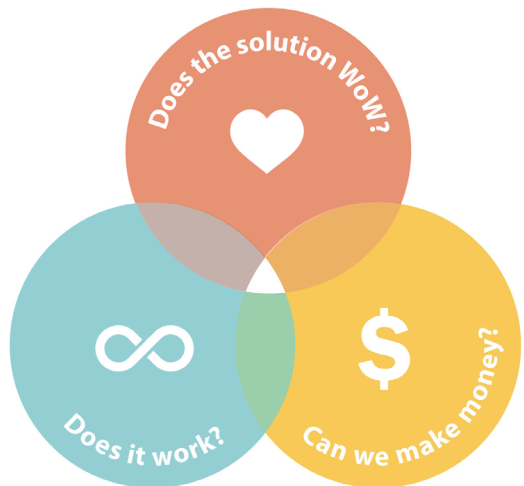


Pascal Dennis & Laurent Simon

# HARNESSING DIGITAL DISRUPTION

How companies win with Design Thinking,  
Agile and Lean Startup



Taylor & Francis

## Preface

*Who led the digital transformation of your company?*

- a) CEO
- b) CTO
- c) COVID-19

Our world has changed, probably for good. Until now, the shift from brick-and-mortar to the smartphone has been about service, cost and convenience. Now, it's also a matter of public health.

In some industries, this trend has been evident for some time.

But now it's going to accelerate across the gamut of industry.

How do we remain relevant in this risky new world?

How do we win this uncertain new game?

What if ours is a brick-and-mortar organization that depends on face-to-face interaction?

Can we learn to harness digital methods, tools and technologies?

Fortunately, there is a pathway to prosperity.

Our story is set in the heady world of international banking, but the prescription, methods and lessons apply equally to manufacturers, utilities, hospitals, insurers and government agencies.

Harnessing digital disruption entails learning new tools, systems and thinking.

Doing so *effectively* requires a sound overall approach based on timeless principles.

The more things change, the more they stay the same. But sometimes they look different.

*Change your opinions, keep to your principles; change your leaves, keep intact your roots.<sup>1</sup>*

Pascal and Laurent

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<sup>1</sup> Victor Hugo, French writer and politician

