

Innovation and Change

Is it a matter of choice?

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innovation

Why?

Why?

ROAD TO
CHANGE



Complexity
Multiple key decision factors

Volatility
Rate of change

Ambiguity
Lack of clarity about meaning of an event

Uncertainty
Unclear about the present

Available Data

A large, thick black arrow points horizontally to the right from the bottom center of the slide. Along its left side, the text "Available Data" is written in white capital letters.



FRAGILE

CREATIVITY

Ideas

Imagination

Thoughts

Expression

Concepts

Ingenuity

Ideation

Brainstorming

Creative Process

INNOVATION

Process

Value

Invention

Doing

Action

Implementation

Enable

Useful

Change

Product

New

Measurable

Connect what?

Why?

How
?

CUSTOMER

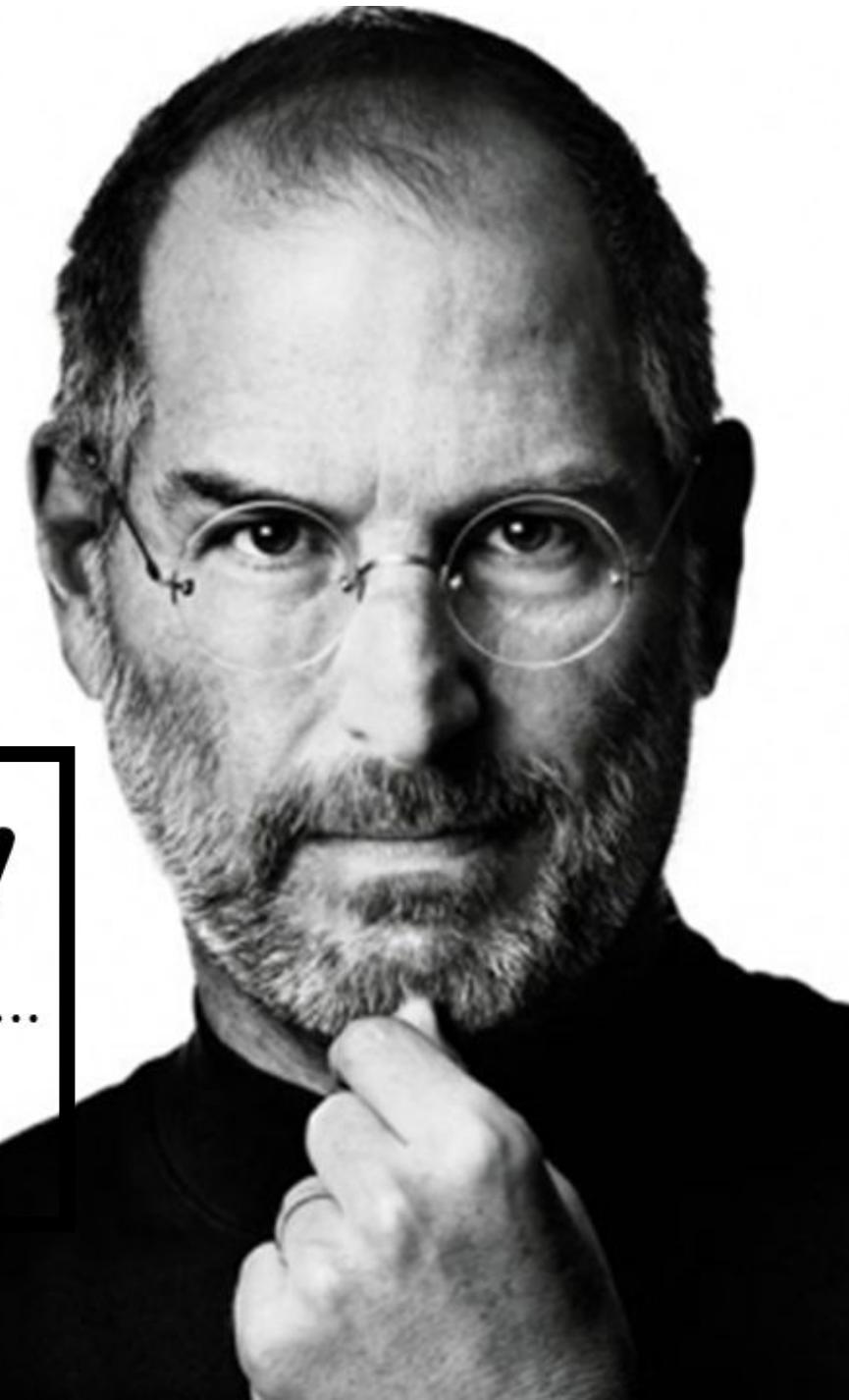
TECHNO-
LOGY

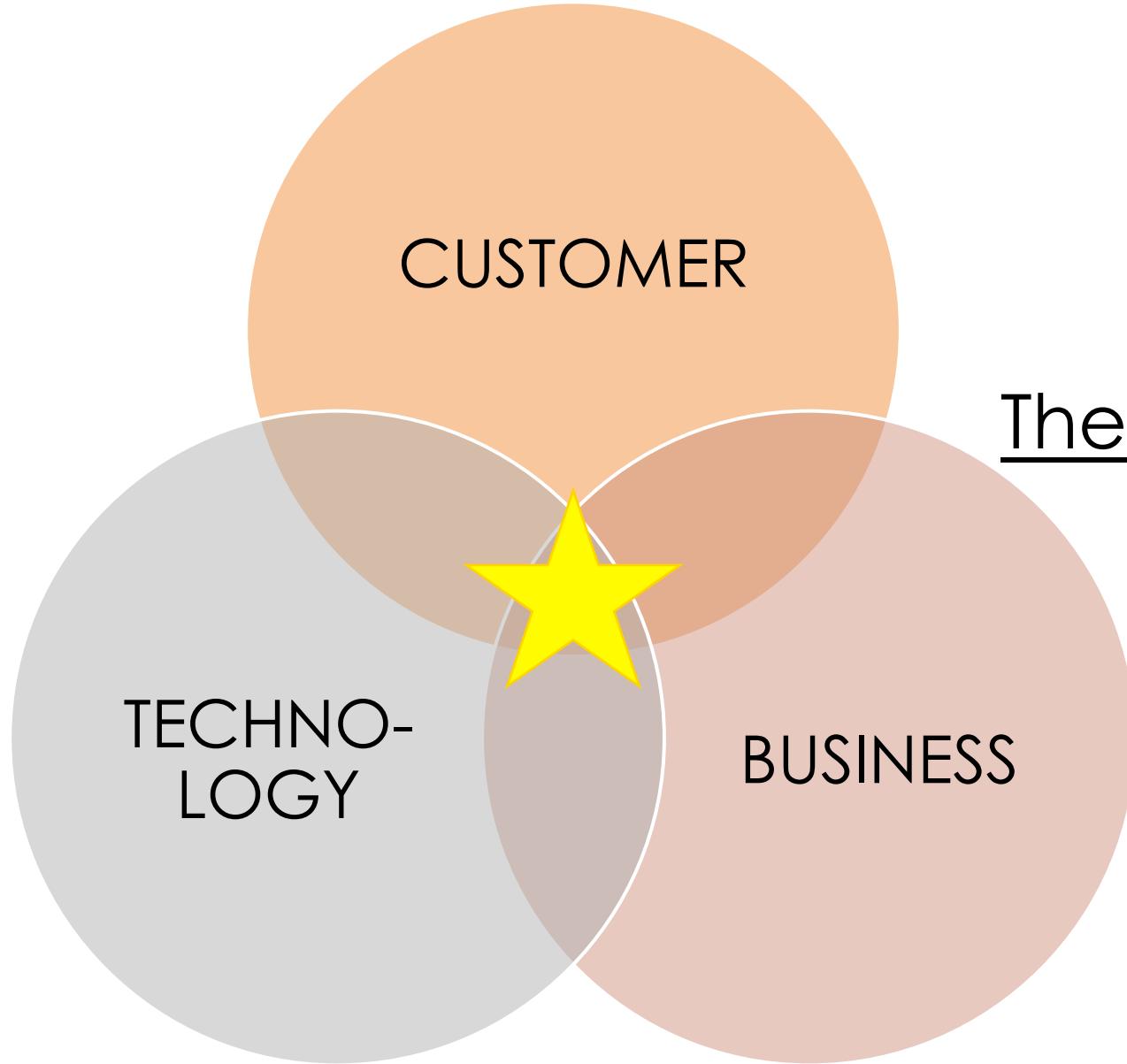
BUSINESS

Creativity

is just connecting things

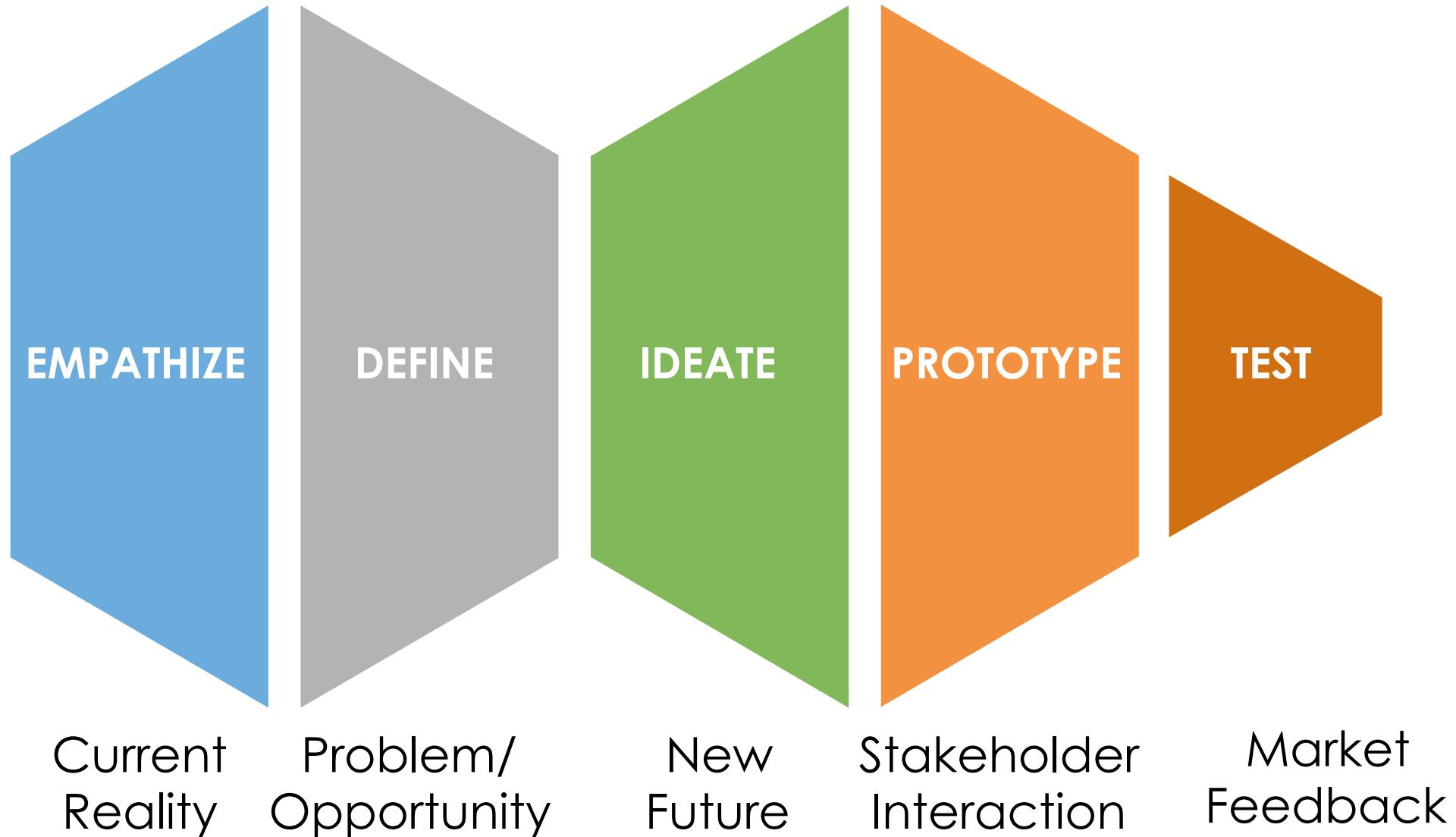
Steve Jobs



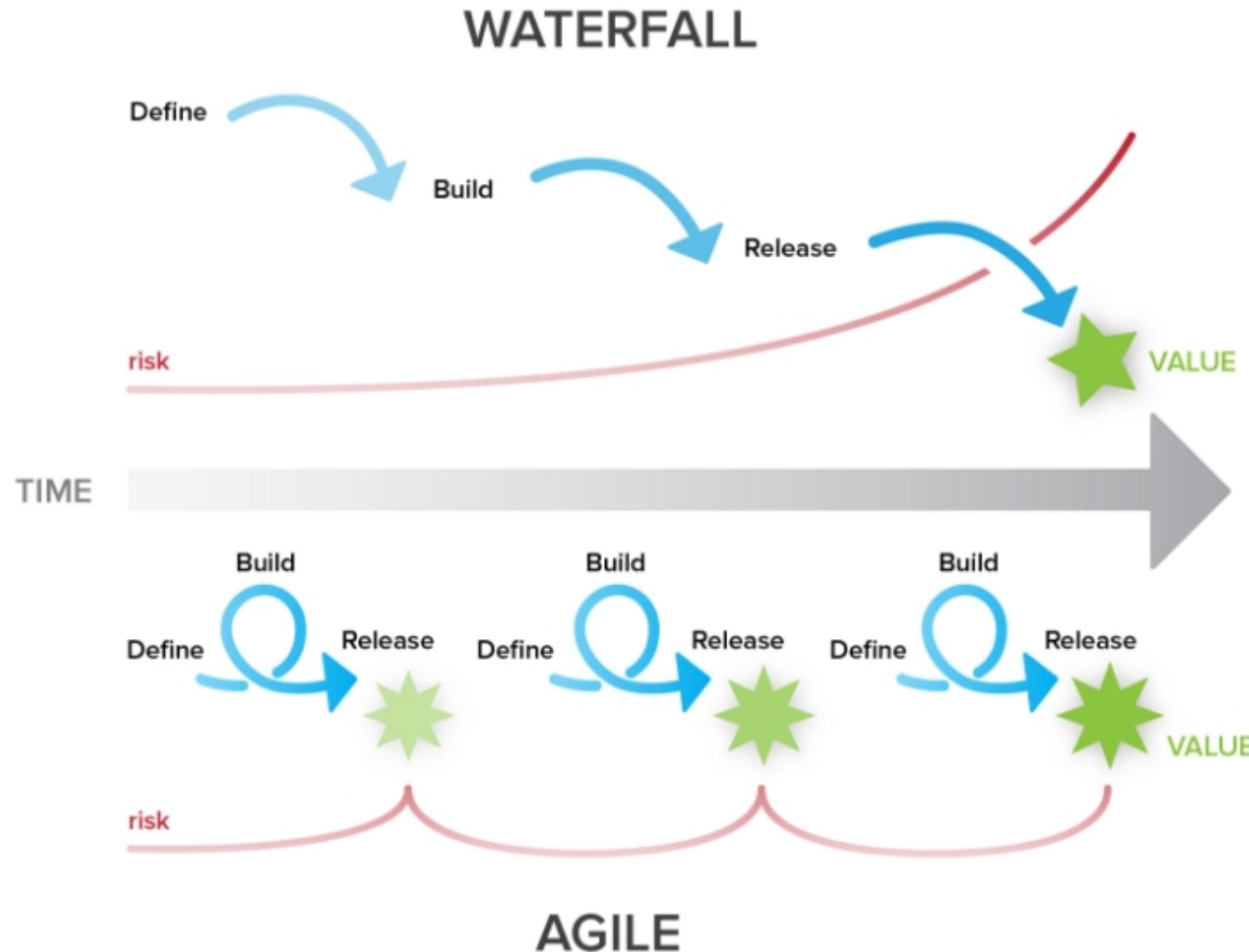


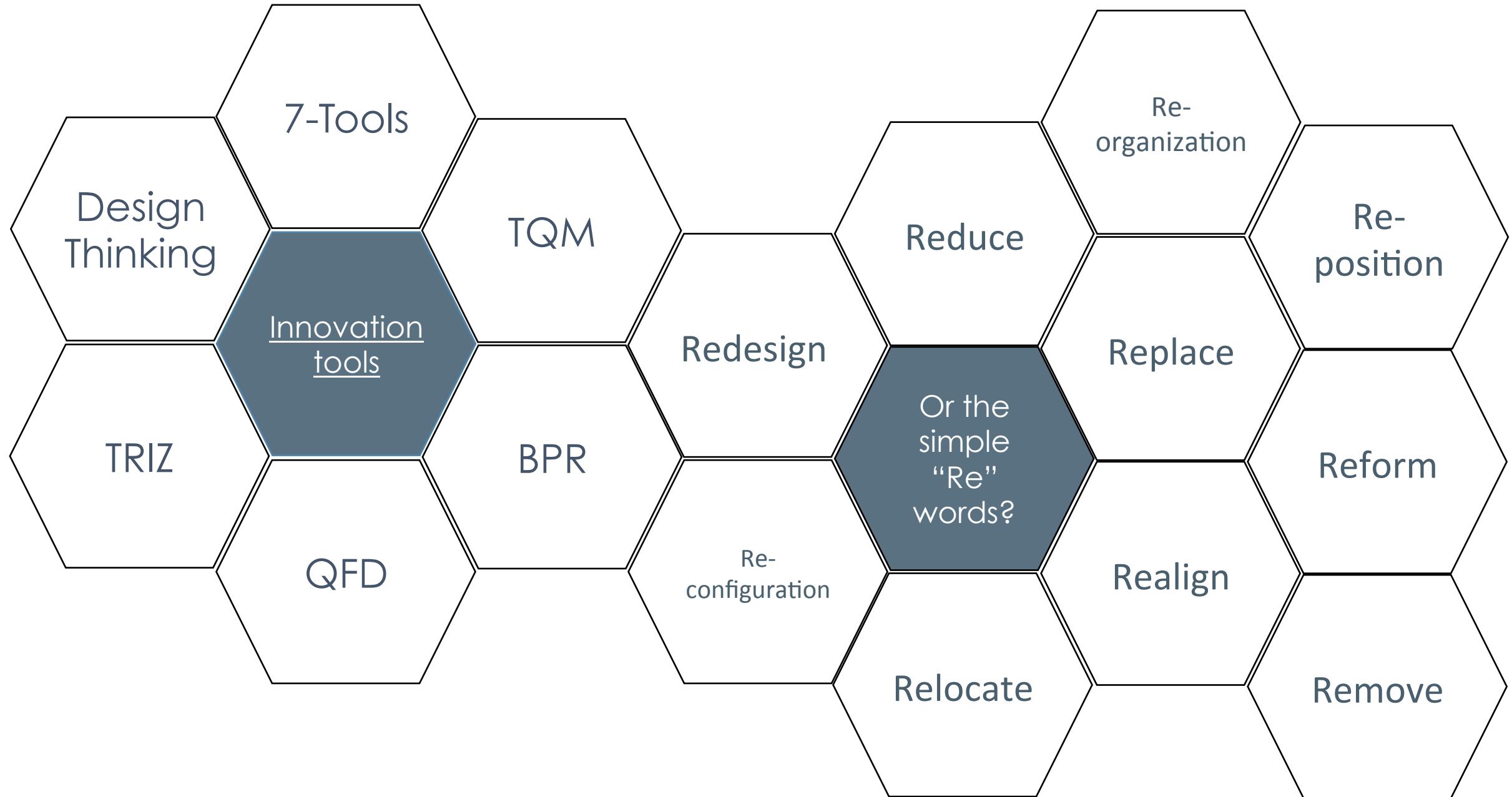
The Sweet Spot

Design Thinking - DIVERGE & CONVERGE



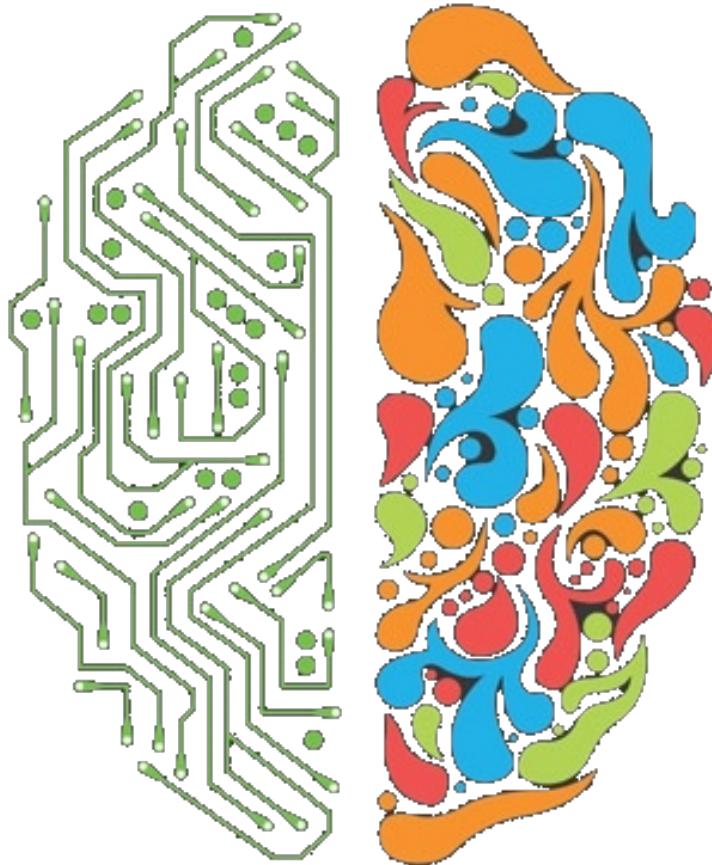
Development Methodologies





Conventional

- Rules
- Laws
- Structure
- Framework
- Completeness
- Correct
- Accurate
- Comply
- Formal
- Full disclosure
- Solid
- Evidence based
- Logic
- Reasoning
-



Future

- Creativity
- Innovation
- VUCA
- Dynamic
- Agile
- Lean
- Effectiveness
- Impact
- Digitalize
- Virtual
- AI/RPA
- Robotics
- Big data
- Predictive
-

CHANGE

Thank you!



