

# Case Study



## Leadership

Unlock leadership excellence with our transformative training. Elevate your skills, inspire success.

## Strategy

Ignite strategic brilliance with our consulting expertise. Elevate your business, chart a path to success.

## Transformation

Navigate transformation effortlessly. Our steadfast support ensures your journey to success is smooth and impactful.

**“Wisselbanck empowers maib leadership team with strategic insights and best practices from leading banks in Netherlands”**

From May 24 to May 26 of 2022, Wisselbanck had the privilege of hosting a high-profile delegation from maib (ormerly Moldova Agroindbank) in Amsterdam. maib’s team was which led by CEO Giorgi Shagidze, came to the Netherlands with 15 top managers, including two board executives.

They embarked on a three-day immersive experience to gather fresh ideas and insights for their **leadership** team, organised by Wisselbanck. The overarching goal was to develop a strategy which will propel maib to become the leading bank in Moldova and the wider region.



Senior managers of maib visit ING Bank to gain valuable insights



After learning more about ING Bank's rationale behind their branch network transformation, and visiting several different types of branches in Amsterdam, maib transformed their own branch network within 12 months.

## A customized learning experience

*"The three-day session was entirely customized to our needs"* - maib's CEO

Giorgi Shagidze, CEO of maib, praised the entirely customized three-day session, stating, "The three-day session was entirely customized to our needs, as to be perfectly aligned with maib's strategic initiative, filling knowledge gaps, encouraging leadership, and collecting some fresh ideas ready to be straight away deployed."

This testimonial underscores the precision and relevance of the program tailored by Wisselbanck's founder Morten Kriek. The agenda encompassed classroom sessions, visits to ING Head Office, branch exploration, and interactive sessions with key strategists and branch managers. The focus was on filling knowledge gaps, fostering leadership skills, and collecting actionable ideas ready for immediate deployment.



Wisselbanck founder Morten Kriek with maib CEO Giorgi Shagidze

**"Strategic Review Sessions with Wisselbanck allowed maib to benchmark their strategy against best practices from banks in the most mature financial market"**

maib's team had the unique opportunity to glean insights from Dutch banking giants, including ABN AMRO Bank, ING Bank, and Rabobank.

The visit included presentations, workshops, and visits to newly updated branches, showcasing innovative concepts like the "home" branch by ING.

In a subsequent session held from October 19 to 21, 2022, maib returned to Amsterdam, this time with nearly 60 top and middle managers. Wisselbanck organized a strategic review focused on benchmarking maib's **strategy** against global banking trends and challenges. The sessions covered crucial areas such as customer experience, digital channels, distribution networks, ecosystems, payments, and international expansion of digital services.



## Best Practices from The Netherlands instrumental to maib's success and the development of the Moldovan banking sector

### Cashless Transformation in Netherlands

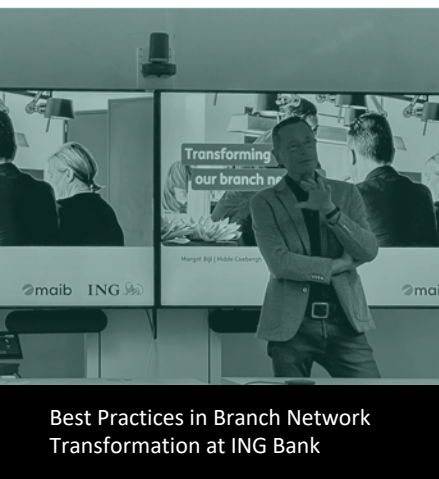
Aliona Stratan, First Deputy Chairman of maib, remarked during a branch visit, "Where is the cash?"

One of the pivotal moments during the visit was maib's exposure to ING Bank's innovative transformation. It sparked discussions on how maib could leverage similar strategies in their market.

ING, in response to the digital shift in customer behaviour, removed all ATMs from its branches in October 2021, effectively going "cashless." maib's team had the opportunity to witness and understand the rationale behind this transformative decision, gathering insights on how ING executed the cashless transition.



