

INTERNATIONAL PROJECT MANAGEMENT



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INTRODUCTIONS:



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MBA, Prince2, MSP, Prosci,
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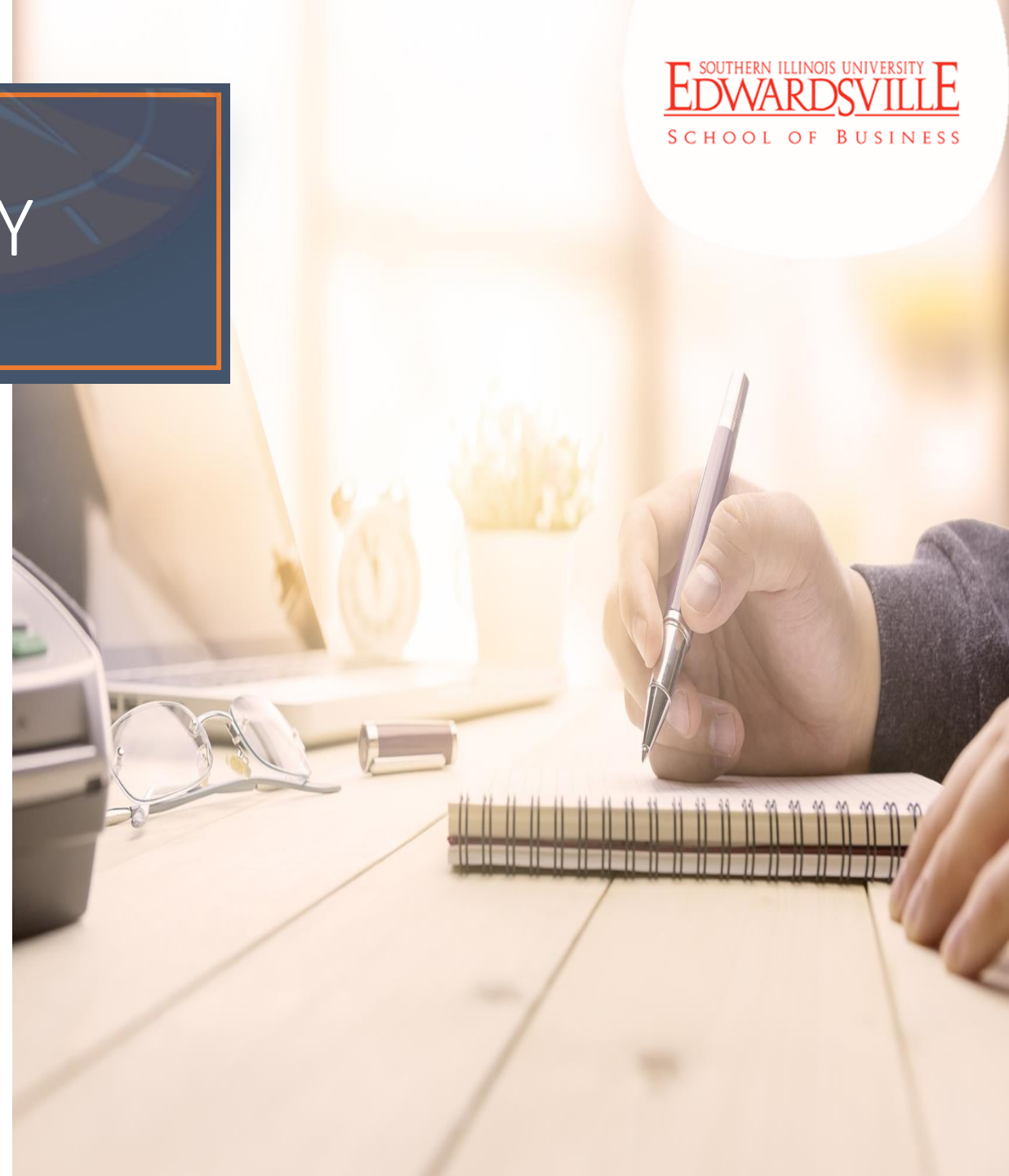
TODD S. REICHELT

Vice President, IT Systems Rural

PMP, Prince 2, ITIL, COBIT 5, Six Sigma Green Belt

WHAT WE WILL COVER TODAY

- ✓ **Introductions**
- ✓ **Who is Rabobank?**
- ✓ **Project Management Methodology**
- ✓ **Challenges and Opportunities**
- ✓ **Questions**