Live more,
Bank less

Agile Auditing

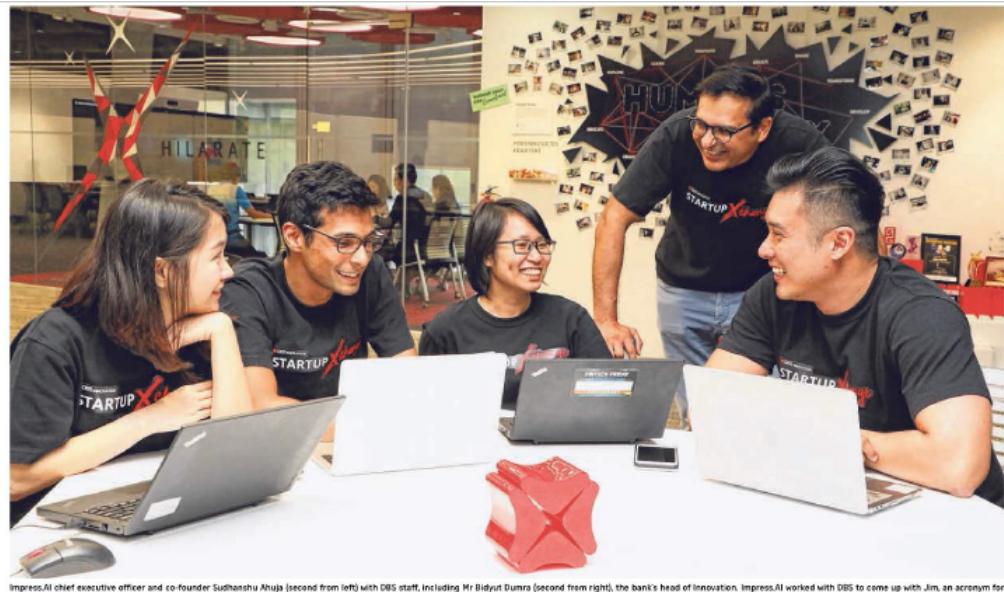
3 June 2019

Ronnie Lap Cheuk Ip
Managing Director
Head of Audit, Greater China

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DBS' Strategy to Compete in Today's Business Environment



Impress.AI chief executive officer and co-founder Sudhanshu Ahuja (second from left) with DBS staff, including Mr Bidyut Durnra (second from right), the bank's head of innovation. Impress.AI worked with DBS to come up with Jim, an acronym for 'Jobs Intelligence Maestro', which was custom-built to meet the needs of DBS' recruiters and applicants. PHOTO: DBS

DBS aims to be the 'D' in Gandalf



Google

Amazon

Netflix

DBS

Apple

LinkedIn

Facebook



J.P.Morgan

North America Equity Research
18 December 2018

U.S. Mid- and Small-Cap Banks Worldwide Technology Report

With the Disruption of Everything Underway, We Look Overseas for Signs of What's on Tap for US Banks

- **Digital Spotlight:** Singapore's DBS Bank serving a technology role model for US regional banks. As we look across the spectrum of bank technology leaders outside of the US, one bank that truly stands out is Singapore's largest bank, DBS Bank. With DBS having embarked on a digital transformation journey since 2009, the bank has transformed into not only a digital powerhouse in Asia but also arguably one of the world's top digital banks. Ironically, DBS spends only around 10% of its annual revenue on technology, which is on par with the vast majority of US banks. To us, this clearly demonstrates that US regional banks are falling behind the technology curve tied to a lack of focus rather than a lack of resources.

