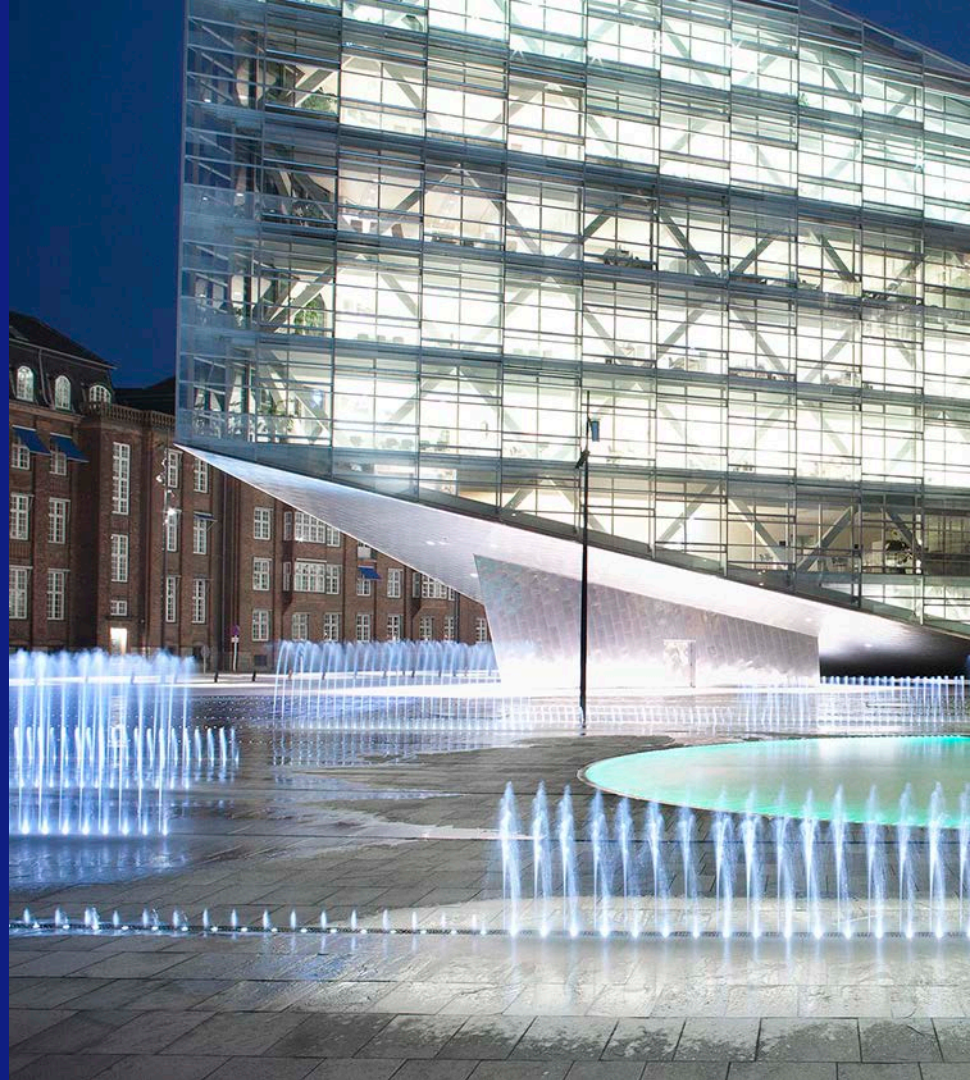


Project Portfolio Management in Nykredit

From a rigid reporting system to a common
project tool



About Nykredit

- Our historical foundation was laid more than 160 years ago
- Market leader in mortgage lending and fourth largest bank
 - Denmark's largest lender with a 41% market share¹
 - More than 1 million customers
- We provide loans throughout Denmark
 - Lending growth in 96 out of 98 municipalities¹
 - We grant 2 out of 3 new housing loans outside the major cities¹
- Nationwide presence
 - 42 Nykredit centres
 - 55 partner banks distributing mortgages

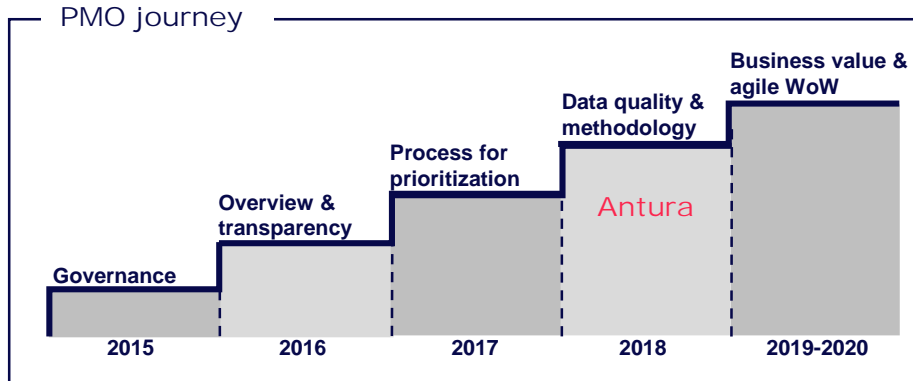


Nykredit

¹ Facts based on FY 2018 data or end-2018 data

The PMO in Nykredit

- Ensuring overview of the project portfolio including ensuring portfolio management and governance
- Supporting of the group-wide project model as well project manager training and sharing of knowledge
- Contributing to shaping the future development organization



Projects in Nykredit

- 70 active projects
- 63 project managers
- Project work equivalent to >400 FTE

Overview of the project portfolio in terms of...

- *Project status*
- *Risks*
- *Timing and cadence*
- *Resource demand*
- *Project follow-up*
- *Benefit realization*
- ...



From a rigid reporting system...

The situation before

- Complex reporting system causing high degree of technical support
 - Additional website for information, documentation and templates
 - Additional tool for time registration
 - Limited opportunities for follow-up
-



Implications for project execution

- Low adaptation and usage of the PPM tool
- Inconsistent methodology and use of templates

Implications for project portfolio management

- Several, unrelated input sources
- Low degree of data quality
- Limited overview

...to a common project tool

The situation today

- Simple and easy-to-use tool
 - One place for projects: Information, follow-up, project model and governance
 - Resource demand management supported by the tool
-



Implications for project execution

- A common tool for all working with projects
- Higher usage of tools, documentation and methodology

Implications for project portfolio management

- Higher quality of data
- Increased transparency
- Decreased workload in producing portfolio overview

Lessons from the implementation

- The right foundation
- Keep the pace
- Focus on value – discard the rest
- Keep it simple
- Do it together
- Implementation is an ongoing task



Next steps going forward

- Adjusting to agile ways of working
- Increased focus on business value
- Benefit realization and monitoring
- Adopting the agile mindset in our use of Antura



Tack

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