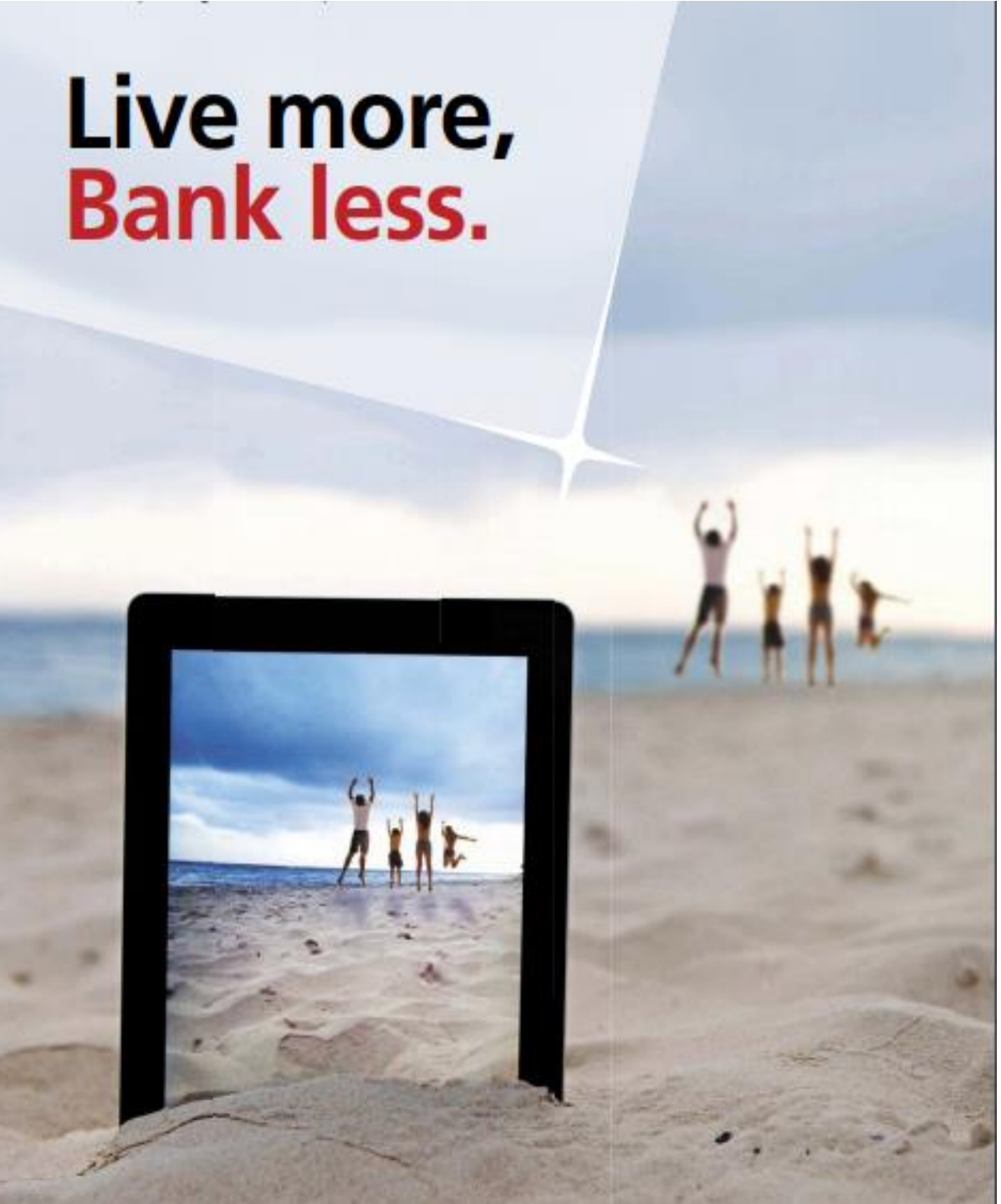



# Digital ~~Development~~ Bank of Singapore

**Siew Choo SOH**

**12 November 2019**

Live more, Bank less

DBS

# DBS IS ONE OF THE LEADING FINANCIAL SERVICES GROUPS IN ASIA

## 2018 Snapshot

**Total assets (SGD)**

551bn

▲ 6% YoY

**Income (SGD)**
RECORD

13.2bn

▲ 11% YoY

**ROE**
DECADE-HIGH

12.1%

▲ 2.4ppt YoY

**Net Profit (SGD)**
RECORD

5.63bn

▲ 28% YoY

**Institutional Banking customers**

>200k

**Consumer Banking/ Wealth Management customers**

>10mil

**Headquartered in Singapore, with presence in 18 markets globally**

- 28,000 staffs with over 40 nationalities
- Credit ratings of AA-/Aa1 / AA-
- Digital channel share of retail products of 43%
- AI-driven virtual assistant processes >80% of queries

# REIMAGINE BANKING

"… you have to be willing to re-architect your fundamental technology to be like a tech firm"

