



DIGITALISING LEARNING:

THE NEW NORMAL

13 - 14 AUG 2020



















DIGITALISING LEARNING:

THE HUMAN PERSPECTIVE

13 AUG 2020

















Putting *Human* at Front & Center of Digitalisation



DBS transformation:

Story of digitalising banking and employee capability building

Use of 'Design Thinking' to ensure human-centricity

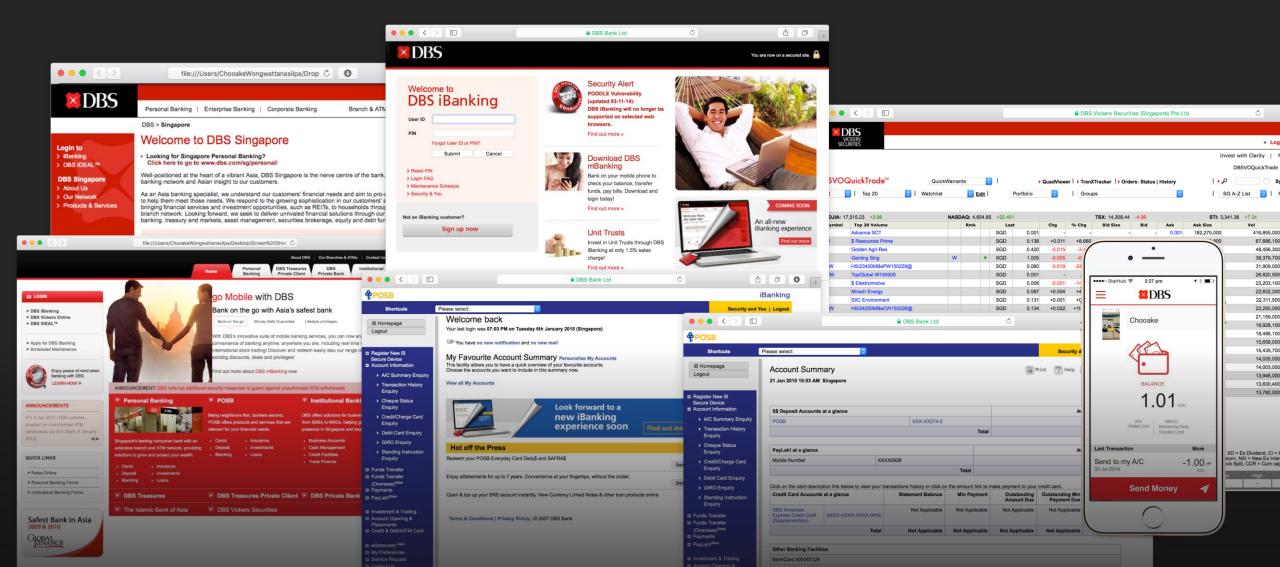
What worked well and less well

Next phase of DBS digitalisation

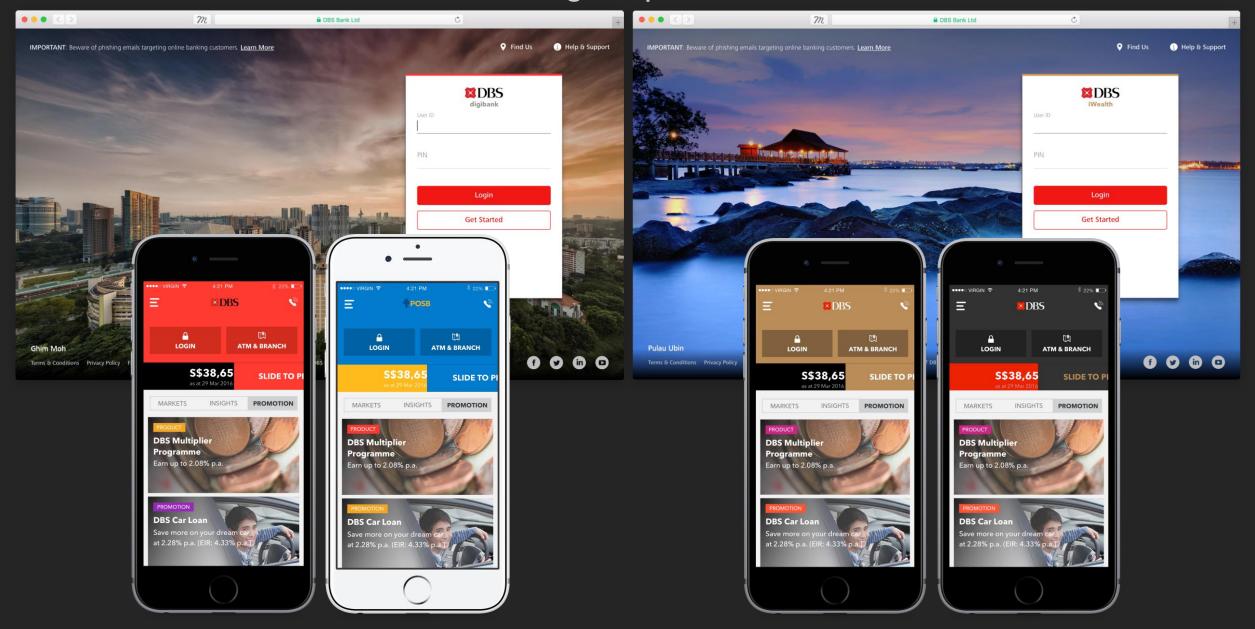
Story of digitalisation of banking and employee capability building

When did you feel that DBS Bank has transformed to be more modernised and consumer-friendly?

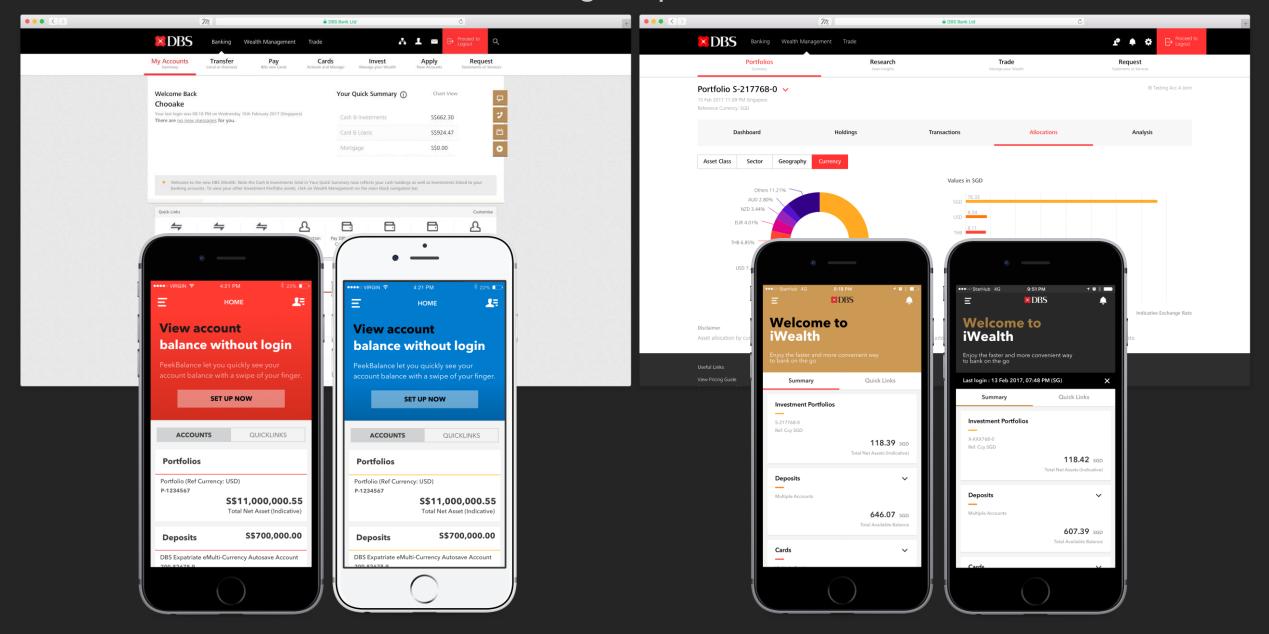
Our journey started in 2014...



Pre-login Experience



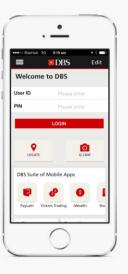
Post-login Experience

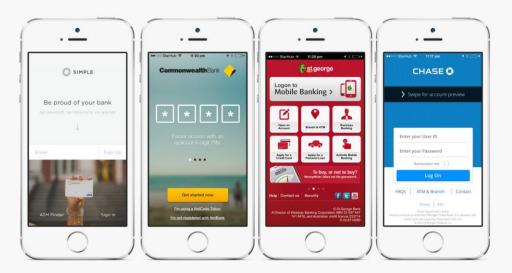


FIRST IMPRESSION

Within 3 seconds, the first screen not only sends an important message to our customers—to express our value, our design thinking, but also reinforces our brand.