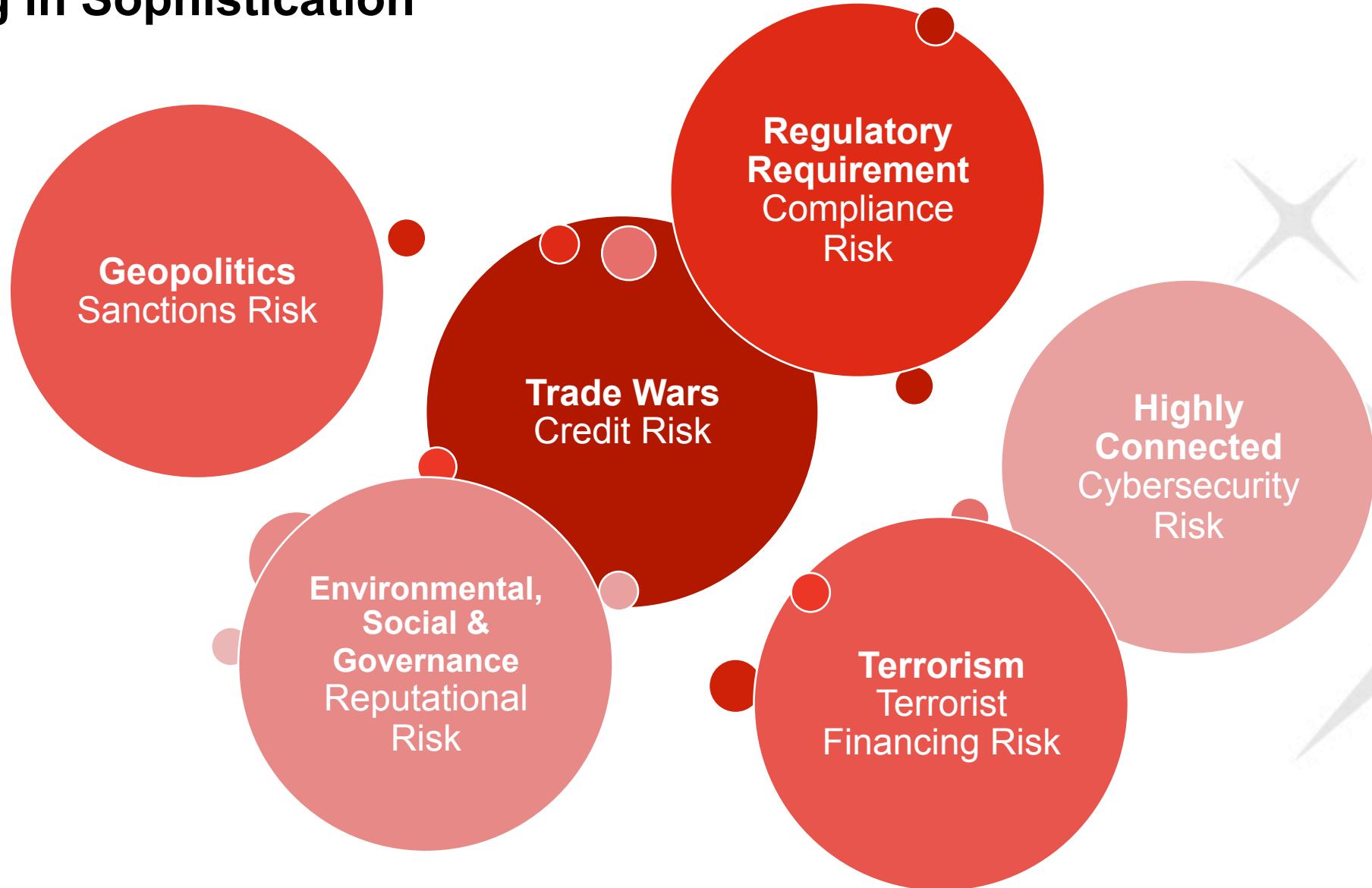


Best Bank
in the World

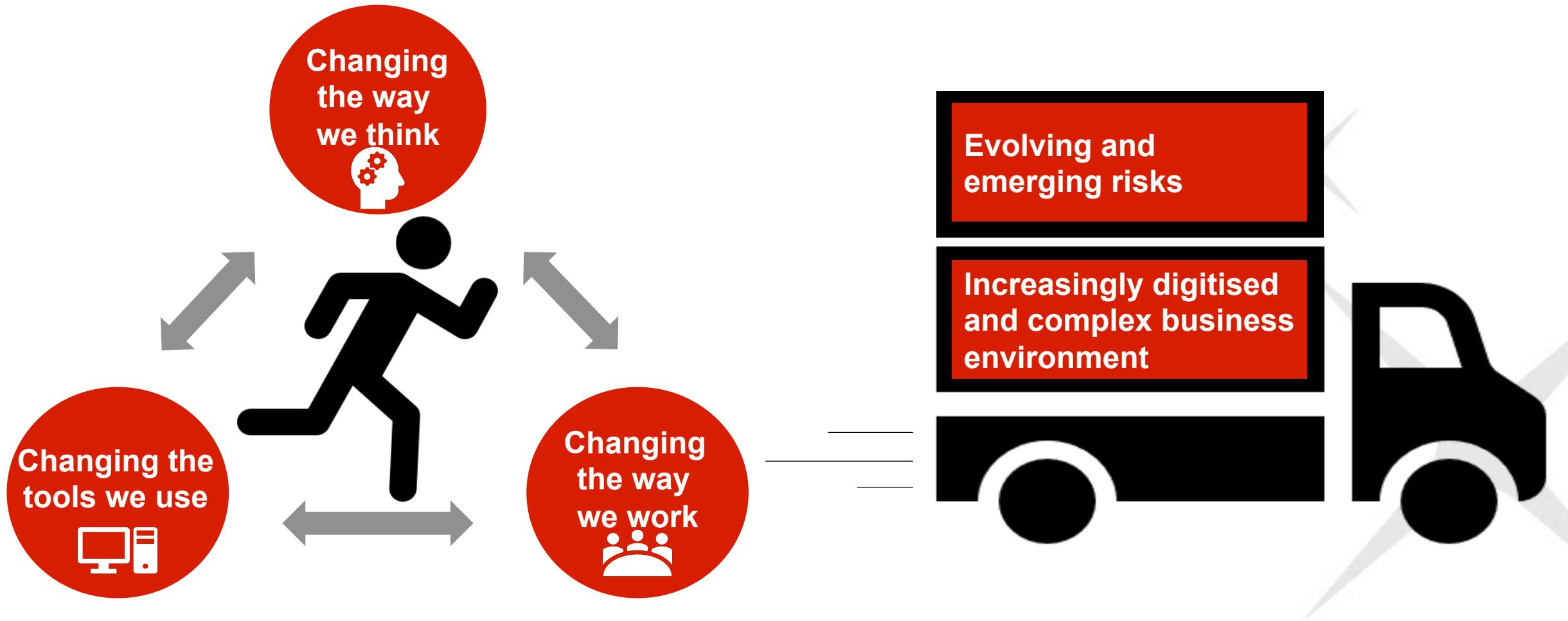


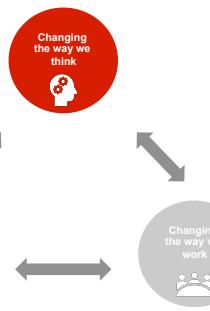
World's Best
Digital Bank

Risks Are Constantly Evolving and Emerging Increasing in Sophistication



Challenge to Transform Audit Approach to Keep Up





Reimagining Audit – Drawing Parallels from Formula 1

We strive to bring an independent voice of reason to provide the board, management & regulators with objective assurance, balanced perspective & insight, by being **Productive, Proactive, Predictive & Preventive**, to enable DBS to achieve its objectives.