# CONTENTS

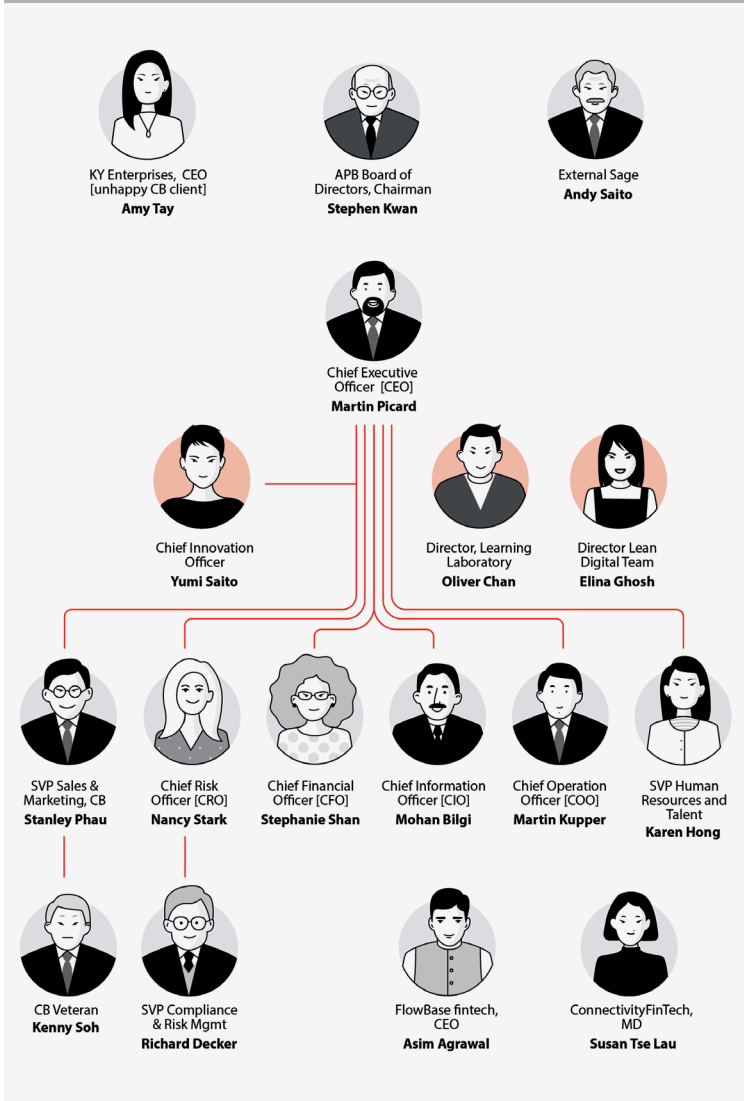
## Preface

<b>Chapter 1. The Elephant and the Greyhounds .....</b>	<b>1</b>
<i>“Asia Pacific Bank is slow, unreliable, and expensive...”</i>	
<b>Chapter 2. Mapping Client Journeys to Grasp the Real Situation.....</b>	<b>21</b>
<i>Learning to see ‘Outside-In’</i>	
<b>Chapter 3. Understanding our blockers.....</b>	<b>39</b>
<i>Problems are gold</i>	
<b>Chapter 4. Finding True North with our Digital Strategy Compass.</b>	<b>58</b>
<i>What’s our Aspiration and winning logic?</i>	
<b>Chapter 5. Fostering Innovation in a Risk-Averse Culture.....</b>	<b>79</b>
<i>What’s the journey like? Where do we start?</i>	
<b>Chapter 6. Embracing New Ways of Working.....</b>	<b>100</b>
<i>Hackers, hipsters and hustlers working together - setting up Asia Pacific Bank’s innovation platform</i>	
<b>Chapter 7. Launching our first wave of innovation projects.....</b>	<b>120</b>
<i>Core business improvements: Bringing Tech and Operations together</i>	
<b>Chapter 8. Launching our second wave of innovation projects.....</b>	<b>139</b>
<i>New digital offerings: end-to-end flow and commercial pilots</i>	
<b>Chapter 9. Year-End Review @ Asia Pacific Bank.....</b>	<b>158</b>
<i>The empire strikes back</i>	
<b>Chapter 10. How do we scale our transformation?.....</b>	<b>179</b>
<i>Everybody wants to go to heaven, but nobody wants to die</i>	
<b>Chapter 11. Where are we 18 months into our digital transformation?..</b>	<b>200</b>
<i>Retrospective – What have we achieved and learned? What’s next?</i>	

## Acknowledgement and bonus

Main characters

Figure 1.1 Asia Pacific Bank (APB) organization chart



CHAPTER ONE

## The Elephant and the Greyhounds

*“Asia Pacific Bank is slow, unreliable, and expensive...”*

*“It is not necessary to change. Survival is not mandatory.”*

W. Edwards Deming, American engineer

### *Mr. Stork Roof Top Garden Bar, Andaz Singapore Hotel*

Amy Tay sits down opposite Martin Picard. “This is one of my favorite places,” she says, taking in the panorama. They order lunch and exchange pleasantries.

“Why did we lose your business, Amy?” Martin asks. “We’ve worked with your family for half a century. Your company is a key client for us.”

Amy takes a deep breath. “Asia Pacific Bank (APB) is slow, unreliable and expensive.”

Martin looks out across the Central Business District (CBD) and the iconic Marina Bay Sands building. The Strait of Malacca is busy, as usual, with ships pouring in from both the Andaman and South China seas. He has a good relationship with Amy and her father, Kwong Yip, who is now semi-retired. That’s why she’s here, he realizes, and being so blunt. She’s trying to help.

Martin remembers when their clothing design and retail business, KY Tay International, was just a few stores. Now it’s an East Asian powerhouse, a regional dynamo, with hundreds of stores and a striking on-line presence. A dream client for APB’s Corporate banking division.

“It pains me to hear that, Amy. It would really help if you can be specific.”

“On the commercial side,” Amy replies, “getting paid, and paying our suppliers and employees was often a hassle. There were always overpayments, underpayments, and missed payments. On the wealth management side, your advisors were slow, disorganized and expensive. Sometimes, I felt like I was educating them. On the personal side, you even lost my daughter’s tuition money a few months ago. She was crying and worried she might lose her place at Oxford. It took several days to fix the problem and you still wanted to charge me!”

Martin has only been CEO for a few months. Profitability is declining, costs are rising, and Martin is counting on growth to solve his problems. Now Amy Tay is saying that three of his core businesses – Commercial Banking, Wealth Management and Retail Banking – are lousy. Have I accepted a poisoned chalice, he wonders?

“I don’t mean to be disrespectful,” Amy continues. “You know how important relationships are to our family. But we have other alternatives now, and your service wasn’t getting any better.”

“What kind of alternatives?” Picard asks.