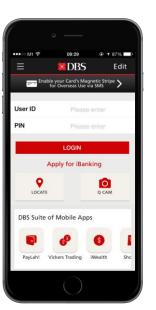




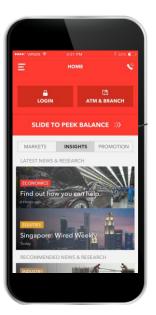
OUR MOBILE BANKING APP JOURNEY—SO FAR







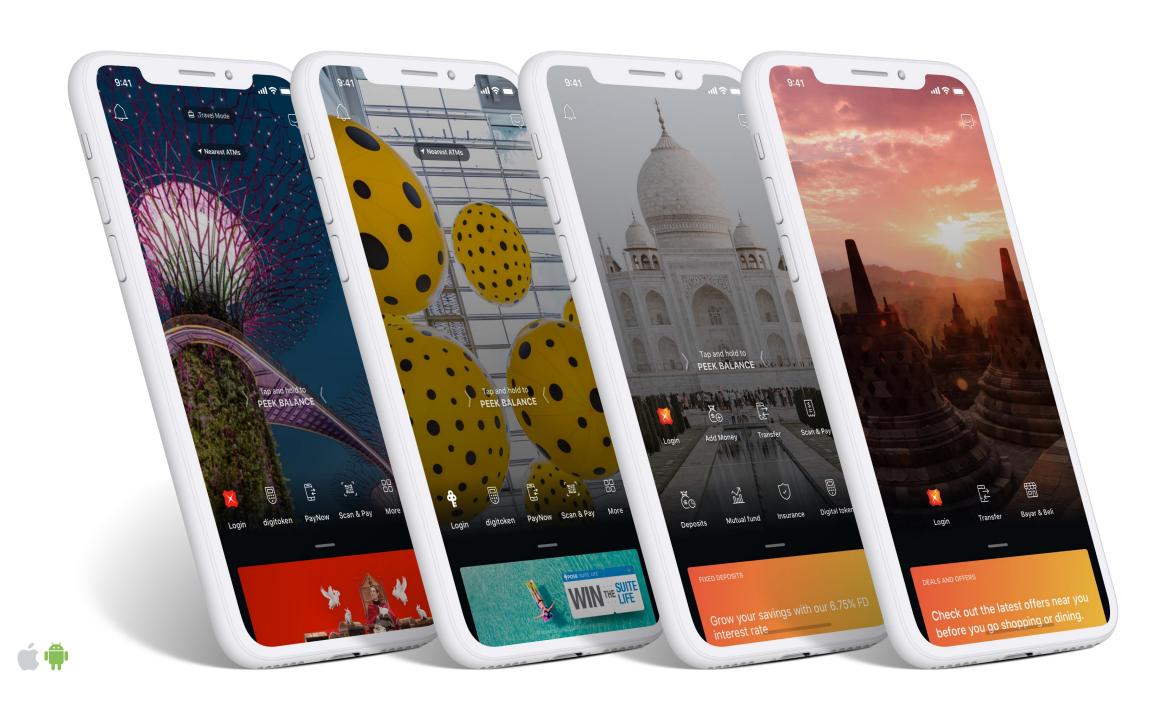








2010 2012 2013 **2014** 2016 2018 2019



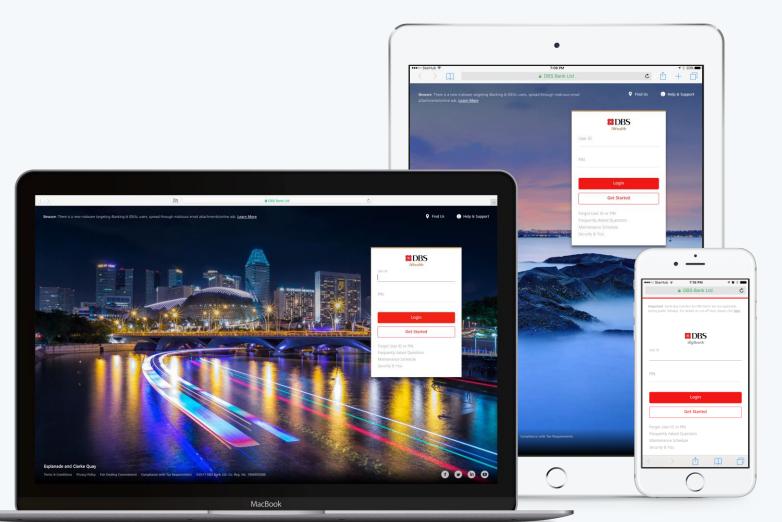
HOW IT

WORKS

Feels

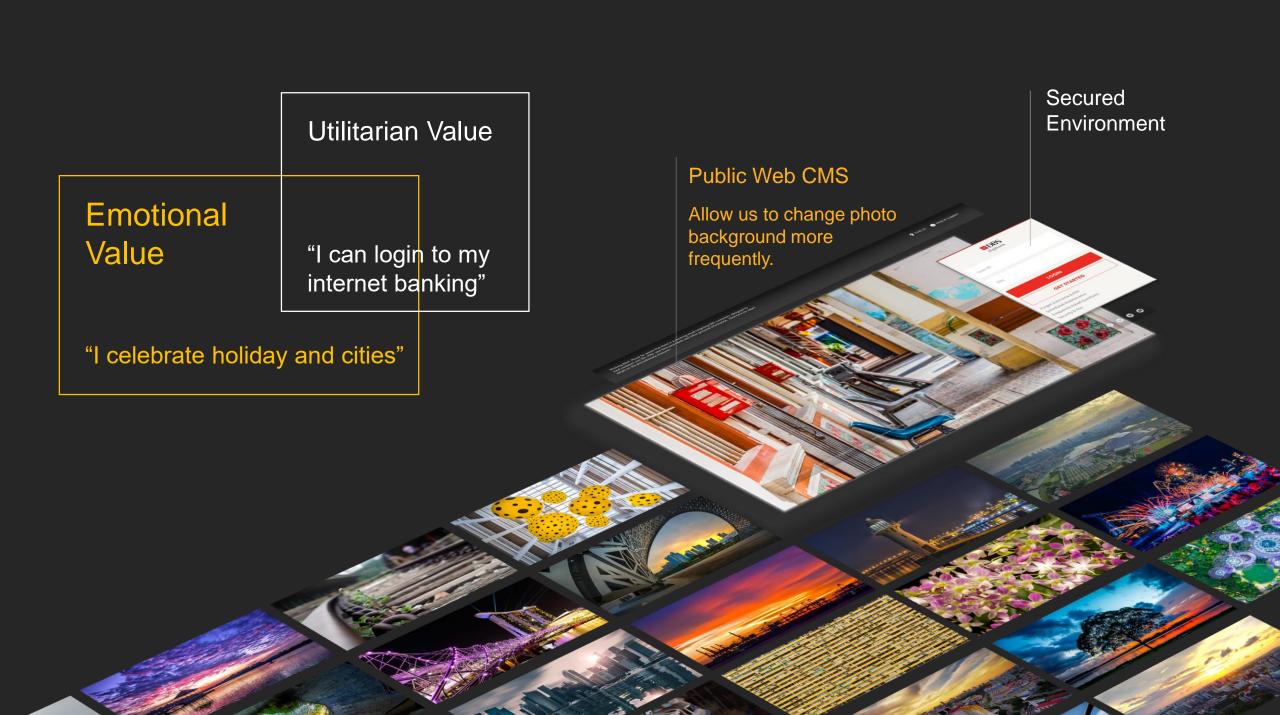
Utilitarian Value

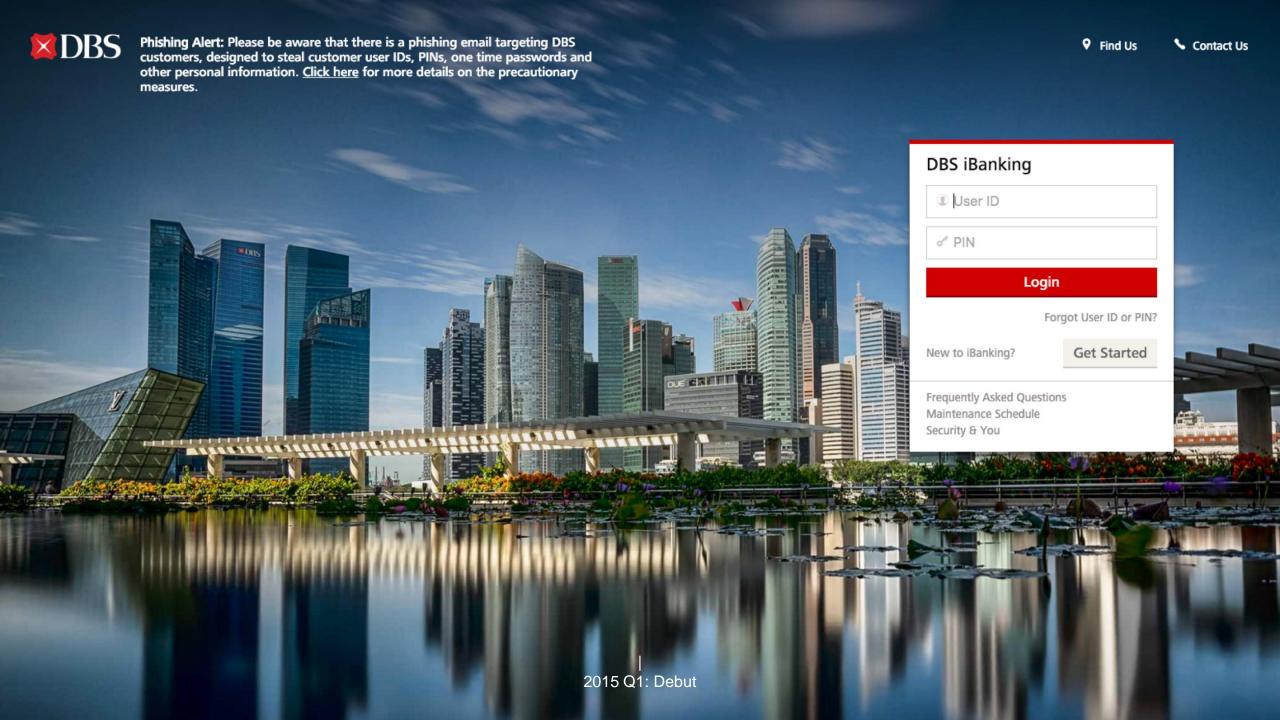
Emotional Value

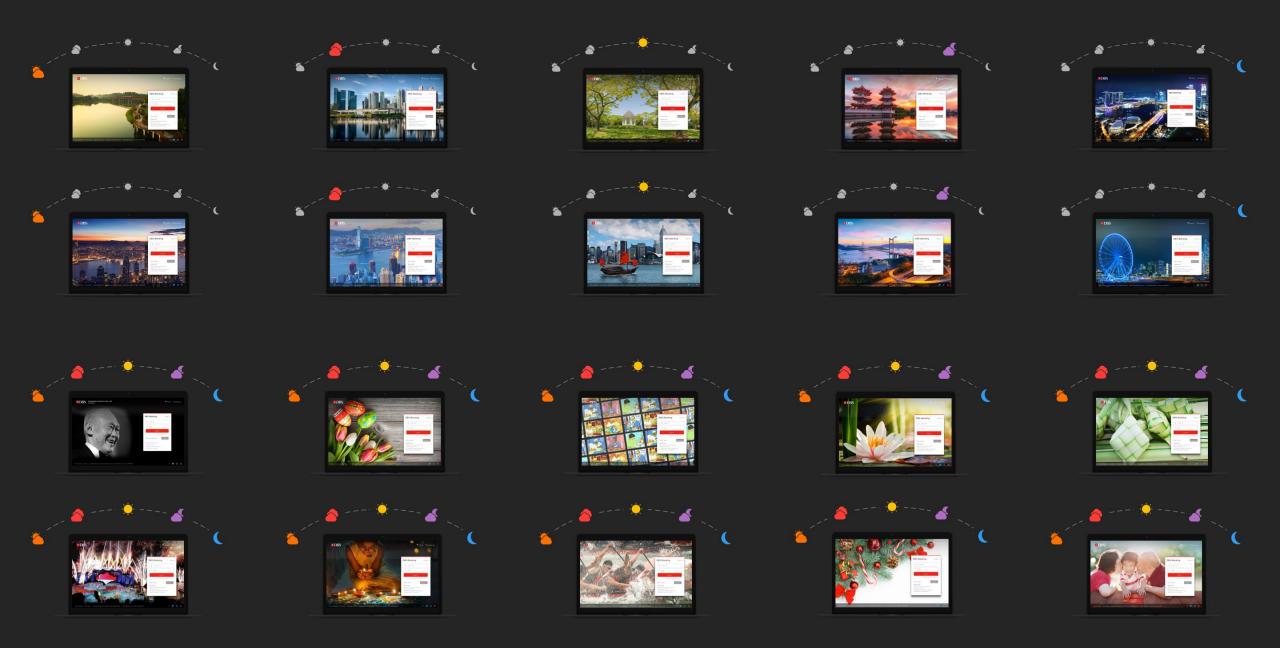


DBS iBanking Login

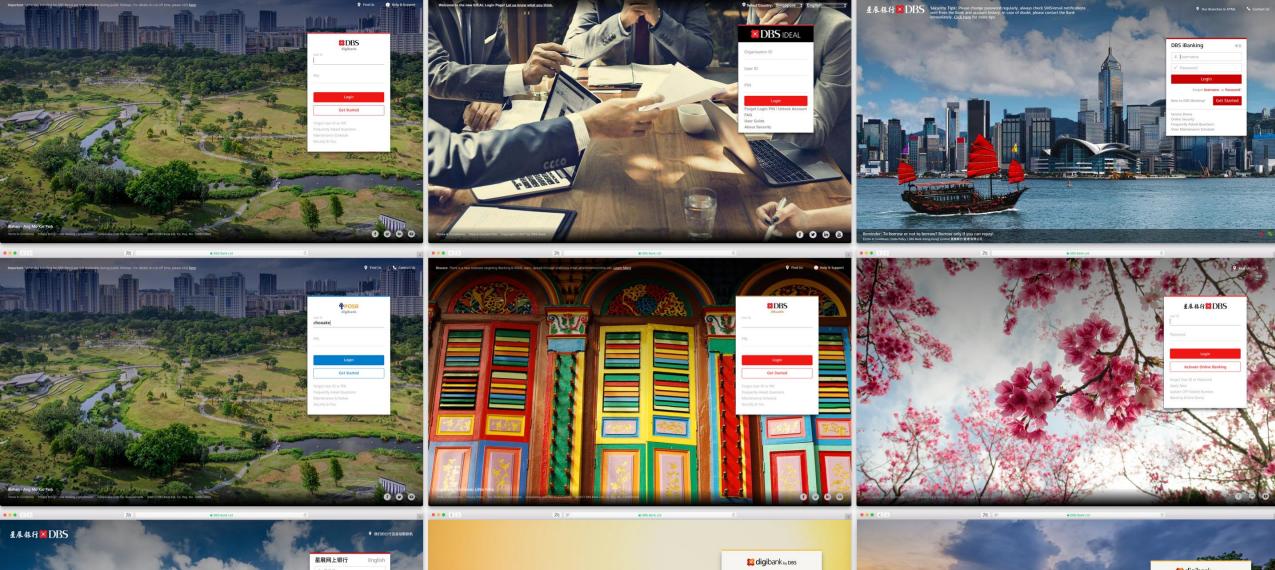
The Hidden Message





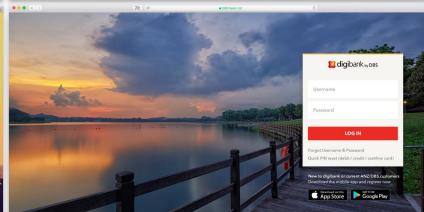


2015 Q2: Time Rotation & Events











Join Contest

The DBS iBanking Login photo competition aims to show your perspective of Singapore cultures and stand to win attractive prizes.

Eligibility

The contest is valid for DBS or non DBS customer

Entry Date

Apr 25, 2017 21:00 - May 10, 2017 11:00

Rewards

10 lucky winners will receive \$2,000 USI

Submission guideline

1. Both color and monochrome images will be accepted.

2 File size: up to 20 MP of image data

Your name will

be featured in

our login page

Iconic iBanking Login

01

Entry

Enter the contest by providing the information in the entry form on this web

11-21 June 2017

Million of people will see your awesome photo Opportunity - make it an iconic experience!