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F1 Drivers

- Business Units
- Driving growth
- Competing



F1 Pitstop Crew

- Support Units
- Maintaining infrastructure
- Efficiency is key



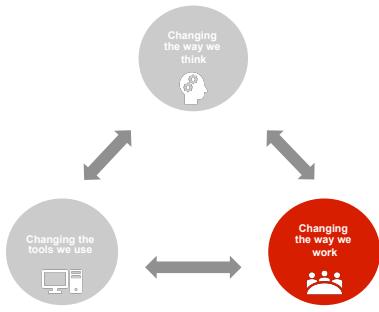
F1 Pitwall Crew

- Audit Team
- Proactive but not “policing”
- Foresight instead of hindsight
- Data-driven

Data Driven Analytics Sharpens Capabilities

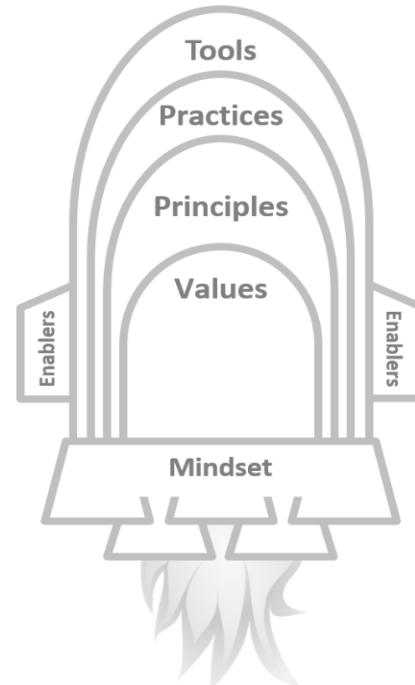
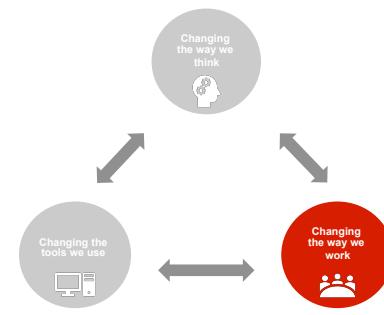


Agile Auditing as a Better Approach for the Current Environment

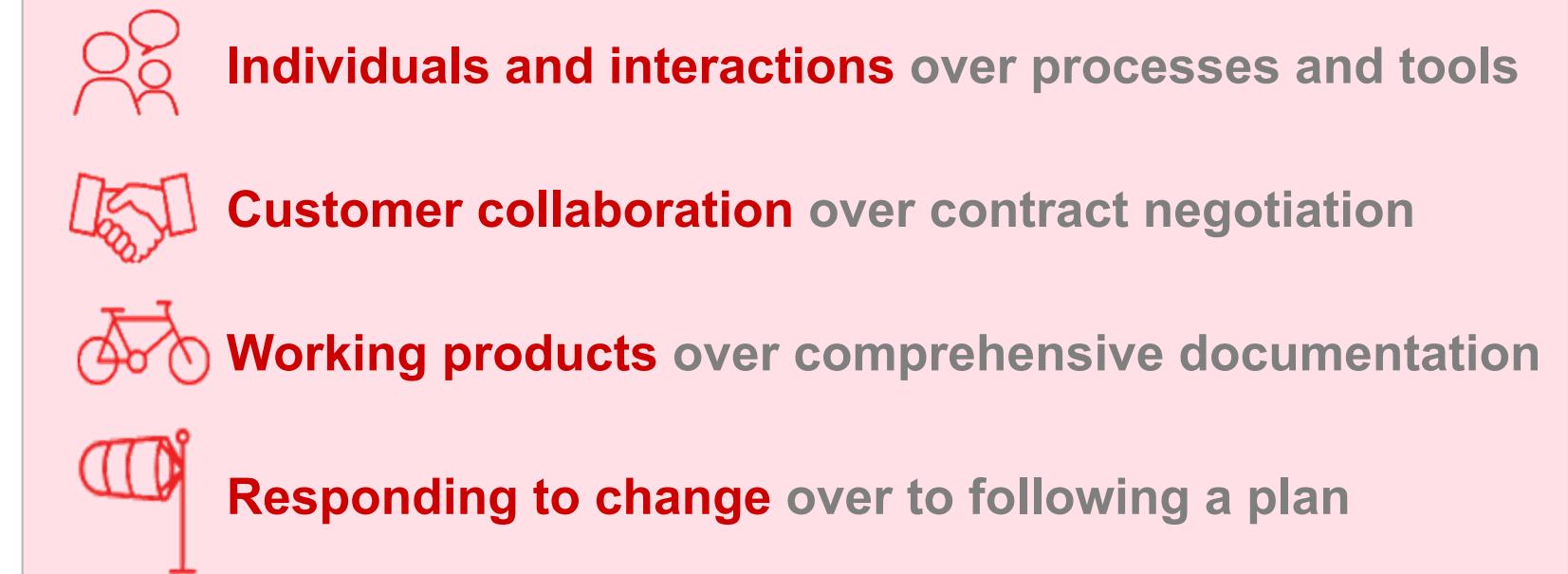


What is Agile?

- Agile is a way of working, focusing on **iterative development** and **collaboration** toward a **common goal**
- Based on a set of mindset, values, principles, practices and tools