*Piyush Gupta, CNBC, 13 March 2018*

# DRIVING THE TRANSFORMATION: MAKING BANKING JOYFUL

**Become Digital to the Core**

**Embed Ourselves in the Customer Journey**

*Make DBS 'Invisible'*

**Create a 28,000 Start-up**

# BECOME DIGITAL TO THE CORE

| FROM | TO |
| --- | --- |
| LEGACY | MICROSERVICES, CLOUD, APIs |
| WATERFALL | AGILE |
| MANUAL | AUTOMATED, DEVOPS |
| PROJECTS | PLATFORMS |
| OPERATIONS | DESIGN-FOR-NO-OPS |
| ANALOGUE | PAPERLESS |

DBS

Build using Open source

Run on

Use automation from

*Being the* D *in*

Design like

Be a Learning organisation like

Connect like

DBS

Organise for Success
Service Oriented Organisation
DevOps Organisation
Biz-Tech Organisation
Shift from "Project" to "Platform"
Product Governance
Product Funding Model
Agile Product Management
Product Owners
Modern Product Design Principles
Develop High Performing Agile Teams
Autonomous Teams
SCRUM
KANBAN
Scaled Agile
Agile Metrics
Automate Everything
Continuous Integration
Release Automation
Test Automation
E2E Request Management
E2E Provisioning
Auto Monitoring and Scaling
Hybrid Cloud
Design for Modern Systems
Micro-services
API
Dynamic Scalability
Auto Recovery
DevOps
Instrumentation
Blue Green Deploy
Cloud Security

DBS

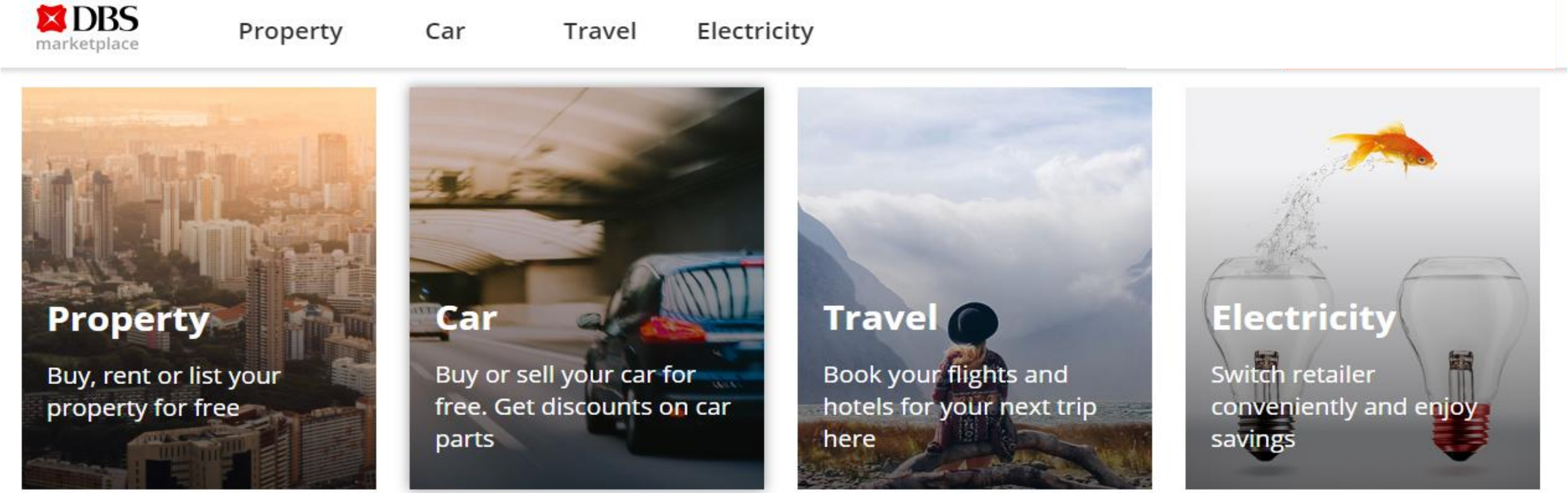
# EMBED OURSELVES IN THE CUSTOMER JOURNEY

# Launched First Fully Virtual Wealth Management Account Opening in Hong Kong

New customers to DBS Treasures can open their Multi-Currency Savings Account and Wealth Management Account anytime, anywhere – completely on their mobile using the DBS iWealth® App.