02

by your name, DBS customer since 2010

Judging

At the judging period, all entries will be posted onto this web

03

25 June 2017

DBS

Frequently Asked Questions

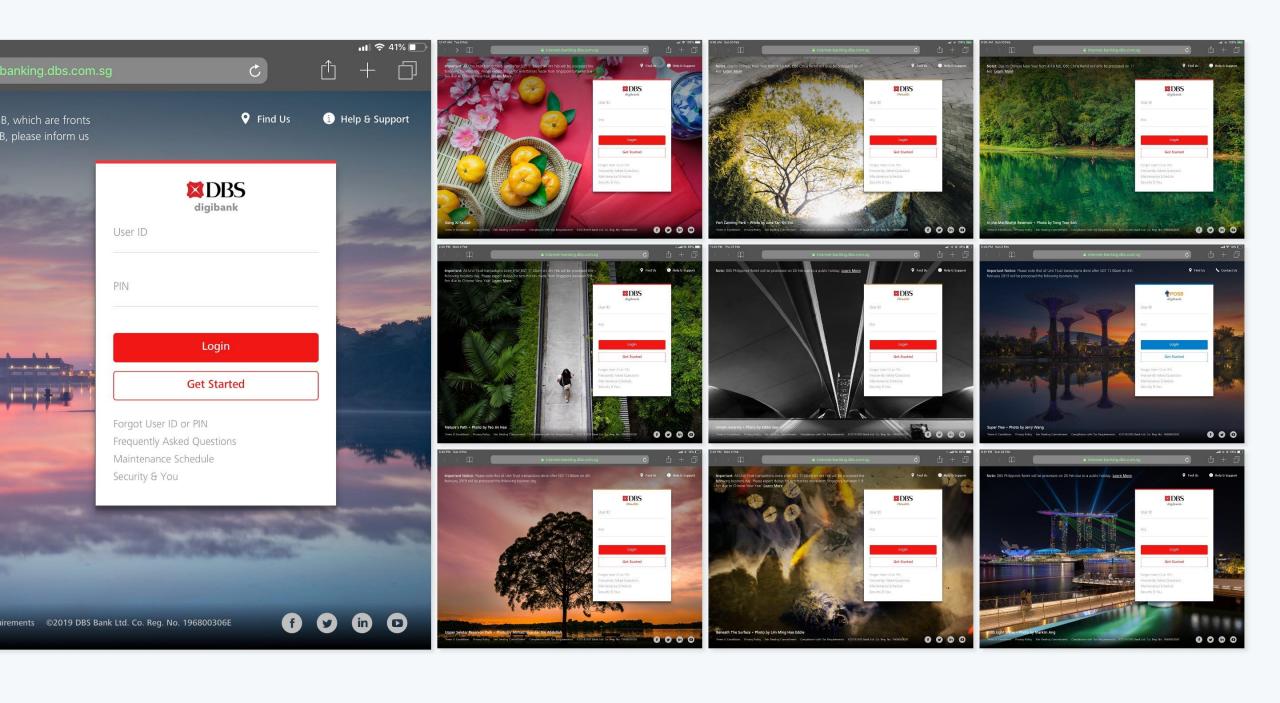
Notification

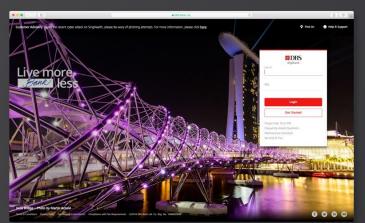
Winners will be notified via email sent to their registered email addresses

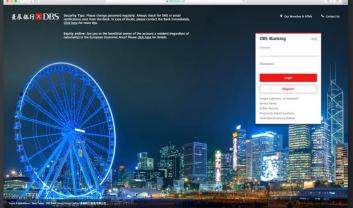
-10 June 2017

10 : 35

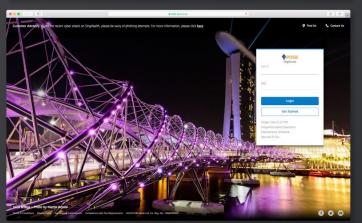
Hours Mins

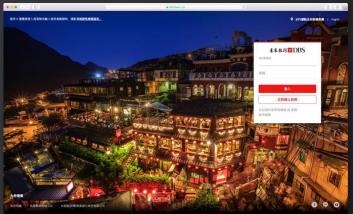




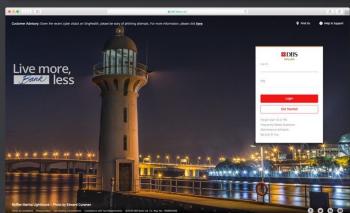


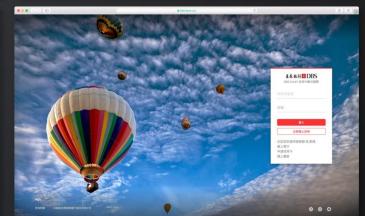






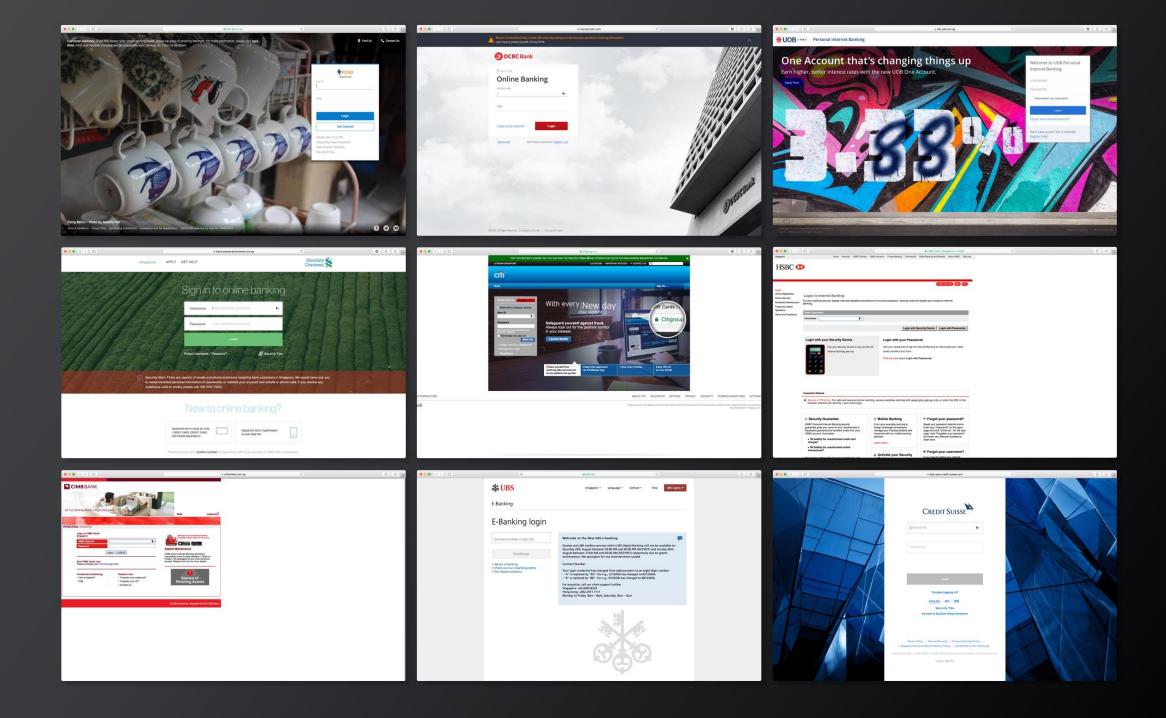








Singapore Hong Kong, Taiwan China, Indonesia, India



Tough times don't last, Tough people do.

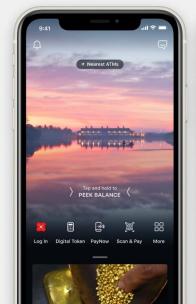
Collaborated with the community for SG United and went live in July

