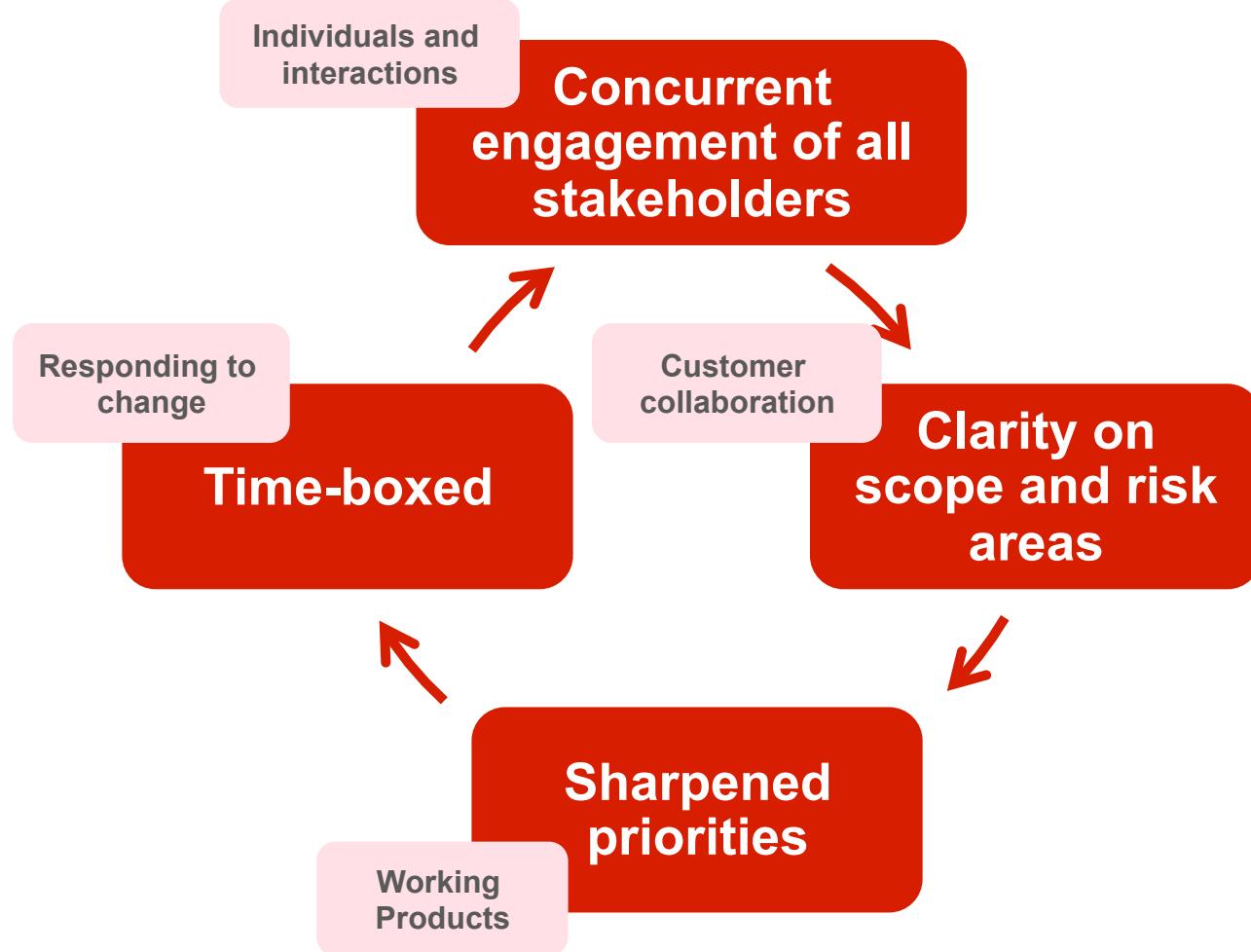


The Agile Manifesto

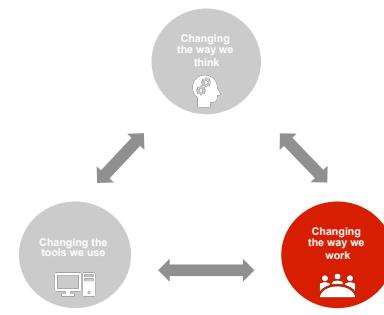


DBS' Agile Auditing Approach

Benefits in collaborating in the hunt for risk



- ✓ **Break down silos**
- ✓ **Enhance ability to uncover risks** through collaboration
- ✓ **Increase audit effectiveness** by prioritising the right risks
- ✓ **Prompt detection and engagement** on identified issues



Traditional vs Agile Auditing

Traditional

Agile

Planning

Silo – scope determined by auditors

- Collaborative – joint discussion in workshop on scope
- Opportunity for stakeholders to highlight challenges

Fieldwork

Fixed scope and timeline

Scope is subject to adjustments based on on-going assessment of risk

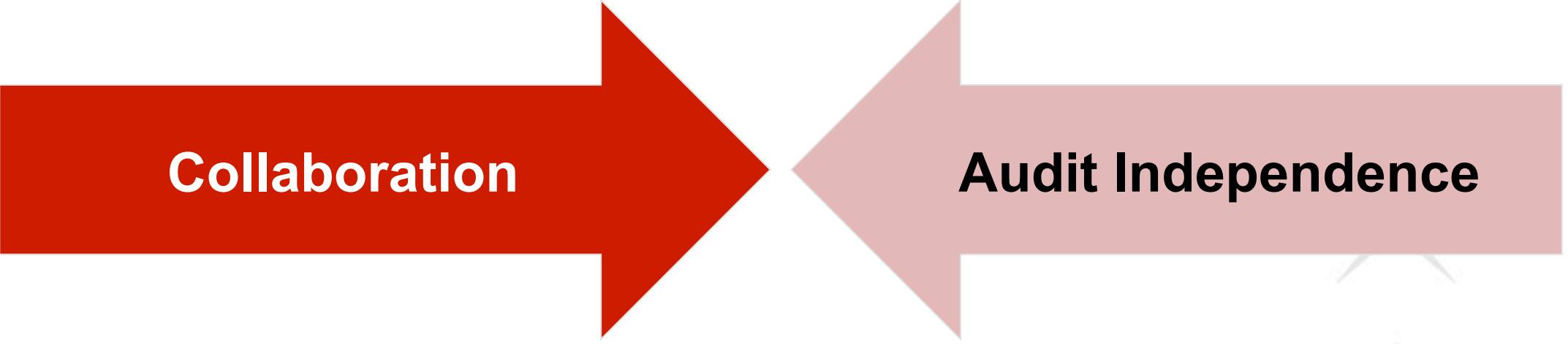
Reporting

Communication of audit findings toward the end of audit

Continuous and timely communication with stakeholders throughout the audit



The Agile Paradox



A diagram consisting of two large, hollow arrows pointing away from each other. The left arrow is red and contains the word 'Collaboration' in white. The right arrow is pink and contains the words 'Audit Independence' in black.

Collaboration

Audit Independence

- Seemingly conflicting, but in practice :
 - ✓ **Collaboration leads to higher quality findings**
 - ✓ **Assessments and decisions remain Audit's prerogative; independence not compromised**