RABOBANK OVERVIEW



Rabobank Nederland is an international financial services provider dedicated to being a leading customer-centric bank with a cooperative core & principles

- Headquartered in the Netherlands; acts as the central managing organization of the Rabobank Group
- One of the highest rated privately-owned banks in the world
- Cooperative = owned by its members
- 115+ years of agricultural, retail, and community banking experience
- Globally active in **40 countries**
- **Over 600** offices outside the Netherlands
- **\$740B** in Assets
- Over **43,800** full-time employees

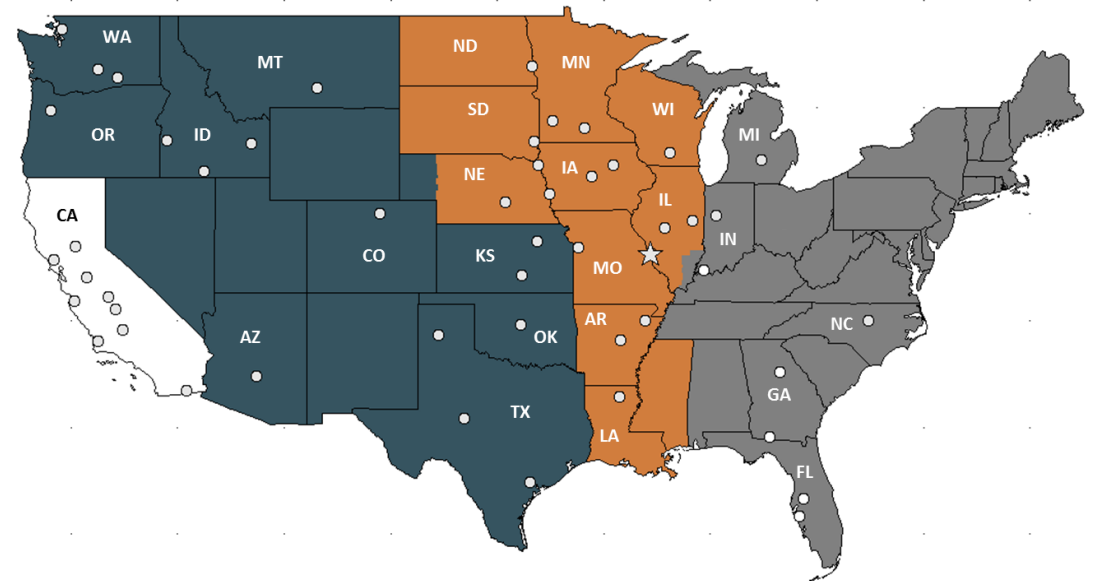


RABO AGRIFINANCE OVERVIEW



In the United States, Rabobank is the 4th largest lender in the agricultural lending space primarily competing with the Farm Credit System

- Headquartered in **St. Louis, MO** 
- Subsidiary of Rabobank
- Operating in the US since **2003**
- Field Offices in over **25 states and 40 Offices**
- Over **1650+** clients
- The Rural/Wholesale Entity is comprised over **1150** employees & growing



NORTH AMERICA OVERVIEW

Consumer



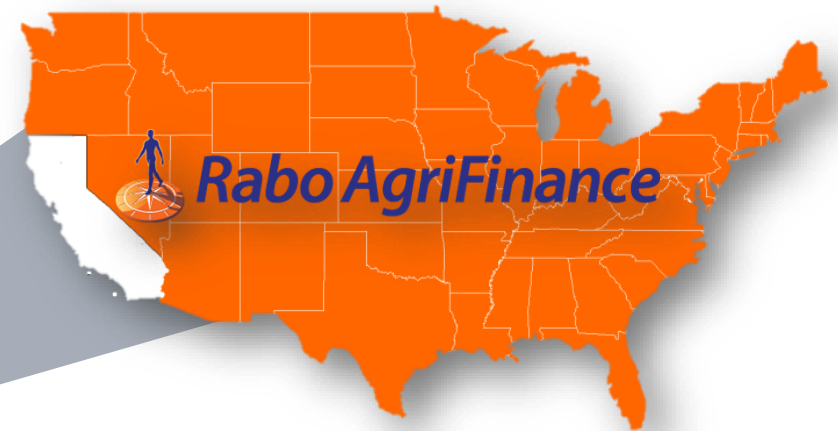
Rabobank, N.A.
(National Association)
Retail

Ag Processor & Producer



Rabobank North America
Wholesale/Rural & Retail

externally/IN THE MARKET:



Rabo AgriFinance
Rural

Our customers will continue to know us as Rabo AgriFinance (RAF), and we will continue to market ourselves as RAF.