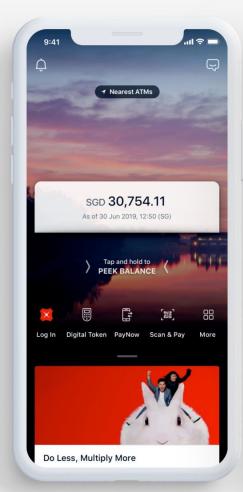


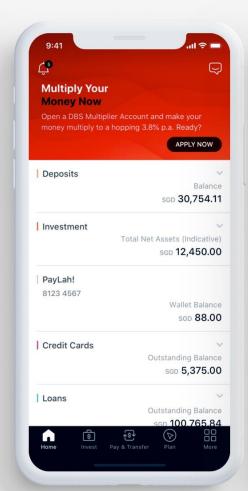


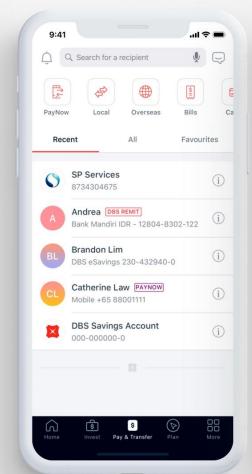


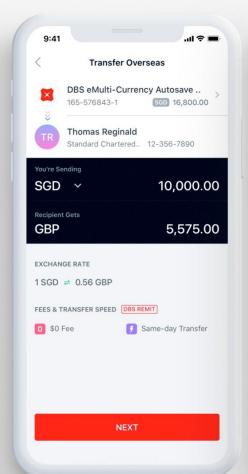
Beyond Numbers

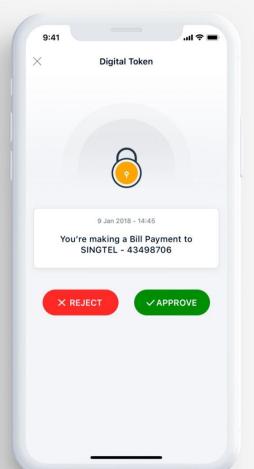


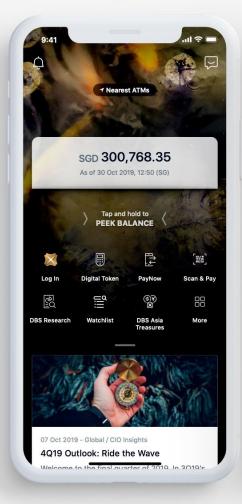


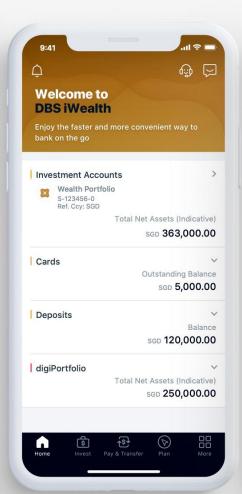


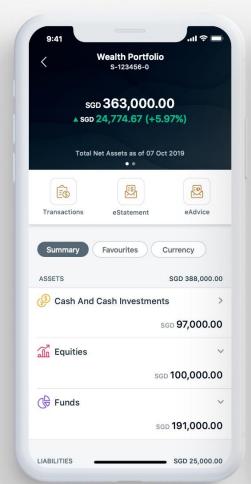


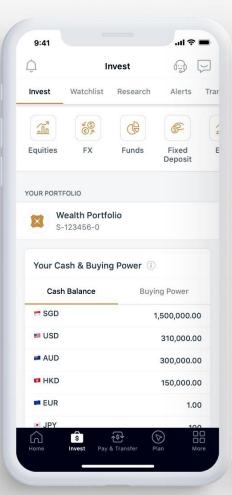


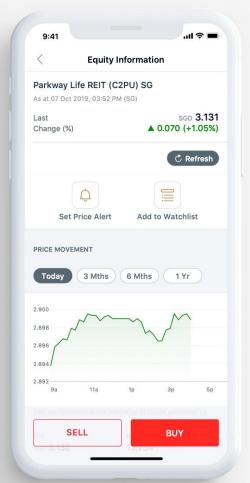


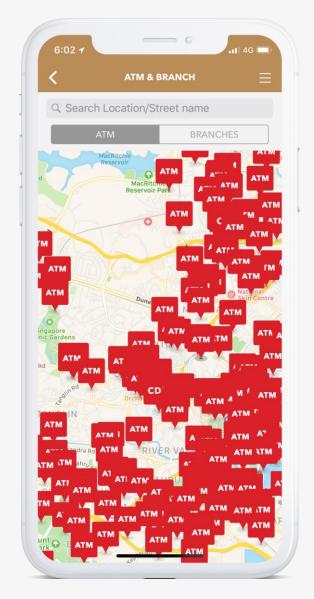


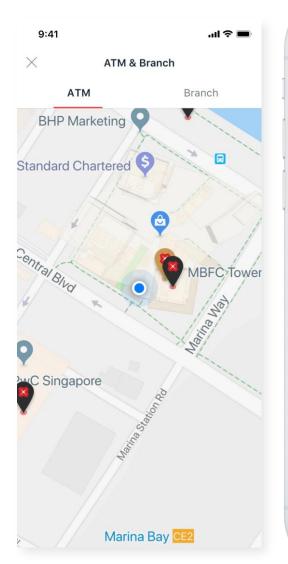


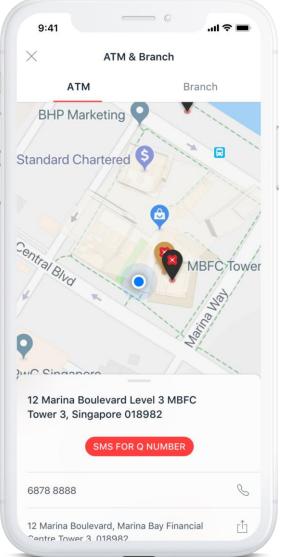








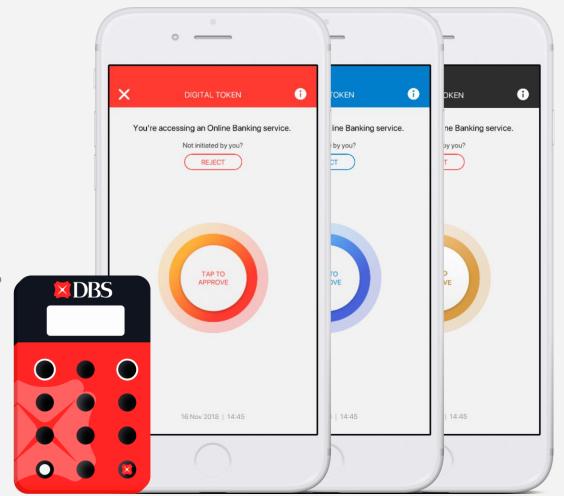




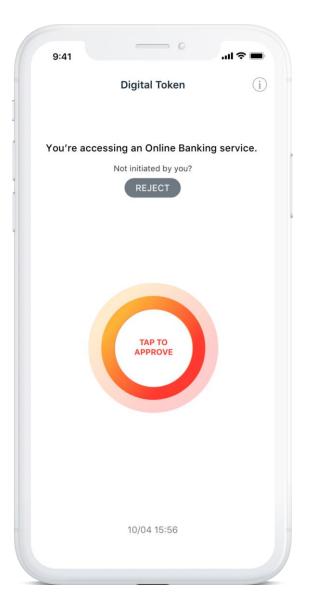
NOW 2018 AUG

NEW





NOW 2018 AUG



NEW

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Digital Token

(i)

You're adding <display_payee_name_xxxxxxxx> (A/C: XXXXX1234) as a recipient for Funds Transfer to Other DBS/POSB Acc

10/04 15:56



Not initiated by you?

REJECT

.ııl ≎ 🔲 9:41

Digital Token



You're adding <display_payee_name_xxxxxxxx> (A/C: XXXXX1234) as a recipient for Funds Transfer to Other DBS/POSB Acc

10/04 15:56



Not initiated by you?

REJECT

9:41



Digital Token



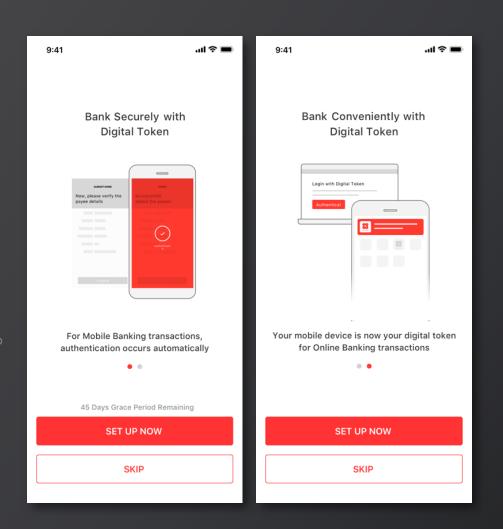
You're adding <display_payee_name_xxxxxxxxxxxxx</pre> (A/C: XXXXX1234) as a recipient for Funds Transfer to Other DBS/POSB Acc.

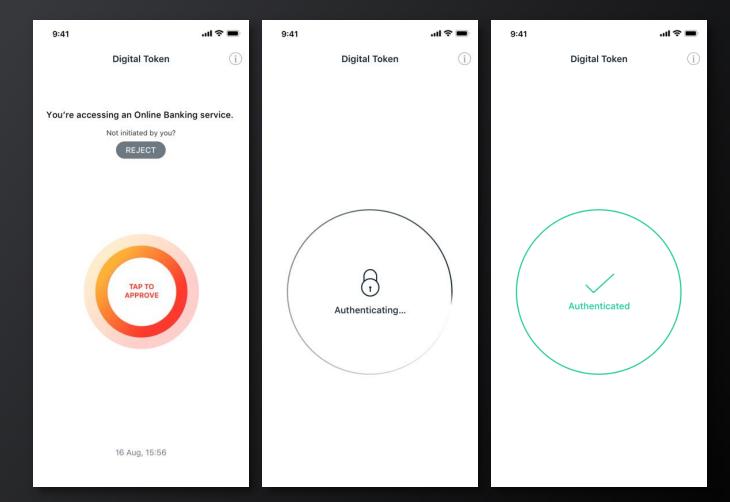
Not initiated by you?

REJECT



16 Nov 2018 | 14:45





Use of 'Design Thinking' to ensure human-centricity

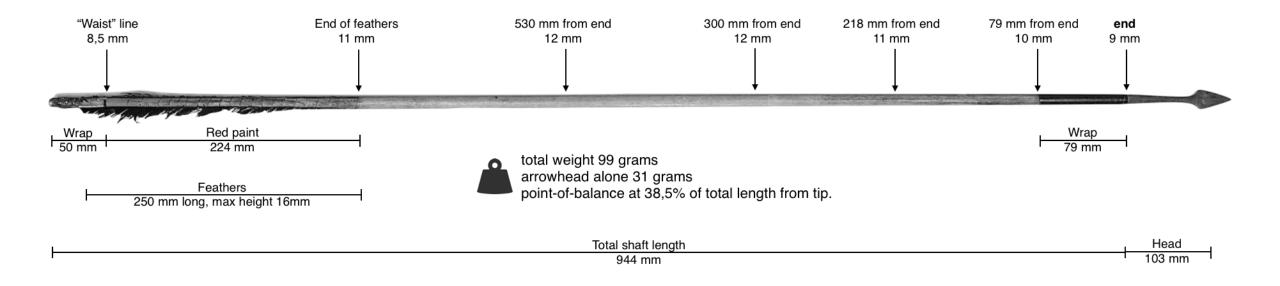


Design is not just an art.

Design is a complex, often elusive phenomenon that has changed dramatically over time by adopting different guises, meanings and objectives in different contexts, but its elemental role is to act as an agent of change, which can help us to make sense of what is happening around us, and to turn it to our advantage.



