

## Service leadership

# Our aim is to always stay a step ahead

As a service leader, Swedbank must stand out by being proactive. This is based on an understanding of each customer's needs and what is happening in our economy.

The bank tries to create customer value no matter what the situation through effective products and services in combination with professional financial advice. That includes taking the initiative to help each customer to manage and improve their financial situation in the best way possible.

Swedbank's market analysis ranks among the best in the market and is available to customers in various ways to assist them in making financial decisions.

In 2009, Swedbank strengthened its already considerable product development resources. Various areas of operations have their own product and service development in so-called "product factories". A Group-wide organization for product and service development is



We will play a driving role in the relationships with our customers, taking the initiative to assist each one to manage and improve their financial situation in the best way possible. Being **proactive** will distinguish us more and more from other banks.

now bringing Swedbank's competence and resources together in a single platform in order to utilize best practices from various parts of the organization, increase customer value and reduce time to market. The main focus is on creating flexible product platforms that generate economies of scale, at the same time that solutions can be better customized. The product areas that will initially be managed at the Group level are asset management, card issuance and processing, payments and capital market products. In time, this will help Swedbank to secure a position on the financial front line.

Regardless of the fact that we are now focusing so much attention on product development and innovation, being proactive essentially means understanding and committing to help individual customers given their situation and needs. This is done most effectively through personal interaction.

## Good advice must be timely

Doing what is best for the customer is often the same thing as getting involved as early as possible – sometimes earlier than the customer expected. Such a proactive approach is now being used in Estonia, Latvia and Lithuania, where we have strengthened our resources and competence to advise both private and corporate customers.

We simply call up customers if we see that they are running the risk of financial problems. The point is to try to establish a dialogue long before the situation becomes critical. By reviewing every alternative with the customer in advance, Swedbank is able to provide timely advice that leads to beneficial solutions for both parties.