Amy holds up her smartphone. “Look Martin, digital methods help me manage design, sourcing, inventory, sales, and warehousing. We’re hoping digital can also help manage our complex logistics and Trade Finance. You know what our bottleneck is? Asia Pacific Bank – working with you is like going back in time. Forgive me for speaking severely.”

Picard listens quietly, Amy’s words reverberating: slow, unreliable and expensive...

“Amy,” he says finally, “what do we have to do to get better?”

“You have to wake up, Martin.”

Martin lingered after Amy Tay left. He looked out again toward the Port of Singapore, one of the world’s biggest and most successful. You’d think they’d stand pat, thought Martin. But the Republic was betting big on unseen long-term trends. The massive TUAS port expansion project to the west would triple the port’s size. And it would be a ‘Smart’ port, with digital technology, sensors, automated cranes, driverless vehicles, drones to inspect equipment, and a smart grid. The executive team was committed to seamless and efficient port clearance. “We want to cut turnaround times in half,” the port’s Chief Operating Officer had told him. “Nobody wants to wait.”

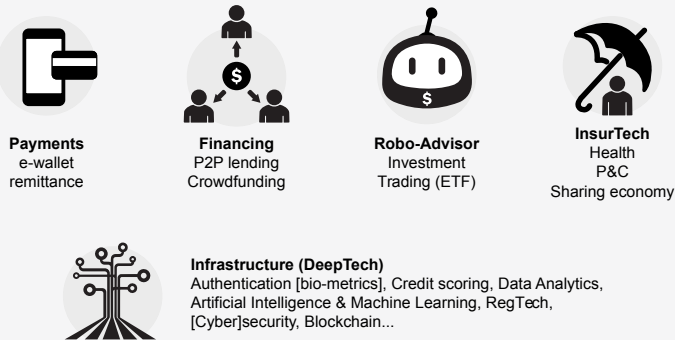
But Asia Pacific Bank customers have to wait and wait and wait, thought Martin. They wait for accounts to open, payments to clear, loans to be approved, and for APB fix the many transaction errors. Delay, errors and hassle, that’s us, thought Martin. Can we become a smarter digital bank, he wondered? Can we learn to apply technology the way the Port of Singapore – or Amy’s company does? And is Technology

alone the answer? Fellow senior executives he respected told him transformation was fundamentally about culture.

Martin was a business guy, primarily interested in strategy, budgets and technology, and less so in the 'soft stuff' like culture. He was well aware of the so-called Fintech disruption. For a long time he believed the threat was overblown. We have trust, Martin had told himself, and in banking that's the most important thing. Our retail customers, business clients and regulators trust us with money and information. We also have scale, resources, banking licence and matchless marketing muscle. How can the Fintechs compete with that? On the other hand, Fintechs, not banks, seem to be doing most of the hiring.

Figure 1.2. What is Fintech?

Fintech is the contraction of Financial Services and Technological innovation. This acronym reflects the wave of new services proposed by startups across the major domains of the Financial Services industry:



Source: FutureFintech.co

For corporate clients, as well as individual customers, the best Fintech start-ups are offering cheaper, faster, more convenient, more transparent alternatives to traditional Financial Institutions. Fintechs are compelling

incumbent banks and insurers to revisit what they offer and how they operate, if they are to stay relevant. Fintech also influence global Financial Services regulation, with different types of responses from regional regulators.

And now here is Amy Tay, he thought, telling us we're dinosaurs. Have I been a fool? If this is how Amy feels, what chance do we have with her children and the next generation of entrepreneurs?

Revenue was flat, cost was rising, and Cost-to-Income ratio<sup>1</sup> continued to worsen, which meant that investors didn't like what they saw either. Martin was feeling old and tired, but he had never lacked courage. Maybe we can turn this threat into an opportunity, he thought. Maybe APB can learn from Fintechs and technology firms in general, and thereby improve our capability, operations and current offering. And that's when he decided to call Yumi Saito.

"Hello Yumi-san, it's Martin," he said. "Long time no see... Listen, I want you to come back to Asia Pacific Bank!"

After a moment, Martin heard a familiar laugh roll out of his cell phone. "Martin Picard, subtle as always! I heard about your promotion: CEO of Asia Pacific Bank – congratulations!"

"Thanks, Yumi. But I'm serious, we need you back. I'm not so sure about this place anymore."

"You haven't changed at all, Martin-san. How are Monique and the kids?"