Lengths and thicknesses of a Qing war arrow



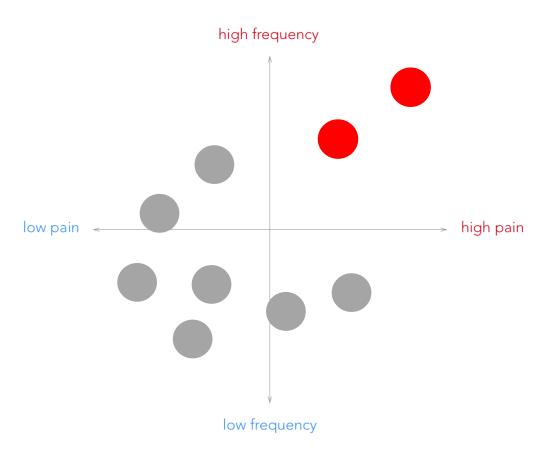


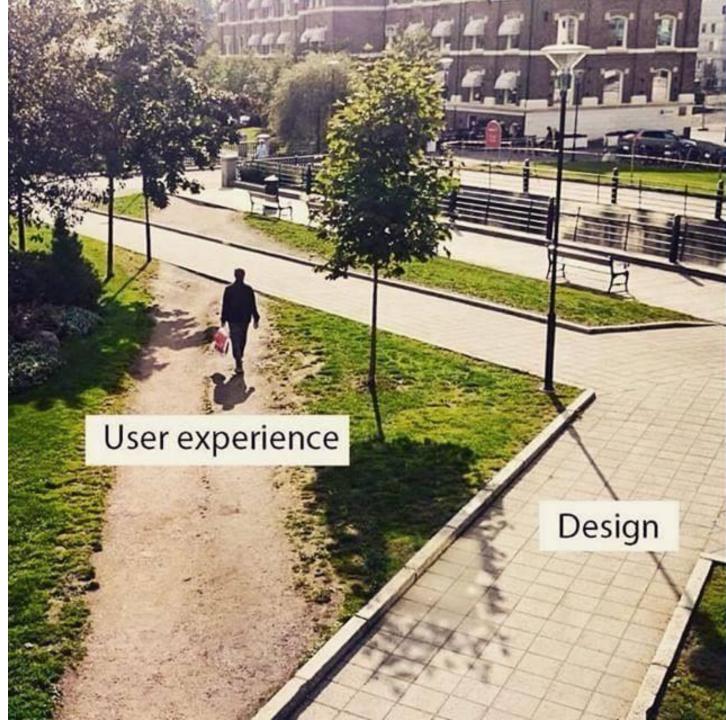
Archers were critical in determining the outcome of every stage of combat in Ying Zheng's era, but their weapons were made by hand, often to different specifications. If an archer ran out of arrows during a battle, it was generally impossible for him to fire another warrior's arrows from his bow. Similarly, if he was killed or injured, his remaining ammunition would be useless to his comrades. And if a bow broke, that archer's arrows risked being wasted.

The same problems applied to more complex weapons like crossbows. The result was that an army's progress was often impeded by weapons failure because its archers were unable to fight at full efficiency, if at all.

WHY WE SHOULD BUILD WITH HCD?

To build something that people really use







so, what is ux & content? Can you find

- I. An ergonomic seat designed for one person
- 2. Optical lenses invented by Benjamin Franklin
- Alcoholic mixture invented by Dr. Lain Marshall
- Incandescent device invented by ThomasEdison
- Fabric made on a loom invented by JM Jacquard
- 6. Rouge Royale (marble)
- 7. Baskerville Light (typography)
- 8. Domesticated mammal



WITH UX CONTENT

An easier way to look at

- I. Armchairs
- 2. Bifocal eyeglasses
- 3. Manhattan Cocktail
- 4. Light bulb
- 5. Wool pullover
- 6. Tabletop
- 7. Book
- 8. Cat



USER'S Job-To-Be-Done How user value

The meaningful way for:

- I. Armchairs
- 2. Bifocal eyeglasses
- 3. Manhattan Cocktail
- 4. Light bulb
- 5. Wool pullover
- 6. Tabletop
- 7. Book
- 8. Cat > Companionship

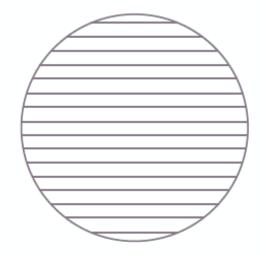


WHAT IS ACTUALLY USER EXPERIENCE (UX)? Functionality In Full Scope Prototyping A user is a person who uses a computer or network service. Frontend Users generally use a system or a software product without Information Process Design the technical expertise required to fully understand it. Candidate Offer Interface Usability nginerring Performance Simplicity Backend Information User (computing) - Wikipedia Process Design https://en.wikipedia.org/wiki/User (computing) UX Business Styleguide Plan Consistency experience Visual Design **Business Analysis** Development /ık'spıərıəns,ɛk-/ •

) Surface noun Market Design Communication 1. practical contact with and observation of facts or events. "he had learned his lesson by painful experience" Business synonyms: involvement in, participation in; More Look & Feel Case 2. an event or occurrence which leaves an impression on someone. Marketing "audition day is an enjoyable experience for any seven-year old" synonyms: incident, occurrence, event, happening, affair, episode, encounter; verb 1. encounter or undergo (an event or occurrence). "the company is experiencing difficulties"

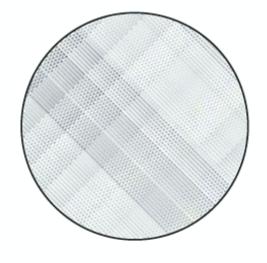
synonyms; undergo, encounter, meet, have experience of, come into contact with, run into, come

Three Type of Design



DESIGN: "CLASSICAL DESIGN"

There's a right way to make what is perfect, crafted, and complete



BUSINESS: "DESIGN THINKING"

Because execution has outpaced innovation, and experience matters



TECHNOLOGY: "COMPUTATIONAL DESIGN"

Designing for billions of individual people and in realtime, is at scale and TBD

Driver/ the Industrial Revolution, and prior to that at least a few millennia of ferment.

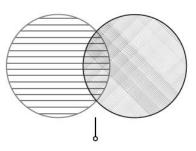
Driver/ the need to innovate in relation to individual customer needs requires empathy.

Driver/ the impact of Moore's Law, mobile computing, and the latest tech paradigms.

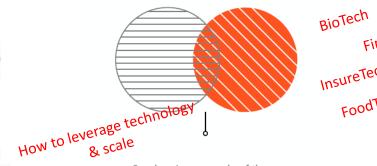
Design

Digital Product/Services

How to solve problems



Overlapping example of these two kinds of design: A design consultancy like IDEO, Frog, or a B-school program like Yale SOM, or a classic consultancy like McKinsey, Accenture, BCG.



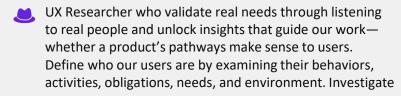
InsureTech FoodTech

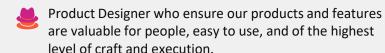
FinTech

Overlapping example of these two kinds of design: A smartphone, laptop, robot, and any human-facing IoT device.

	CLASSICAL DESIGN	DESIGN THINKING	COMPUTATIONAL DESIGN
Emphasis On	Practice	Strategy	Few to Billions
Raw Materials	Paper, Wood, Metal, and Anything Physical	Post-Its, Whiteboards, and Team Membe Time	Instantaneously Delivered Over the Net
Goal Orientation	Ship a Perfect Product/Object	Foster Constructive Divergence	No It's always evolving.
Impact is Evaluated By	Acceptance, Adoption, and Awards	A Specific Product or Feature That Resulted	Generally High, but Open to Analyzing Testing/Research
Involves Primarily	Classical Designers	Business Thinkers/Doers	Data, Models, Algorithms, and Anything Virtual
Skills With Tools Are Generally Grounded In	Hands and Laws of Physics	Mind and Organizational Sciences	Mind and Computer + Social Sciences

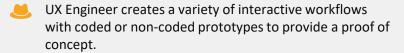
SEVEN HATS OF UX





Interaction Designer map how users can easily move through a product to achieve their goals.

Visual Designer build upon the design theories established by an interaction designer and apply typographical hierarchy, color, material patterns, and iconography.



Design Producer/Program Manager combining expert project management skills with a passion for user experience, who connect teams and enable effective collaboration. Own the design processes, that enable the designers to function effectively, and happily delivering beautiful designs to DBS customer.

UX Writer/Content Strategist who design with words, give our products a voice and maintain content systems that ensure our products have consistency, clarity and compassion. Aanalyze the user's language and understand how to speak to users in their own terms.

Manager who lead and mentor teams to guide them to success, and advocate for design across the company.



