



Strategic Sourcing in Tech

ING Belgium's story

May 2025 Rocky Woestenborghs

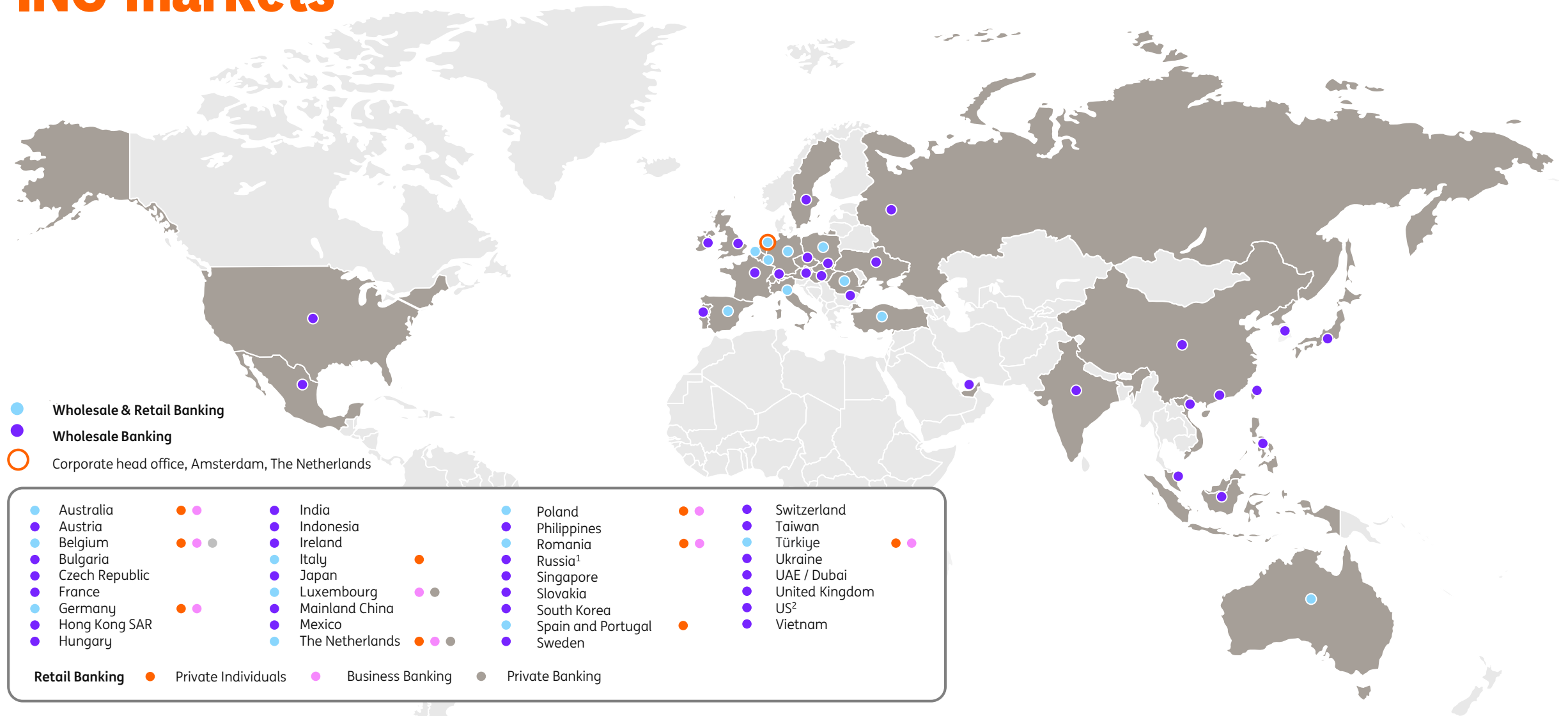


Rocky Woestenborghs

Head of Domestic Products
ING Tech, Belgium



ING markets



- (1) In January 2025, we announced that we have reached an agreement on the sale of our business in Russia to Global Development JSC. This transaction will effectively end ING's activities in the Russian market and is expected to close in the third quarter of 2025, following applicable regulatory approvals.
- (2) ING does not have a banking license in the US and therefore not permitted to conduct banking activities in the US. Through its wholly owned subsidiary ING Financial Holdings Corporation and its affiliates, ING offers a full array of wholesale financial products such as lending, corporate finance and a full range of financial markets products and services to its corporate and institutional clients.