"The family is great. The boys are finishing high school, and Monique is back at work. Life is good. Business-wise, we're in trouble, Yumi-san. I

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<sup>1</sup> The cost-to-income ratio is a key financial measure in valuing banks. To get the ratio, divide the operating costs (administrative and fixed costs, such as salaries and property expenses, but not bad debts that have been written off) by operating income. The ratio gives investors a clear view of how efficiently the firm is being run – the lower it is, the more profitable the bank will be.



feel a hurricane coming. I'm afraid it's going to be worse than the Global Financial Crisis.”

Martin told Yumi what Amy Tay had said, what losing a key client like KY Tay international meant for APB and all that he'd learned since becoming CEO. “I want you to help me transform our business, Yumi. I want to learn and apply the latest and greatest technologies. I want to learn from Fintechs and technology firms in general, and maybe even partner with them. I want to change our culture. I intend to create a new senior position for you and to give you all the resources you need.”

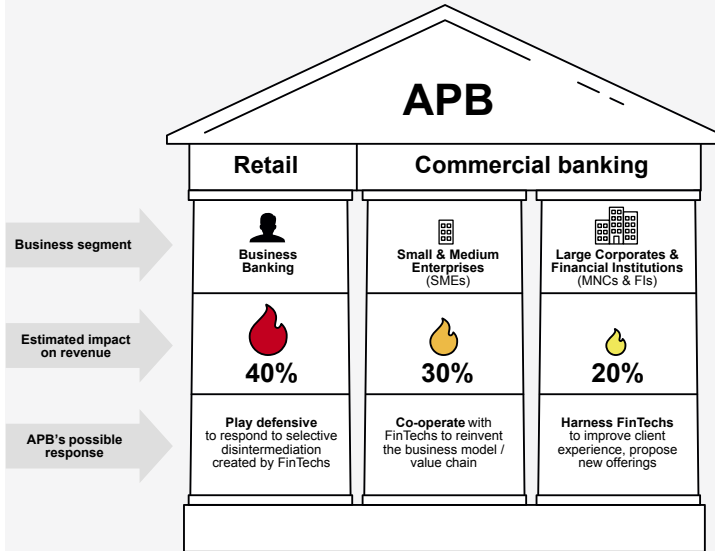


Martin Picard had spent his first three months as CEO talking to customers, employees, suppliers, and partners of Asia Pacific Bank's core businesses: Retail Banking, Commercial Banking, and Wealth Management. He sat with colleagues in charge of managing the Bank's operations. He talked to regulators, competitors and pundits, read books, watched videos, and attended lectures.

But his biggest surprises came at the Fintech events sprouting all over Singapore and the region. In sharp contrast to APB, Fintechs seemed to be full of young, creative people doing interesting things. Mantras like “Think big, start small, scale fast” and “Build products your customer wants” were everywhere and seemed to resonate strongly.

Martin had mixed feelings about Fintechs. On the one hand they seemed to be direct competitors, with cutting edge technology and few regulatory constraints. The best Fintechs were already capturing significant portions of traditional Banks' revenue pools. As JP Morgan CEO Jamie Dimon puts it: “Hundreds of start-ups with a lot of brains and money are working on various alternatives to traditional banking. They all want to eat our lunch. Every single one of them is going to try.”

Figure 1.3. Impact of Fintech on APB's Business





Source: DigitalPathways (inspired by Singapore Fintech festival)

On the other hand, Martin felt that APB could learn a lot from Fintechs. If APB were to collaborate effectively with the most innovative Fintechs, he thought, we could accelerate our Digital transformation. We could leverage both their technology, and the way they work. Simply put, Fintechs are forcing incumbents like APB to revisit our offerings, our channels and the way we operate. To remain relevant, thought Martin, we need to adapt and improve.

Figure 1.4. Impact of Fintech on APB's Payment Business

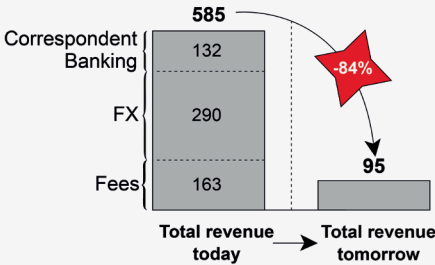
**APB prices are 6x more expensive...**

Sending \$10,000 from Singapore to Hong Kong, in SGD

	Fee	FX margin	Total
 TransferWise	50	0	50
 Asia-Pacific Bank	83	225	308

**... putting 84% of transfer revenues at risk**

APB revenue from international money transfers (\$m)



Source: DigitalPathways (inspired by real-life situation)

But to Martin's chagrin, few Fintechs had any interest in working with APB. "Waste of time," one start-up leader told him, not knowing who he was speaking with. "On-boarding took almost a year, wrestling with Procurement, Legal and the rest. We then spent three months on a prototype<sup>2</sup> - and proved it would work. But APB did nothing with it. We felt trapped in prototype hell. Never again!"