DBS CBG UX & Design (2014–2018)

JIVERSITY 2 Countries 7 Countries 8 Countries 10 Countries 13 Countries Bov 100:00 Girls Boy 80:20 Girls Boy 70:30 Girls Boy 65:35 Girls Boy 50:50 Girls 2 team member 8 team member 15 team member 34 team member 40+ team member 8 Manager 2 Intern 7 Manager 1 Design Producer* CAPABILITIES 2 Writer* 7 Manager 1 Intern* 5 UX engineer 5 UX engineer 5 UX engineer 1 Designer 6 Designer 16 Designer 22 Designer 33 Designer 1 Researcher 2 Researcher 4 Researcher 4 Researcher 5 Researcher 2014 2015 2016 2017 2018 **SVP SVP** Executive Director* **Executive Director** Managing Director* CAREER PATH VP VΡ **SVP** SVP **Executive Director** VΡ Associate VP Associate VP VP **SVP** VP Sr. Associate Sr. Associate Associate VP Associate VP Associate Sr. Associate Associate VP Associate Sr. Associate Analyst Analyst Associate Associate Sr. Associate Analyst **Analyst** Associate



15 Countries
Boy 50:50 Girls
59+ team member
CBG39, IBG8, MOT6

8 Manager
3 Intern
2 Design Producer
3 Writer
6 UX engineer
35 Designer
10 Researcher



2019

Chief Design Officer (CDO)
Managing Director (MD)
Executive Director
SVP
VP
Associate VP
Sr. Associate
Associate
Analyst

Intern

Analyst

Intern

Intern

DBS UX & Design (2019–2024)



15 Countries Boy 50:50 Girls **59+** team member



17 Countries Boy 50:50 Girls 90+ team member

8 Manager 3 Intern 2 Design Producer 3 Writer 6 UX engineer 35 Designer 10 Researcher

Design Producer Writer **UX** engineer **Product Designer** Researcher

Design Manager Intern

Motion Graphic* Film Maker* Illustrator*

2019

2020

2021

Chief Design Officer Managing Chief Design Officer Managing

Director

Executive Director

SVP VP

Associate VP Sr. Associate

Associate

Analyst Intern

Director **Executive Director** SVP VP Associate VP Sr. Associate

Associate Analyst Intern



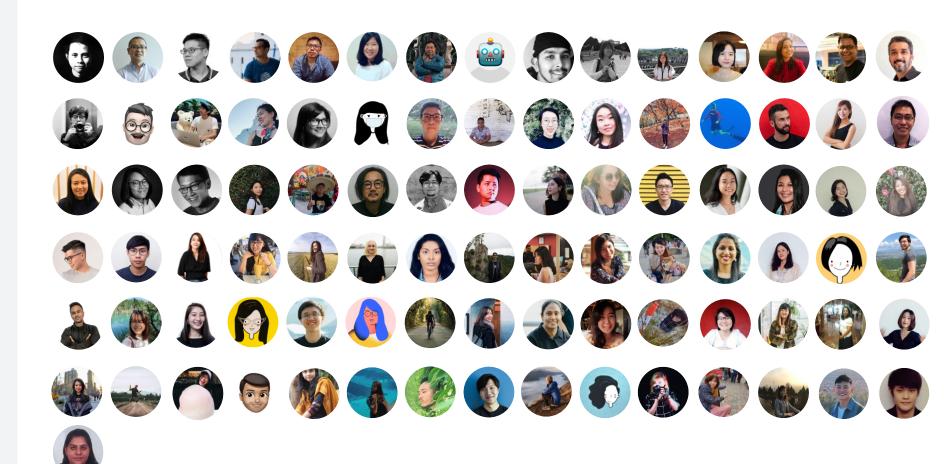


OUR DESIGN TEAM

90+ members from 17 countries.

We speak Indonesian,
Japanese, Finnish, Mandarin,
Cantonese, Hokkien, Latvian,
Ming Nan, Hindi, Malay,
Tagalog, Thai, Ukrainian, and
English (plus one British
accent)





DIVERSITY

We have been working with different industries, different companies and cultures.

From financial & banking, tech, design agencies, start-up, etc.











































































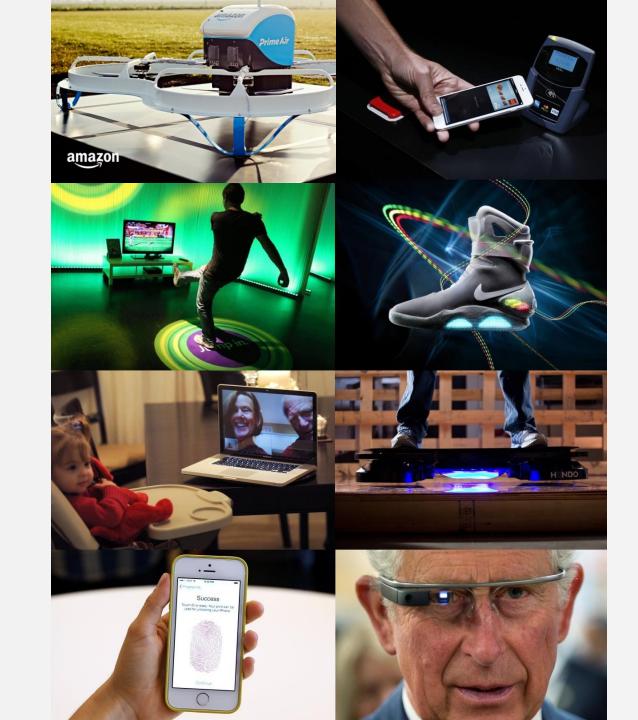
Imagination Inspire Co-Design

DESIGN INSPIRE THE FUTURE

The world's most valuable companies such as Apple, Google, Nike, Facebook, Netflix, Airbnb, UBER or Tesla are inspired by user experience & design, not just great technology.

"Inspiration unlocks the future; technology will catch up".





Less but Better.

Adding more features/functions do not make a product better.







Simplify this...

On/Off Quick OSD (On-screen display menu) FL Select (Change the display on DVD player) Open/Close (Eject DVD) Advanced Disc Review (Review playlist) AV Enhancer (Adjust audio and video) Repeat (Repeat play) Multi Re-Master (Improve audio quality) Numeric Keypad Depth Enhancer (Reduce picture 'noise') Manual Skip (Skip 30 seconds forward) Quick Replay (Skip back a few seconds) Cancel Skip Forward Skip Back Slow Forward Slow Back Stop Pause Direct Navigator/Top Menu (Main menu) Play List/Menu (Show a disk menu or play list) Functions (Change on-screen menu) Return (Return to previous menu) Up Arrow Down Arrow Left Arrow Right Arrow Enter Subtitle Audio (Change soundtracks) Angle/Page (Change angle/advance still pictures) Setup (Quick setup menu) Play Mode (All/group/random play) Play Speed (Change play speed) Group (Selects groups of items to play)



On/Off Quick OSD (On-screen display menu) FL Select (Change the display on DVD player) Open/Close (Eject DVD) Advanced Disc Review (Review playlist) AV Enhancer (Adjust audio and video) Repeat (Repeat play) Multi Re-Master (Improve audio quality) Numeric Keypad Depth Enhancer (Reduce picture 'noise') Manual Skip (Skip 30 seconds forward) Quick Replay (Skip back a few seconds) Cancel Skip Forward Skip Back Slow Forward Slow Back Stop Pause Direct Navigator/Top Menu (Main menu) Play List/Menu (Show a disk menu or play list) Functions (Change on-screen menu) Return (Return to previous menu) Up Arrow Down Arrow Left Arrow Right Arrow Enter Subtitle Audio (Change soundtracks) Angle/Page (Change angle/advance still pictures) Setup (Quick setup menu) Play Mode (All/group/random play) Play Speed (Change play speed) Group (Selects groups of items to play)

Simplify this...



The most obvious way to simplify is to remove what's unnecessary.



Organizing is often the quickest way to make things simpler.

Simplify this...



Hiding some features is a low-cost solution. But which features should you hide?



Why not take some buttons off the remote and use an on-screen menu instead?

Simplify — **Design Strategies**

1. Remove 2. Organise 3. Hide 4. Displace









Remove

Designing Brand/Product vs Designing Its Experience

PRODUCT UI UX









2001 Upside-Down Bottle



2012 Plant Bottle





Settle Credit Card Bill

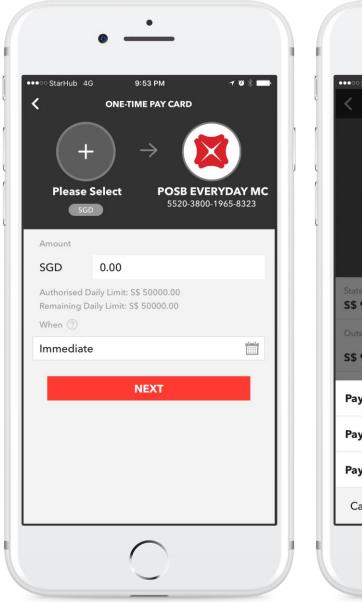
JTBD: I want to settle my card bill.

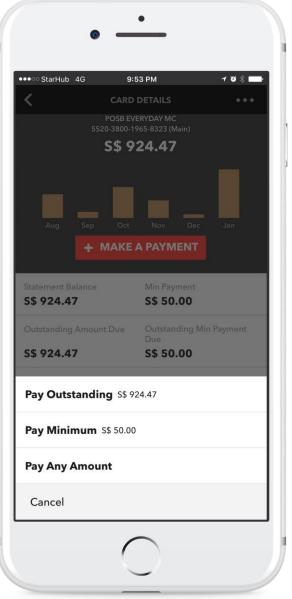
Problem:

User don't remember the amount to pay.

Interaction Model:

- Click on [Make A Payment]
- Action Sheet appears from below that allow user to pay fully, minimum or partially.