# Helping our customers Live More Bank Less

## *Singapore DBS MarketPlace – Travel now Live!*

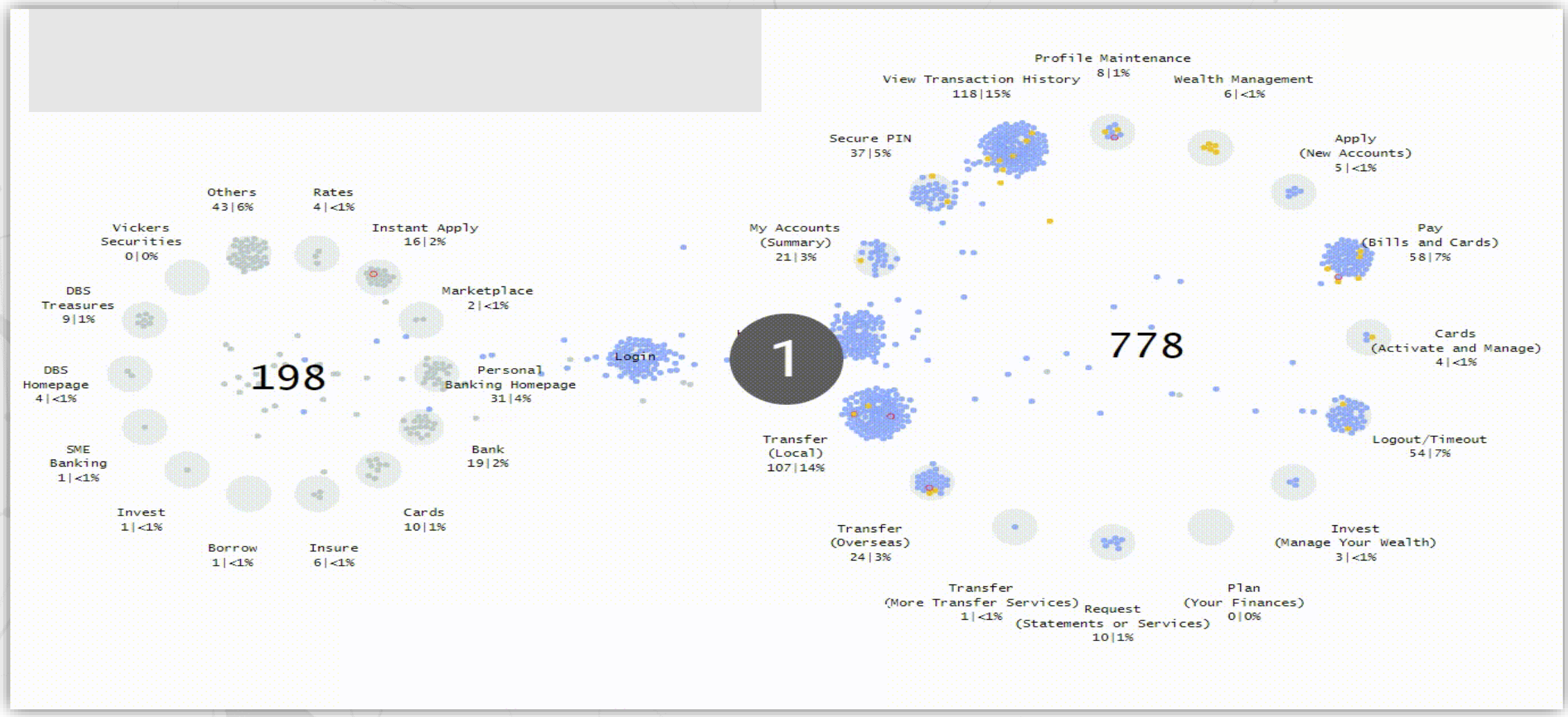


# Continuing to grow the world's largest banking API platform launched in 2017

**450+**
**Live APIs**

## Supporting business and customers

# Embedding Customer Science (Data & Analytics) to enable journey monitoring, proactive servicing and smart intervention



# What makes a 28,000 start-up?

- Customer Obsessed
- Data-Driven
- Take Risk & Experiment
- Agile
- Be a Learning Organisation

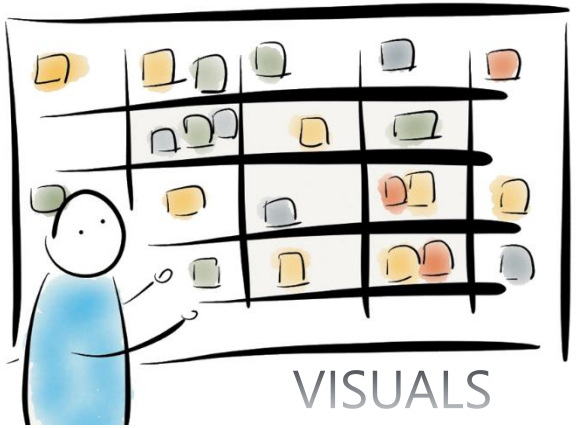
CULTURE

# Agile and Experimentation Culture

***Rituals & Visuals implement the culture & mindset***

## Promoting : Transparency & Ownership

- Daily Stand Up and Scrum of Scrums
- Self Organising (pull vs push)
- Sprint Planning > prioritization
- Pair Programming
- User Showcase / Feedback loop
- Continuous Integration & Delivery
- Continuous Deployment
- Retrospective




- Kanban board
- Single Product Backlog
- InVision
- Build monitors
- CI/CD pipelines
- Always-on video conference for Distributed Agile
- Writable walls and table surfaces

"Changing the Culture & Mindset by **doing** instead of **teaching**"

# Be a Learning Organisation

## The Journey

80 20

transformation in 18 months

Pairing

Online/ Self learning

Practical hands-on, experiments

Quarterly measurement of progress towards target state

Open competition amongst the team

> *"The illiterate of the 21st century will not be those who cannot read and write, but those who cannot **learn, unlearn,** and **relearn.**"*
>
> *– Alvin Toffler*

DBS