APB had set up its own 'innovation lab', but most people considered it to be a 'marketing and PR exercise'. Some even used the term *Innovation*

<sup>2</sup> Prototype can also be called 'Proof of Concept' (PoC)

*Theatre*<sup>3</sup>. The lab's employees, though obviously talented and dedicated, seemed disconnected from APB's core business. Even when the Lab found a great product with a good, scalable business model, it faced significant resistance from the parent company. Furthermore, few people could articulate the lab's overall purpose or expected contribution to APB's strategic agenda. Even fewer people could tell Martin how many projects were in progress or provide examples of tangible business impact. It was all for show, he realized.

The regulators he spoke with at the Monetary Authority of Singapore (MAS) also told a dispiriting story. "Martin, what's going on at APB? You have entire departments focused on ensuring compliance, and yet we keep finding significant infractions and fining you."



Martin was a Montreal boy who had moved his family to Singapore almost two decades ago. He missed the Montreal Canadiens hockey team, but not the Canadian winter. He didn't mind Singapore's hot and humid weather, or the often-present rain. He loved Singapore's energy and creativity, the wonderful food and spicy stew of cultures – Chinese, Indian, Malay, English, French, Japanese... Above all, Martin valued stability and prosperity. He'd experienced economic hardship as a kid in Montreal in the 1970's and 1980's when businesses were closing down or leaving Montreal for Toronto and Calgary. He remembered the unspoken dread in the family home. Would papa lose his job? Would we lose our home?

Martin made his name at APB during the Great Financial Crisis (GFC) when it looked like the bank might go under. The crisis triggered Martin's dormant anxieties and he worked like a man possessed. He helped to stabilize the Corporate banking division, developed the organization and processes that satisfied the demanding new regulatory and compliance framework. The

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<sup>3</sup> Expression first coined by Steven Blank to emphasize the issues associated with corporate innovation programs

human cost was heavy – a lot of people lost their jobs. APB got its house in order and returned to profitability quicker than most other banks. This made Picard a hero and put him on the fast-track. He rode the ensuing East Asia growth wave into the C-suite.

Picard's second self at the time, a young Japanese-American woman named Yumi Saito, had led the GFC process improvement teams. Yumi was an ace and APB had big plans for her. But after APB regained its balance, Yumi resigned and joined a niche coaching and consulting practice that focused on Lean and Digital transformation in Financial Services.

Yumi had always dreamed of changing the world for the better. She felt that she had somehow failed, and that her knowledge and skills had contributed to the mass layoffs. "I can't do this, Martin," she told him. "I want to help grow something."

"You're being hard on yourself," Martin had told her. "At least we saved some of the jobs." But it wasn't enough to persuade Yumi to stay.

Yumi had grown up in Nagoya and Kentucky and had studied engineering, technology and business. She loved solving complex problems and large technological organizations fascinated her. She inherited from her father, Andy Saito, a retired Toyota senior executive, a solid understanding of Lean operations and management systems<sup>4</sup>. She also inherited a love of jiu-jitsu and aikido, which she practiced at Singapore's Japanese Association. Yumi's unique knowledge and experience made her invaluable to North American and Asian financial institutions that were navigating the digital transformation journey. She was one of the first to combine Lean and Digital. That's how Martin had first met Yumi, during a break-through event at SIBOS<sup>5</sup> in San Francisco.

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<sup>4</sup> Please refer to *Andy & Me and the Hospital – Further Adventures on the Lean Journey* (New York: Productivity Press 2016). *Andy & Me – Crisis and Transformation on the Lean Journey* 2<sup>nd</sup> Edition (New York: Productivity Press 2011). *The Remedy – Bringing Lean Out of the Factory to Transform the Entire Organization* (New York: John Wiley & Sons 2010)

<sup>5</sup> Annual banking and financial conference organized by the Society for Worldwide Interbank Financial Telecommunication (SWIFT) in various cities around the world.

Yumi Saito had a unique perspective, and, in Andy, a rare coach. In fact, Andy kept an apartment in Singapore and frequently worked with Yumi and her team on what they came to call ‘Lean Digital’ projects. Over time, Andy and Yumi adapted the Lean planning and execution system called *Strategy Deployment*<sup>6</sup>, to help Financial Institutions ensure their Digital strategy was properly deployed executed across the hierarchy. The approach was also a great help in visually tracking overall progress, as well as, the results of individual innovation initiatives.