**All eggs
in one
basket?**

Source wisely



Hub

Captive shared
service centers

SSI

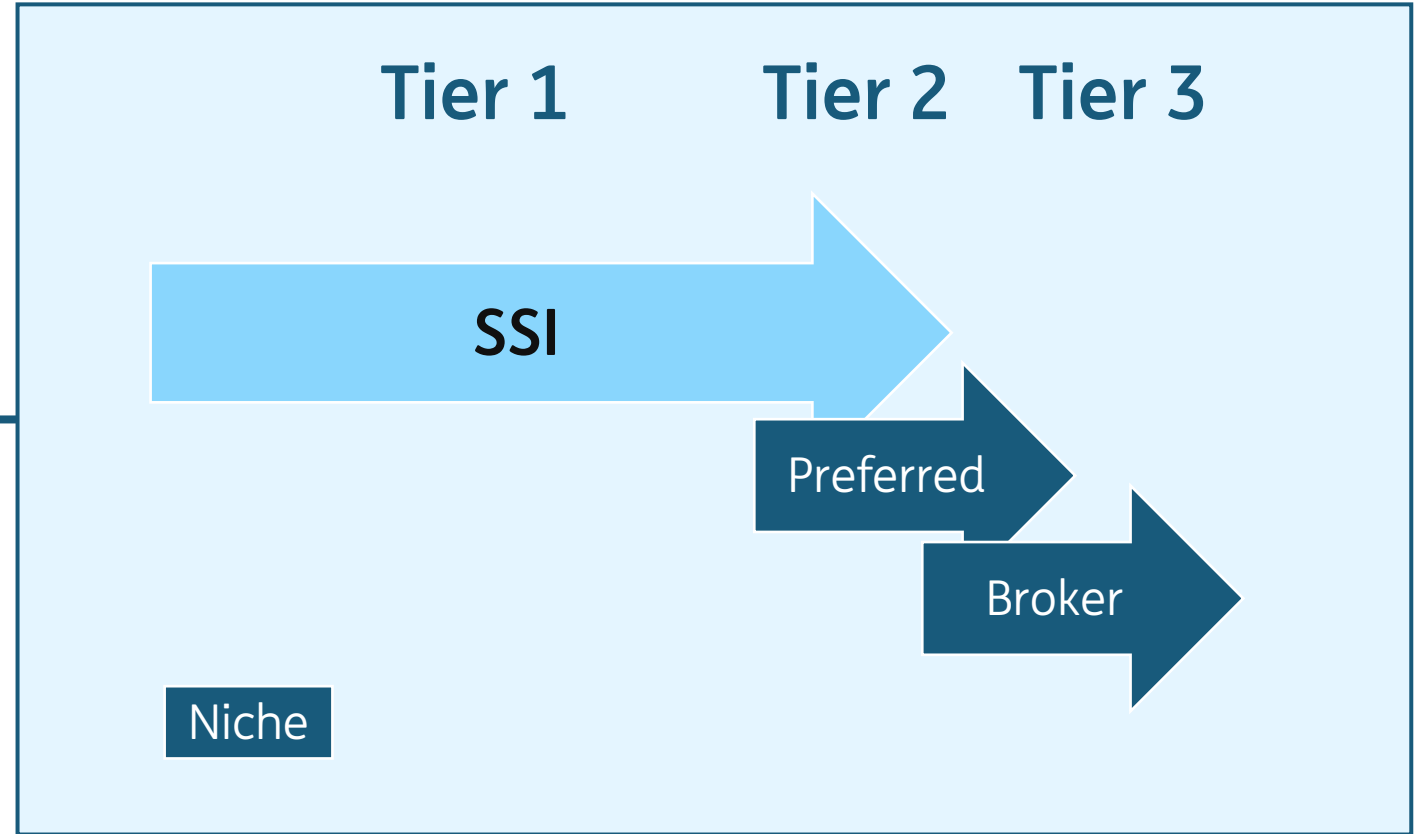
Strategic System
Integrators

Sourcing Strategy

Strategic
Manpower
Plan

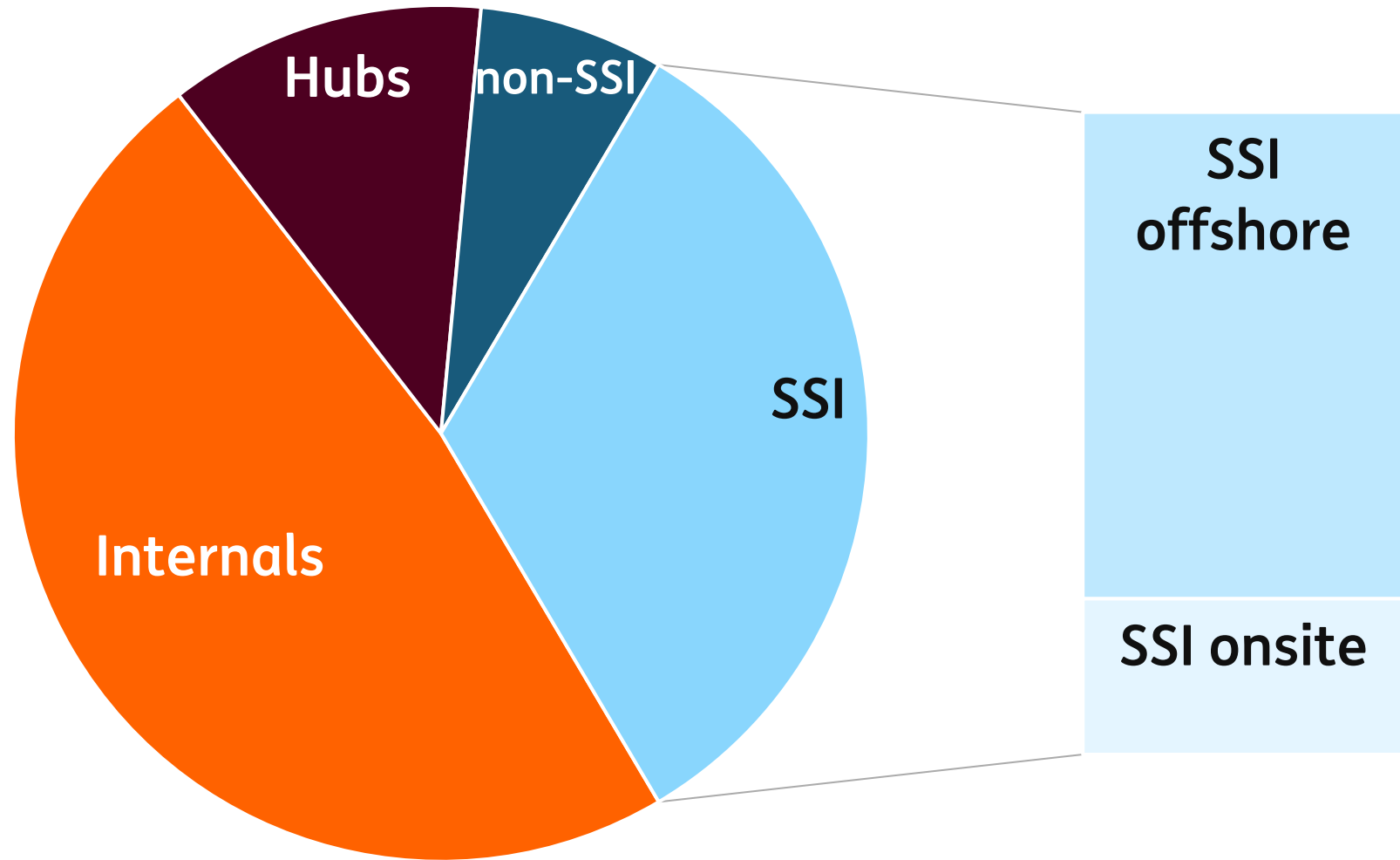
Hub
strategy

Multi-Tier
sourcing



Sourcing Mix

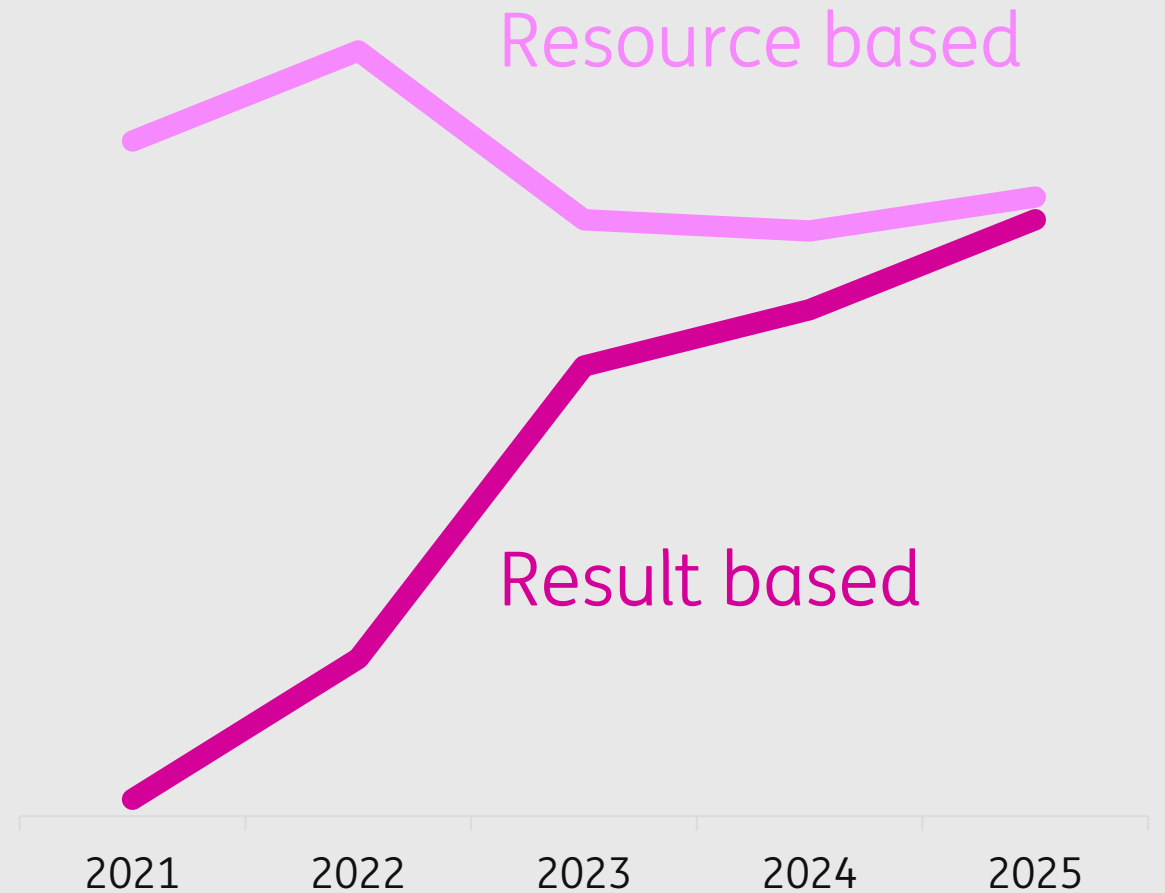
FTE distribution



Maturity increase

SSI from **resource-based**
towards **result-based contracting**

5 years evolution





**Strategy meets reality:
Lessons from the field**

Do

- Strategic Manpower Plan
- Hubs matrix organization
- Travels by management
- Boots on the ground
- Sourcing governance
- One Team

Don't

- Dilute strategies
- Have too many locations
- Think it's plug&play
- Ignore cultural differences

Strategic Manpower Plan

- Multi-year strategy
- Where to focus internals vs Hubs vs externals
- Location strategy
- Yearly review



Hubs matrix organization

In the collaboration with the Hubs, **combine hierarchical- and functional-lines** that work together to achieve a common goal