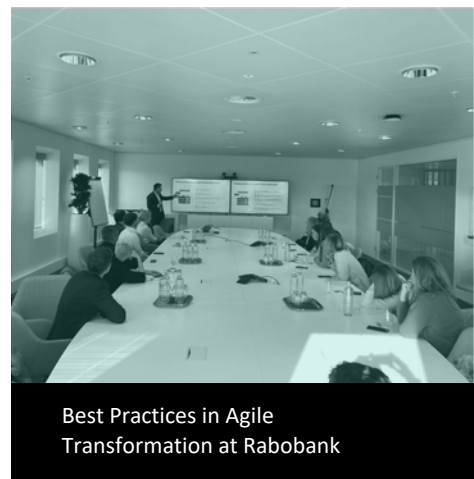
An ATM at ING's Headquarters, but no more ATM's at Dutch branches.



Best Practices in Branch Network Transformation at ING Bank



Best Practices in Digital Transformation at ABN AMRO Bank



Best Practices in Agile Transformation at Rabobank

## Learning from some of the best banks in the world enabled maib to benchmark their own strategy

### Agile Transformation at Rabobank and ING Bank

An integral part of the program delved into Agile implementation, with sessions from the team behind ING's Agile development and insights from senior executives at Rabobank on the Agile @ Scale project. Benchmarking against regional and global peers, maib gained valuable insights into performance metrics.

### Digital Transformation at ABN AMRO Bank

The final day of the program featured ABN AMRO Bank sharing best practices in UX, Corporate Banking, and fostering innovation within the organization. This holistic exposure allowed maib to benchmark its strategy against the top three Dutch banks.



maib's executive leadership team and senior management celebrate the successful completion of the program

## Outcome and prospects

Giorgi Shagidze, CEO of maib, expressed gratitude for the "excellent organisation and an outstanding experience within this knowledge-sharing session," thanking Morten Kriek from Wisselbanck. Svetlana Bodaci, Head of HR at maib, expressed eagerness to implement Dutch banking practices in Moldova, underscoring the success of the learning sessions. Wisselbanck remains committed to fostering a continuous exchange of knowledge and insights\*, supporting maib in its journey to become a trailblazer in the Moldovan banking landscape. The collaboration exemplifies Wisselbanck's power of global partnerships in driving strategic excellence and innovation in the financial sector.

### Continuing collaboration, innovation and growth with The Banking 50



maib CEO, Giorgi Shagidze and The Banking 50 Founder, Elena Kriek

#### The Banking 50 keeps maib executives informed and engaged, contributing to the bank's success.

Upon finishing the project with Wisselbanck, maib's board executives joined The Banking 50. This network gave them vital exposure to global financial markets and connected them with global bank executives who supported crucial phases of their transformation. Supported by a leading global bank, they enhanced document management. Collaboration with the Dutch central bank guided the implementation of an agile risk management approach.

#### About Wisselbanck

[www.wisselbanck.nl](http://www.wisselbanck.nl)

With more than 25 years of experience, Amsterdam-based Wisselbanck stands as a pivotal hub for transformative learning and strategic guidance, specializing in training and consulting services tailored for banks, financial institutions, and technology and services companies within this dynamic industry.

#### About maib

[www.maib.md](http://www.maib.md)

maib is Moldova's largest commercial bank in terms of both total assets and total equity and is regarded as a well-managed and profitable organisation. maib maintains one of the largest domestic branch networks, comprising 70 branches throughout the country, covering every major population centre.

#### About The Banking 50

[www.thebanking50.nl](http://www.thebanking50.nl)

Since 2011 The Banking 50 is a platform for banking executives in the Netherlands and Europe where they collaborate, innovate, and grow. Through peer networking, masterclasses, and conferences, it empowers banks and fintechs, enhancing industry impact.