Four Businesses in North America

1

Rabobank Wholesale Banking

A premier corporate and institutional bank to the food, agribusiness, commodities and renewable energy industries, providing sector expertise, strategic advisory and tailored financial solutions to our clients.

2

Rabo AgriFinance

A lead agricultural finance provider for producers and agribusinesses, offering financial products and services including loans, insurance and input financing.

3

Rabobank, National Association

A nationally chartered retail bank serving California communities grounded in agriculture, offering financial products and services to individuals, local businesses and agricultural clients.

4

DLL Group

A global vendor finance company providing leasing and asset-based financial solutions for the complete asset life cycle, including retail, commercial and equipment finance.



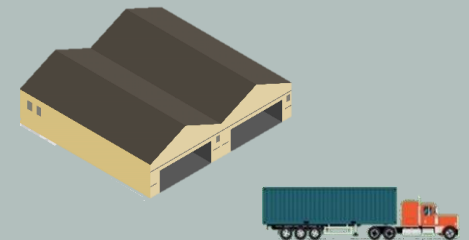
PROCESSING



FARMING



RETAIL



LOGISTICS

Serving clients across the value chain

WHOLESALE BANKING:

One of our four businesses in North America



Roseville

Rabobank, National Association
Retail Banking Headquarters



San Francisco

Wholesale Banking



Saint Louis

Rabo AgriFinance
Agricultural Lending HQ



Chicago

Wholesale Banking



Mexico City

Wholesale Banking



Toronto Wholesale Banking

DLL Leasing and Vendor Financing



New York

Wholesale Banking and Rabobank
North America Headquarters



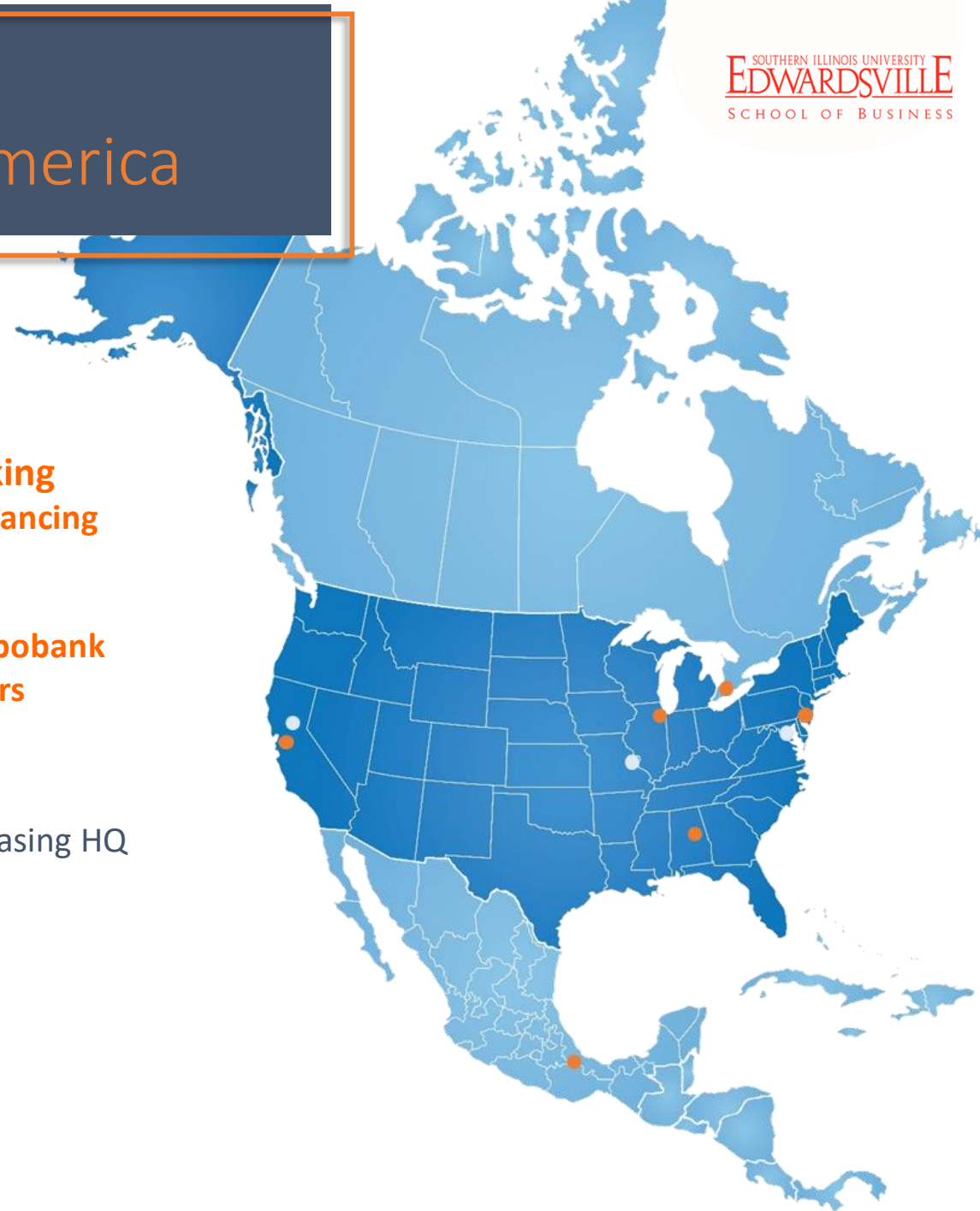
Wayne

DLL, Vendor Finance and Leasing HQ



Atlanta

Wholesale Banking

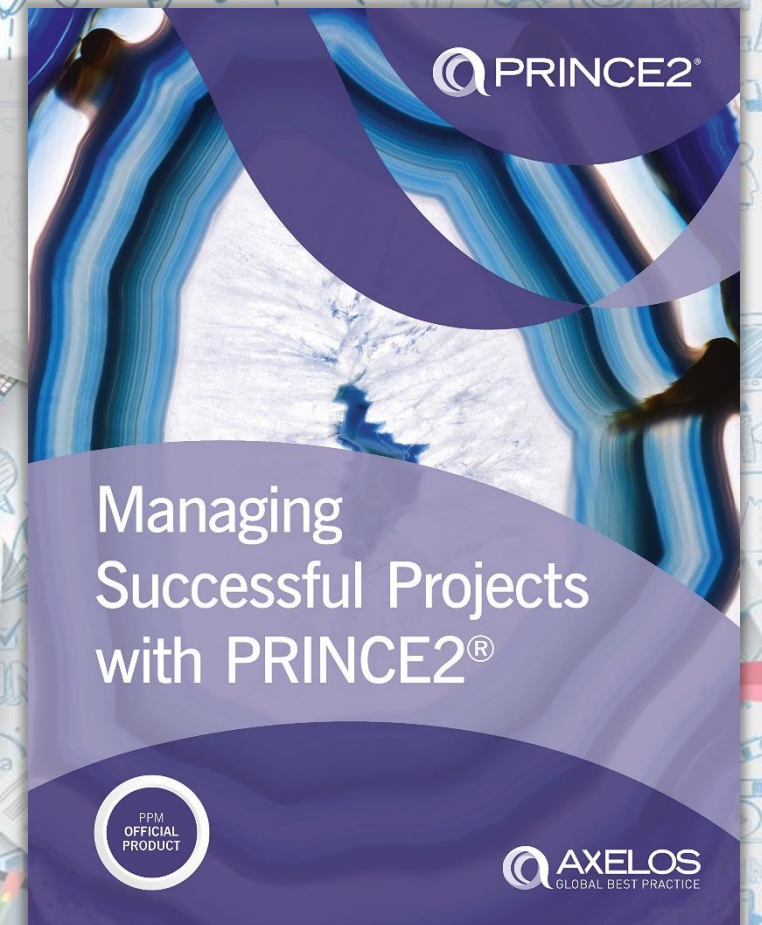


PROJECT MANAGEMENT METHODOLOGY

Prince2

SOUTHERN ILLINOIS UNIVERSITY
EDWARDSVILLE
SCHOOL OF BUSINESS

- ✓ **Projects IN Controlled Environment**
 - Original methodology updated in 1996... Hence "2"
- ✓ Rabobank and European Standard
- ✓ Agile required to meet business delivery standards
- ✓ Project Managers recently completed Prince2 Agile Training