“You’re right to be concerned, Martin,” said Yumi. “The Fintech disruption is real. I’m honoured by your offer. But I’m not interested in another down-sizing gig. I want to help create something that lasts, something that focuses on growth and creates prosperity. And that means we’d have to rock the boat pretty significantly. Are you really ready for that?”















“I want those things too,” said Martin. “I want us to bring Asia Pacific Bank to the Digital Age.

As I said, I want to learn from, and if need be partner with, Fintech and Tech companies as a whole. I think there might be some synergy.

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<sup>6</sup> Policy Deployment (*Hoshin Kanri* in Japanese) is a proven method for ensuring that the strategic goals of a company drive progress and action at every level within that company. Hoshin Kanri focuses on execution, strives to get every employee pulling in the same direction, at the same time, and provide the board with a reliable, consolidated view of what’s really happening across the organisation.

Figure 1.5. Collaborating with Fintech: why it makes sense on paper?

 Banks		 Fintechs
 Strong client base		 Customer-focus
 Distribution network		 Speed
 Brand & trust		 Flexibility
 Financial power		 Cutting-edge Technology
 Experience in compliance, market, products		 Entrepreneurial mindset
 Banking license		 Hunger, enthusiasm

Source: DigitalPathways

“I want to reinvent what we sell to our clients and the way we work,” Martin went on. “Will there be job loss? I imagine so. But if we get ready now, I think we can save a lot of jobs. And if we reinvent ourselves, maybe we can create some jobs too.”

This surprised Yumi, who had resigned herself to never working for a big bank again. Could this be something different? She knew Martin was a straight shooter. “Do you have any idea what the obstacles are, Martin-san?”

“I’m beginning to understand them,” Martin replied. “But I’d like to hear your thoughts. You’ve spent the past decade working in our industry. What have you learned?”

“How much honesty can you handle?”

“Give it to me straight, Yumi-san.”

“Okay,” said Yumi. “With great respect, when I think of big banks, here are some words that come to mind: Bureaucratic, rigid and out-of-touch with customers, both business clients and individual consumers. You’re right about Amy Tay’s children – to Millennials  
, Asia Pacific Bank is increasingly irrelevant. Let me elaborate”

“Silos – there are so many, deep silos that most banks struggle to understand the end-to-end customer experience. This applies to fragmented teams, process, IT systems, data models. When people try to improve they tend to focus on their own function, looking for the local optimum as opposed to mirror what the customer wants and/or needs... But the biggest hurdle is mindset - you all are addicted to hierarchy and top-down control. Staff and Management tend to hide problems from you. All this makes APB slow, and sorry to say, not terribly bright. You’re out-of-touch with your employees, who as a result, are disengaged and have no interest in improving the business. Even worse, they know they might get punished if they challenge the status quo too strongly. In short, big banks are risk-averse, and change-averse, which makes what you’re suggesting very difficult.”

Martin drew a long breath. “All this is pretty much what our customers are telling me.”



“Transforming Asia Pacific Bank entails rewiring not just how we work,” Yumi went on, “but how we think. Don’t even start unless you’re in it for the long haul, ready to take some risk, and ready to learn from failure. You say you want to work with Fintechs? Well, they are APB’s polar opposite. Currently, APB looks like an elephant competing with greyhounds in a coursing game. Fintechs are agile: they’re focused, flexible and fast. They are creative, non-hierarchical and have deep empathy for their customers. To work with Fintechs, you will have to give up some control.”

“Whoa, that’s a lot for me to take in,” said Martin, “I’d want some control of our transformation.”

“Well, you can’t control it, Martin. We don’t know the questions yet, let alone the answers. We have to discover them by running experiments, we have to learn our way to countermeasures. To deal effectively with the current level of uncertainty, we need different ways of working. Some call it Agile, others call it Design Thinking, and still others, Lean Startup. In fact, it’s all three, and a good deal more. In the past 5 years, my team and I have developed a structured innovation process that integrates all we’ve learned.

“We call it ‘new ways of working’ [NWoW] and have had good success with smaller banks and insurers.
















But will our methods work in a major international bank, with all the blockers I described?

I just don’t know.”

“I’m ready to try,” Martin said. “I don’t want to be a caretaker CEO, managing APB’s slow decline. I want to create something new.”

It was Yumi’s turn to be silent. “Before I respond,” she said, “I need to talk to my family.”

Figure 1.6. Collaborating with Fintech: why it is difficult in practice?