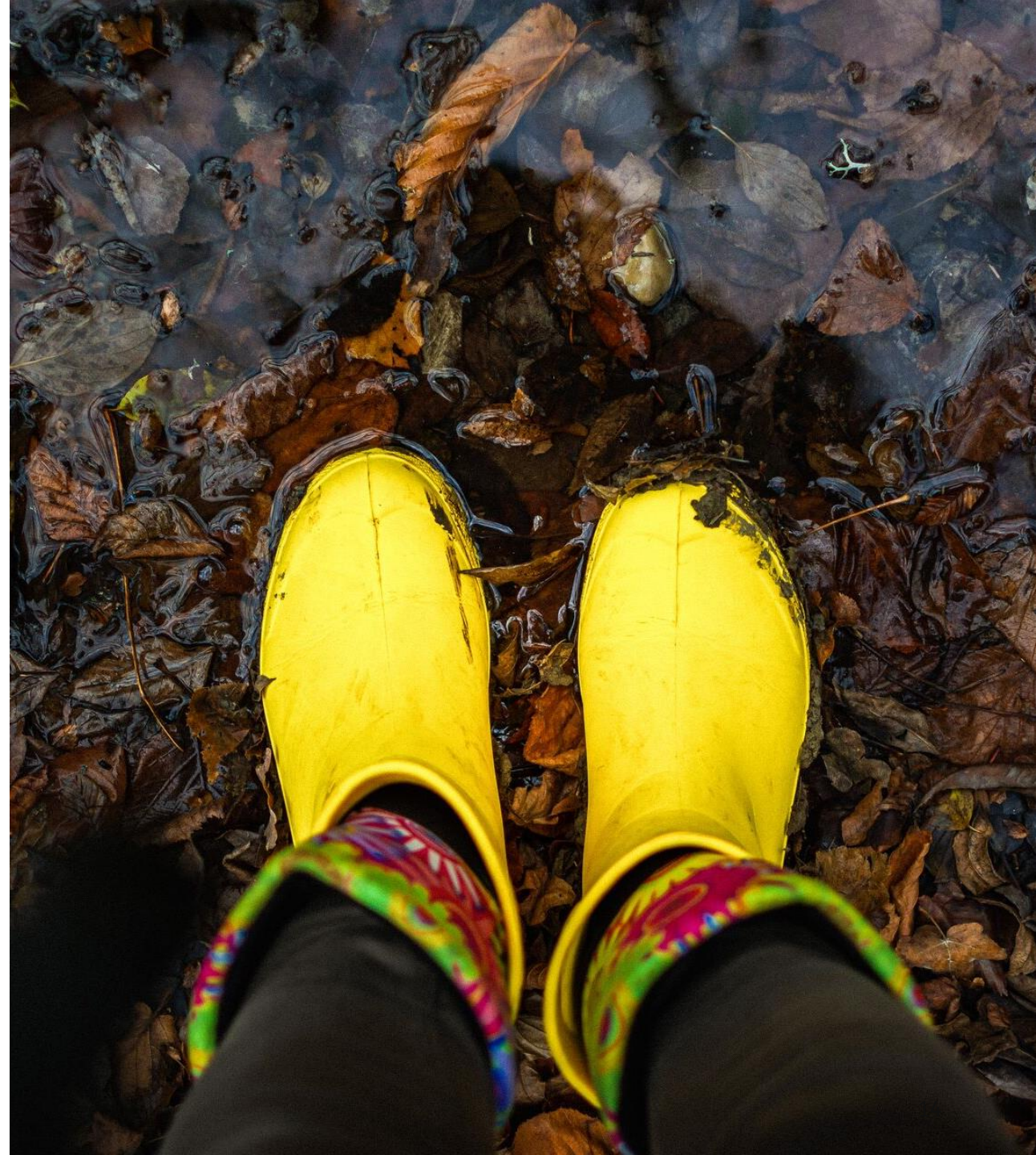
Travels by management

- Strategy update
- Recognition
- Bottom-up feedback



Boots on the ground

- **Physical presence** offshore
- Extra **communication** line
- Facilitate **onboarding**
- **Capture local toils**, irritators and impediments



Sourcing governance

- **Sponsors** to foster the partnership
- **Sourcing leads** for supplier management
- **Senior managers** to ensure timely & qualitative delivery



One Team

- **Lingua franca** for engineering roles
- **Share IT strategy** updates with all engineers
- **Value the happiness** of all engineers



Do

- Strategic Manpower Plan
- Hubs matrix organization
- Travels by management
- Boots on the ground
- Sourcing governance
- One Team

Don't

- Dilute strategies
- Have too many locations
- Think it's plug&play
- Ignore cultural differences

Dilute strategies

Focus on executing **one strategy**, not multiple sourcing strategies at once



Too many locations

- Scattered landscape of locations impacts **hybrid team collaboration**
- Small islands of people get **disconnected**





Think it's plug&play

Don't contract and walk away



Ignore cultural differences

Both parties need to

- be aware of these differences
- bridge the gap



do your thing

**A robust sourcing strategy supports
your organization's long-term success.**

Rocky Woestenborghs, ING Belgium