PROJECT MANAGEMENT METHODOLOGY

PMP & Prince2

PMP

- Based on PMBOK, which is a standard and not a methodology
- It's generic Project Management knowledge base and applicable for multiple industries
- PMP is originated in US and widely accepted in US, Canada, Middle East & Asia
- It has only one level
- ***Project Manager is responsible for the result of a project***
- Answers the "HOW" part of Project Management

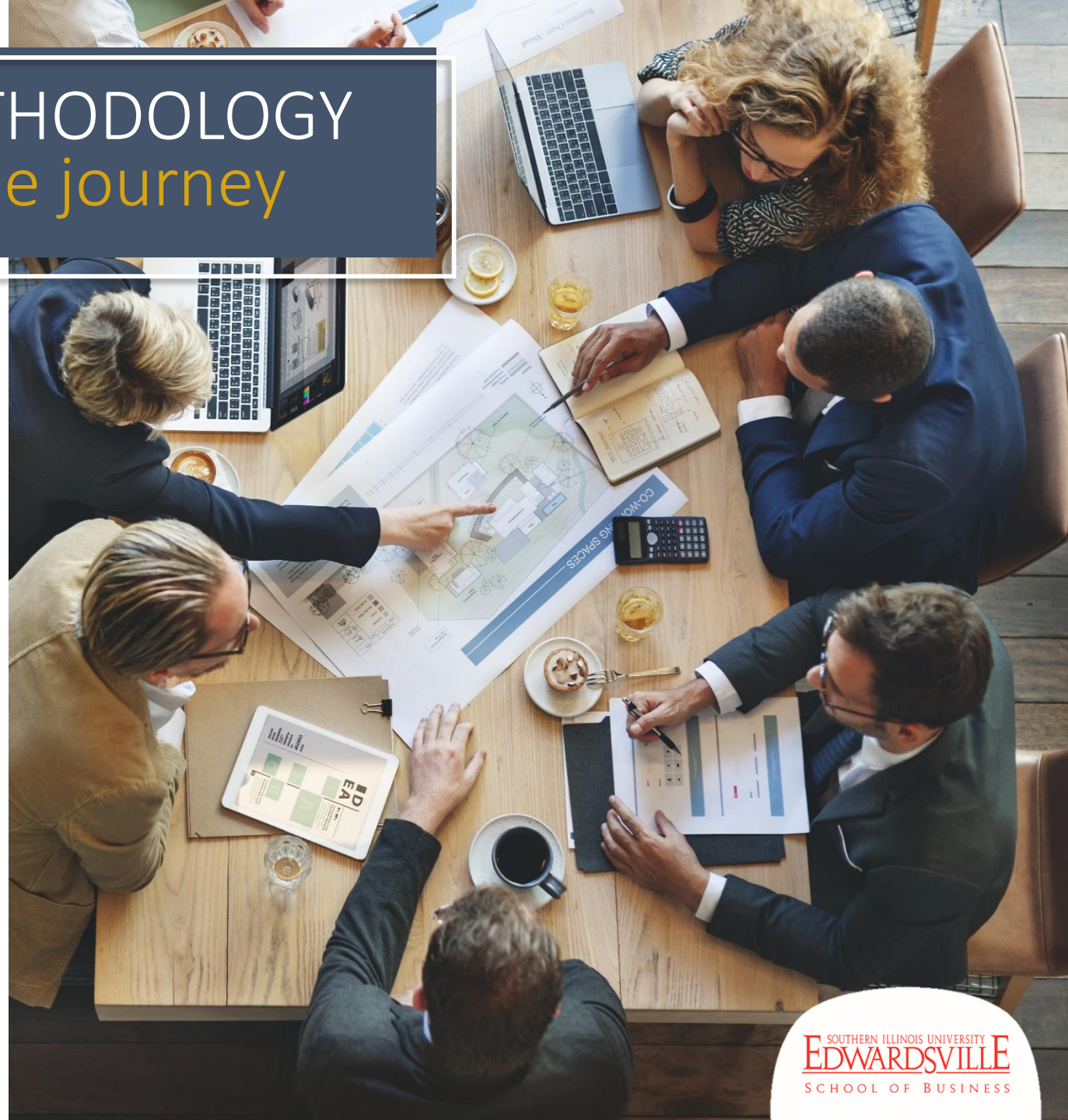
Prince2

- Prince2 is a methodology, with a detailed process model and templates
- Prince2 is more IT focused
- Prince2 is originated in the UK and widely accepted in the UK, Europe and Australia
- It has three levels: Foundation, Practitioner, Professional
- ***A Project Manager is a middleman between the project and its control board***
- Answers the "What" part of Project Management