 Fintechs	  Banks
 Customer-focus	 <b>Inner focus:</b> functions, products, processes, IT systems, data sets are like islands (siloes)
 Speed	 <b>Bureaucracy:</b> hierarchical layers, slow and fragmented decision making process
 Flexibility	 <b>Rigidity:</b> waterfall, compliance, series of formal approvals
 Cutting-edge Technology	 <b>IT Legacy:</b> lack of connectivity (few APIs), data consistency, reliability issues...
 Entrepreneurial mindset	 <b>Fear of failure:</b> sense of entitlement, risk-aversion
 Hunger, enthusiasm	 <b>Status quo protection:</b> don't rock the boat, keep everyone happy, cover your back

Source: DigitalPathways



Yumi poured green tea into her father's cup and then into her own. "Asia Pacific Bank's new CEO is offering me a big job, *Otou-San*<sup>7</sup>."

"Are they good people?" Andy asked. "Can you trust them?"

"The CEO is a good man," Yumi replied. "He tells me he wants to reinvent what APB sells to customers and how they work. I believe he is sincere but I don't think he understands how far behind they are or what the journey requires."

"What does the journey require, Yumi-chan?"

"A new way of working and thinking for financial services companies. It's all based on what you've taught me since I was a child, translated for a digital world. It's about agility and high-velocity learning, defining and testing hypotheses quickly, and thereby getting closer and closer to customer value. It's like that movie you enjoy – *Oceans 11*. Autonomous teams come together fluidly. The small core team pulls in experts as needed. Once the problem at hand is solved, the team dissolves again – until the next challenge. The great industrial companies can do it, but it's a huge stretch for banks.

"An excellent model," said Andy, "but very difficult. You'll need to maintain two very different business models in parallel – a 'zero-defect' culture in the core business, and an experimentation-driven culture in the emerging digital business. To deploy new ways of working and drive experiments alongside the Bank's core business, you'll need strong, sustained commitment and support from APB's Board and senior leadership team."

"I agree, *Otou-San*." Yumi said. "Otherwise it'll be digital lipstick. Technology-enabled innovation is all about learning by doing. We've had great

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<sup>7</sup> Daddy in Japanese

success with our clients, but they're largely start-ups – young, flexible, digital natives or small-size banks and insurers. They know our methods well and are comfortable with them. With APB, the problem statement is different: How do we teach a major multinational bank to be quick, flexible and customer-centric? APB's training, culture and mind-set are exactly the opposite of what we need to develop.”

“You've been looking for the opportunity to test your ideas at scale,” said Andy. “This would be a severe test.”

“Whether we succeed or not, there's likely to be significant job loss.”

“The banking industry is changing very fast, Yumi-chan. If you succeed I believe you can save some jobs and maybe create some new ones.”

“There are so many blockers, Otou-San. I'm afraid of failing.”

Andy took a sip of tea. “I know you are, but I have absolute confidence in you. At the very least, you are going to learn a great deal. And I believe you have every possibility of success.”



Yumi called Martin back a few weeks later. “Okay, Martin, I'm in – with the following conditions.

Three year contract, mutually cancellable. I'd like you to create a new position for me – Chief Innovation Officer, on a par with COO and CIO. I report directly to you and I get to pick my team. If you're not serious or back away from tough decisions, I quit and you have to pay me a big severance.

“For this to succeed, the following has to happen a) refocus on our Clients, b) engage Line Management, and c) build internal capability. Later we'll probably have to address workforce re-skilling. We need to move quickly; I'll personally

assemble and lead APB's first Lean Digital team – a cross-functional SWAT team comprising ten people to start. Over time we'll likely add 'fellowship' positions, wherein people join for a period, and build their skills before returning to their home divisions

“We want to demonstrate how a team comprising three very different profiles – business people, software engineers and designers<sup>8</sup> – can deliver breakthrough innovation. We want to show what can happen when you connect and align silos. We'll have to agree on specific business outcomes and timing, of course, and on how we bring new products, services, business models into APB's core business.

“Let me state the obvious: the culture of an old bank like APB is by nature immune to change. So we can expect some 'organ rejection' of our so-called new ways of working (NWoW), not to mention many other common pitfalls. We'll need to be ready if we want to scale our innovations.

“Done,” said Martin.

“We need to learn by doing,” Yumi went on, “which means developing new processes, products and eventually, new businesses. Good governance will be essential. We'll need to set up an *Innovation Council*<sup>9</sup> to ensure new technology-enabled initiatives both contribute to our strategic agenda and have the resources and space to scale. This is essentially a senior level steering committee that meets regularly to plan, check and adjust transformation activities. The Innovation Council will manage the innovation portfolio, and deliver metered funding to promising innovations – much like an internal Venture Capital firm.

