its collaboration



Which challenges we encountered on the way and how we addressed them



Learnings with the team setup, ways of working and product decision making

**Product and team scaling is not about process, it's about embracing systemic change.**

A hiker wearing a green jacket and a red backpack stands on the peak of a large, dark rock. The hiker is looking out over a vast, hazy mountain range under a clear sky. The scene is dimly lit, suggesting dawn or dusk.

**Be brave, use common sense!**