PROJECT MANAGEMENT METHODOLOGY

our agile journey

- Journey started 3-4 years ago in Utrecht
- Majority run a hybrid model
 - Prince2/managing successful programs as project/program methodology
 - Agile as a software delivery methodology
- **Visual Studio Team Services (VSTS)**
Azure DevOps SDLC tool of choice
- Focus on **Automation** (test, code scanning, auto deployments)



challenges
create
OPPORTUNITIES



challenges *create* opportunities

challenges: **CULTURE**



- ✔ **Do Not Stereotype**
- ✔ **Some Cultures are Very Direct**
- ✔ **Understand Regulatory Scrutiny Across Countries**
- ✔ **Different Leadership Styles (Directive, Consensus, Facilitative)**

challenges *create* opportunities

opportunities: **CULTURE**

- ✓ **Cultural Training**
- ✓ **Chit Chats** – different topics: football/baseball vs. soccer, politics, etc.
- ✓ **Discuss Cultural Awareness/Rules of Engagement**
 - Meaning of Gestures
 - Importance of Religion/Religious Holidays
 - Accents and Pronunciation
- ✓ **Adapt Leadership Style to the Environment**



challenges *create* opportunities

challenges: **TIME ZONES**



- ✓ **Calls with Chile, Netherlands, Australia, London, United States...Someone loses sleep***
 - Chile + 1/2
 - Netherlands + 7/8
 - Australia (Sydney) + 10/11
 - London + 6/7
- ✓ **Handover issues, cross-location activity takes more time**
- ✓ **Deadlines Challenging: Immediate replies/callbacks unreasonable**

challenges *create* opportunities

opportunities: **TIME ZONES**

- ✓ End of day “stand up” calls
- ✓ Cross-locations activities; start early; Before EOD in other locations
- ✓ Align working hours enabling additional overlap
- ✓ Mobile tools (e.g. Skype for business, 0365 on phone)
- ✓ You can configure two time zones in Outlook



challenges *create* opportunities

challenges: **LANGUAGE**



- ✓ English is a second language for the Dutch
- ✓ Knowing English is great, but slang...that's something else
- ✓ Understanding the context of a statement
- ✓ Languages within a language
- ✓ Spelling first/last names + gender

challenges *create* opportunities

opportunities: **LANGUAGE**

- ✔ **Use more pictures and fewer words**
- ✔ **Avoid slang or dialects**
- ✔ **Speak slowly if needed (but not too slow)**
- ✔ **Check what works best for specific person**
(email/phone/face to face)



challenges *create* opportunities

challenges:

COMMUNICATION



- ✓ **Language proficiency ≠ Effective communication**
- ✓ **Feedback...** Sugar coated in the United States; other cultures are more direct
- ✓ **Not speaking doesn't mean you agree**

challenges *create* opportunities

opportunities: **COMMUNICATION**

- ✓ **Designate note takers from each culture**
- ✓ **Use web camera to see facial expressions**
- ✓ **Use more pictures and fewer words**
- ✓ **Budget for travel, communication tools**
- ✓ **Align communication method to the individual**



OTHER ISSUES

- ✓ **Exchange rates and project budgets**
- ✓ **Natural Disasters:** No earthquake, tornado, or hurricane threats in the Netherlands (*and not expected by a Dutch PM*)
- ✓ **Security/Safety threats**
 - Course in South America on dealing with kidnapping & home invasion
 - Explain do's and don'ts to visitors
- ✓ **Different hiring/firing processes**
- ✓ **Immigration challenges**
- ✓ **General Data Protection Regulation (GDPR)**

Legal framework setting guidelines for collection and processing of personal information of individuals within the European Union (EU)...
GDPR implemented across EU on May 25, 2018.



any
QUESTIONS?



THANK YOU!