“Members will be senior leaders committed to changing APB's culture and processes to get needed business results. You have to be Chair, and I'll be

---

<sup>8</sup> Chapter 5 addresses 'hustlers, hackers and hipsters'

<sup>9</sup> Also known as a 'Growth Board'

Vice-Chair. You need to lead this thing – and be seen as leading it. To get over all the obstacles and blockers, we'll need strong, visible sponsorship.”

“Agreed,” said Martin.

“Another thing,” said Yumi. “My dad, Andy, is my coach and I'll be relying on him for advice. He's a retired senior executive and keeps an apartment in Singapore. You don't have to pay him, but you may see him around from time to time.”

“Free advice from a top executive - sounds like a good deal for Asia Pacific Bank,” said Martin. “I'll check with the Board but I don't imagine it's going to be a problem.”

“With respect to style,” Yumi went on, “I'm not going to pull any punches. I'll be respectful, but we haven't any time to waste.”

“Crack on, Yumi-san,” said Martin.

“Last thing,” said Yumi, “the overall approach and methods I'm going to teach you have deep roots and long history of success. But it's like mountaineering. I'll guide you up the mountain, but you and the senior leadership team have to fully commit to the journey. You all have to walk and carry your own pack. If you don't, we'll fail, and it's on you.”

## Study Questions

### Chapter 1. The Elephant and the Greyhounds

1. Martin (Chief Executive Officer) suggests that most big banks are facing digital disruption, due to competition from Fintechs, large Tech companies, and evolving client preferences.
  - a. Do you agree or disagree? Explain your rationale.
  - b. What is at stake here?
  - c. Any stories, observation, experience or personal reflections?
  
2. Martin's vision is to foster collaboration with Fintech players, while Yumi suggests that most big banks are rigid, political, siloed, out of touch with customers, risk-averse, and change averse.
  - a. Do you agree or disagree? Explain your rationale.
  - b. What are some of the possible causes of these 'blockers' to transformation in Financial Institutions?
  - c. Any stories, observation, experience or personal reflections?
  
3. Yumi (Chief Digital & Innovation Officer) suggests that refocusing on clients, engaging Line Management and building internal capability must be strategic priorities. The Innovation Board is added to maintain integrity and control of the innovation portfolio.
  - a. Do you agree or disagree with those countermeasures?
  - b. What are some of the typical pitfalls that need to be anticipated?
  - c. Any stories, observation, experience or personal reflections?
  
4. Yumi mentions she'll assemble and lead a cross-functional SWAT team of 6-9 people, comprising three different profiles (business people, software engineers and designers).
  - a. Why are these three profiles important for the SWAT team?
  - b. What are some typical benefits such teams can provide?
  - c. Any stories, observation, experience or personal reflections?

Authored by Pascal Dennis and Laurent Simon

*Is digital transformation essential for the future of your organization?  
If so, how do you improve the odds of success?  
How do you win this uncertain new game?*

## **Harnessing Digital Disruption**

*will be published in fall 2020 by Taylor & Francis*

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### **Early praise**

Harnessing Digital Disruption captures the essence of digital transformation. The book integrates a foundation of Lean management with emerging digital methods in a systematic and appealing way. Essential reading for anyone facing the challenge of digital disruption.

**Paul COBBAN**, Chief Data and Transformation Officer @ DBS Bank (Singapore)

I really enjoyed the business novel format and the great illustrations. Harnessing Digital Disruption is a practical, step-by-step guide to innovation in highly regulated industries. Pascal and Laurent bring together disparate worlds:

- Developers, Designers and the Business
- Technology and Operations
- Clients and Bankers.

**Reuben ATHAIDE**, Head DevOps and Cloud Transformation @ Standard Chartered Bank (Singapore)

A page turner - I found myself connecting with the characters on a deeply personal level. I found myself thinking, that's exactly what I'm going through. This book should be compulsory reading for board members, executives and digital transformation teams who wish to ensure that their organizations stay competitive and relevant.

**Michelle Van STADEN**, Agile Transformation Leader @ Nedbank (South Africa)

Harnessing Digital Disruption is a practical guide that explains difficult ideas in a clear, understandable way. We were able to apply the approach and methods directly in our business. Full of practical insights, this book a must-read for Senior Executives and Intrapreneurs of traditional companies who need to reboot themselves

**Harry Zechman**, Chief Operating Officer @ Stoner Chemical (USA)