

Swedbank



Never-Ending Crisis

A crisis management case in a long-term perspective by
Rebecca Roos, Rebecka Corell and Mikaela Vanselius

Agenda

01 Background

02 Case Presentation

03 Discussion

04 Management decision

05 Evaluation

06 Conclusion



Background



- 1820 first savings bank, changed name in 2006
- Entered the Baltic states in 2005
- 550 000 company clients & 7 million private clients
- CEO in 2019 - Birgitte Bonnesen

Swedbank aims to educate and encourage their customers' knowledge about the economy and money.

First crisis



20 February 2019 - The day everything changed

'Mission: Investigate' reveals that Swedbank has been used for systematic money laundering for 10 years.

The alleged money laundering regards 40 billion SEK.



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Timeline

15/10-18

Danske Bank is alleged of being used for extensive money laundering.

21/2-19

Bonnesen launches an external investigation of the 50 companies.

1/3-19

Swedish financial supervisory authority starts an investigation for the money laundering.

21/3-19

The external investigation is finalized showing that there is a high risk money laundering have been conducted within Swedbank.

20/2-19

'Mission: Investigate' reveals that Swedbank has been used for money laundering. Bonnesen clearly states that Swedbank would have known about this. But launches an internal investigation.

27/2-19

Swedish economic crime authority launches an investigation, regarding insider trading.

15/3-19

Swedbank declares that their crisis should be in perspective to Danske Bank's crisis that involved much more money.

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Second crisis

- 27 March 2019 - The day starts like any other however it ends in utter chaos and distress.
- Misled American investigators by withholding information
- Swedish Economic Crime Authority raids Swedbank's head office

Timeline for the second crisis

27/3-19

'Mission: Investigate' reveals that Swedbank has misled American investigators concerning customers connected to Mossack Fonesca.

The same day the Swedish Economic Crime Authority raids Swedbank's head office.

5/4-19

The director of the board announces that he is leaving his position.

Summer -19

Swedbank appoints a new CEO and Board director. They also assemble a group that will focus on preventing money laundering.

19/3-20

Swedbank is fined four billion SEK in sanction charges.

28/3-19

CEO of Swedbank - Birgitte Bonnesen is fired.

24/4-19

Swedish Economic Crime Authority raids Swedbank's office once again.

20/12-19

The Swedish Financial supervisory report shows that Swedbank's actions against money laundering are insufficient. The new CEO agrees and declares that they will fix this

Today

Many of the investigations are yet to be finalized

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How can Swedbank rebuild their long-term reputation after the crisis?

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Challenges

Alternatives

Actions

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First thing first

Dismissed the CEO and the Head of communication. The Board director resigned.

Birgitte Bonnesen leaves Swedbank. Anders Karlsson appointed acting President and CEO.

This morning, Swedbank's Board of Directors dismissed Birgitte Bonnesen as President and CEO of Swedbank. At the same meeting, the Board of Directors appointed current CFO Anders Karlsson as Acting President and CEO of Swedbank.



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Transparency

Regular reports and the results of all investigations.

2019 ▼ March ▼

Show only regulatory Personal finance

2019-03-28
[Swedbank's Annual General Meeting 2019](#)

2019-03-28
[Birgitte Bonnesen leaves Swedbank. Anders Karlsson appointed acting President and CEO.](#)

2019-03-27
[Comment on recent developments](#)

2019-03-27
[Information on ongoing activity at Swedbank HQ](#)

2019-03-26
[The Swedbank nomination committee propose to strengthen the Board of Directors](#)

2019-03-25
[Swedbank changes the location for the Annual General Meeting on March 28, 2019](#)

2019-03-22
[Report by Forensic Risk Alliance](#)

2019-03-18
[Invitation: Conclusions of the external investigation will be made public](#)

2019-03-15
[Comments on media reports](#)

Research

Extensive research – for example Volkswagen Dieselgate and the BP oil spill.

Researched behavioural sciences.



Change subject

How they are, where they come from and what they stand for.

Communication involving helpful tips and ideas to everyday issues.



Post-crisis

Comment on all things related to the crisis.

Invest in bought communication.



▶ **Fråga Swedbank
Trygghet & boende**

Employees

Created Q&A sessions.

Educational courses.

Internal whistleblowing.



Covid-19

Used this event in order to rebuild their trust by being helpful, trustful, and out in society.

Swedbank engages in the Global Hack initiative to find new solutions fighting Covid-19 challenges

Swedbank is sponsoring the initiative The Global Hack. The event will take place April 9-12 (2020) and aspires to be the world's largest online hackathon. The ambition is to encourage collaboration across companies, sectors and competencies on a global level, to find pioneering business and digital solutions that will help fight the Covid-19 challenges.

[▶ Press release pdf \(pdf\)](#)



What do you think about Swedbank's actions? How would you evaluate the management decision?

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Implications

Brand and reputation

- Re-established trustworthiness by dependable actions instead of only words
- Increased credibility by transparent and open communication
- Proved responsibility by prioritizing good service to their customers
- Act in line with its brand core

"We shall promote a sound and sustainable financial situation for the many households and business"
We are open, simple and caring.

Communication

- Message framing: draw attention to positive rather than negative elements
- Fast responses: It is better to say something than nothing
- Corrective action: solving but also actions



Thank you for your time and attention!

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