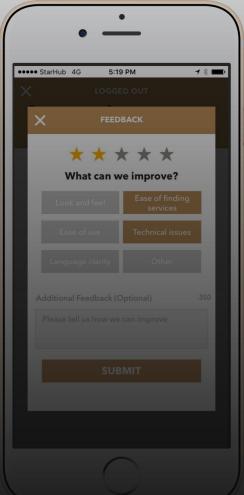


Without Action Sheets

Action Sheets provides contextual info

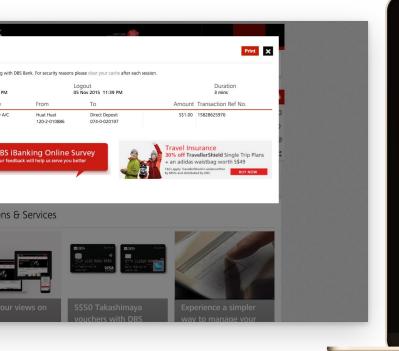


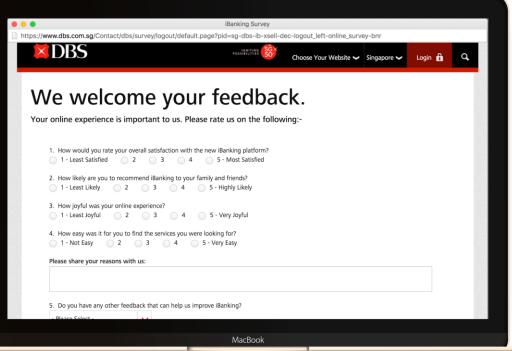


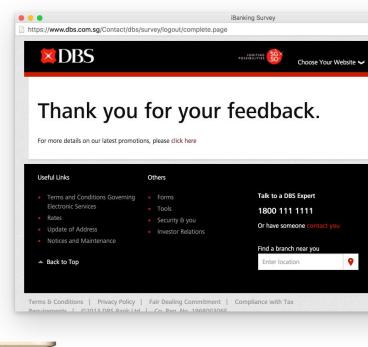


BEFORE

~2,000 responses per month



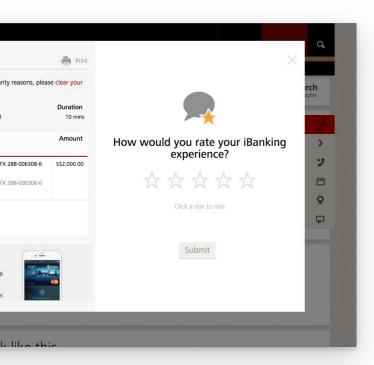


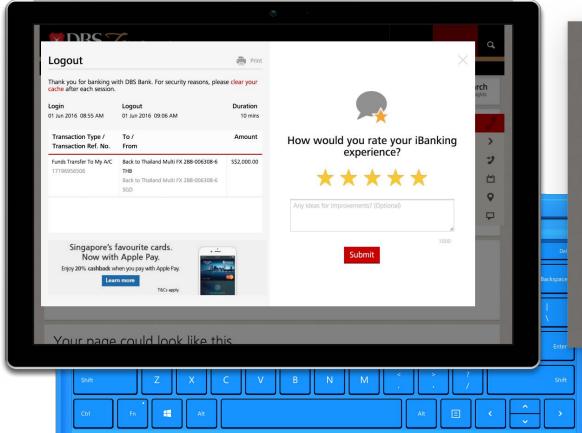


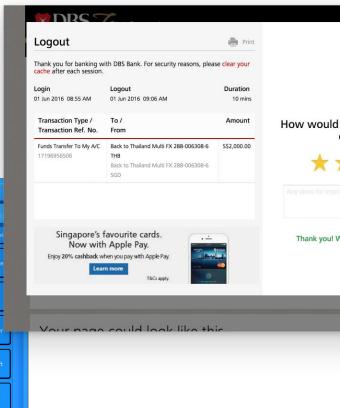
NOW (LAUNCHED 2016 MAY)

User engagement up 5,160%

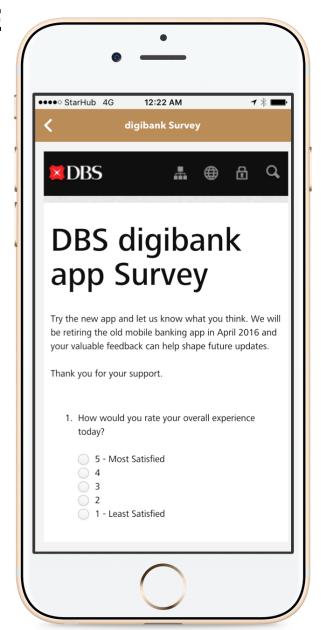
~3,440 responses per day

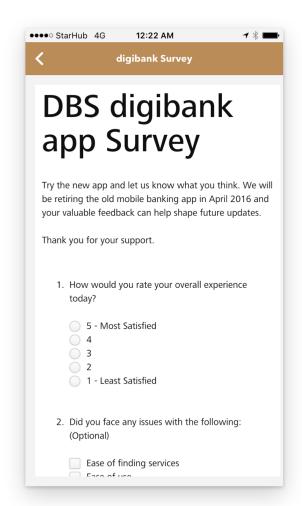


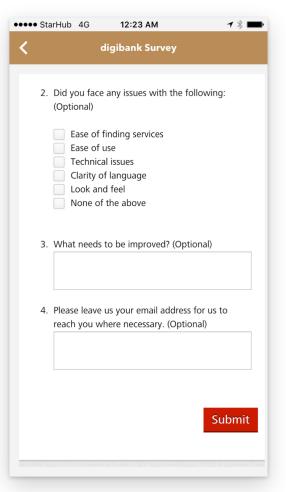




BEFORE



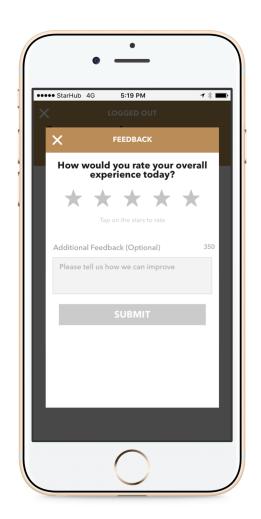


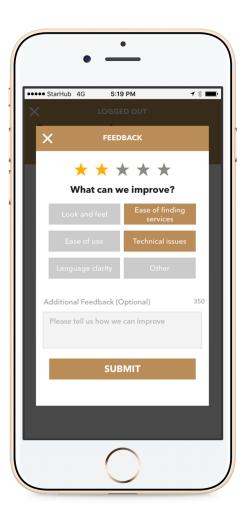


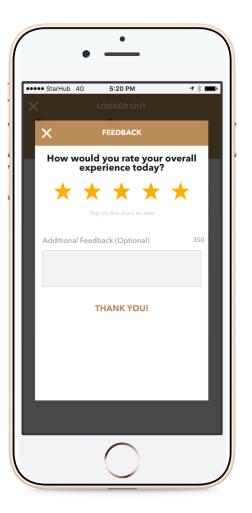
NOW (LAUNCHED IN 2016 JUNE)

User engagement up 928%

~2,163 responses per day







What worked well and less well

1.

Have one profound idea.

WHY

Because ambiguity is the enemy of good user experience

OUTCOME

Innovative and impactful products that people really want and need

Inject emotion to go from transactional to magical.

WHY

Because we humans are emotional beings and money is an emotional topic

OUTCOME

An emotional bond with our customers

Be upfront & transparent.

WHY

Because it is the right thing to do

OUTCOME

Loyal customers

Do the hard work to make it simple.

WHY

Because there is no silver bullet for simplicity; It's all just hard work

OUTCOME

Experiences that feel effortless

Follow through & pay attention to detail.

WHY

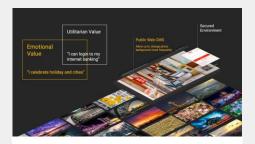
Because our design is not what's on Sketch; It's what gets shipped

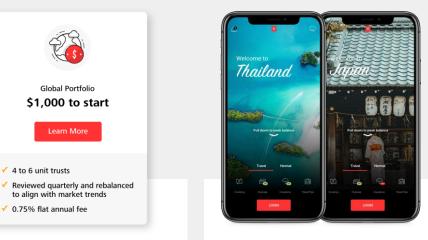
OUTCOME

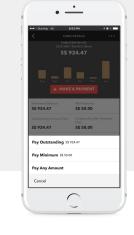
Better products for our customers; Inspiration for other designers

HOW WE DESIGN BRAND EXPERIENCE WITH CUSTOMER OBSESSION SPIRIT









Have One Profound Idea

Inject Emotion Value

Be Upfront and Transparent

Do the Hard Work to Make It Simple

Follow Through & Pay Attention To Detail

Ambiguity is the enemy of good user experience.

Money is an emotional topic. We humans are emotional beings. We don't hide from emotions. We celebrate them.

We have confidence in our products and respect for our customers. We tell it like it is. We don't hide fees or bad news. And because it is the right thing to do.

'Effortless'/simplicity is not one thing. There is no silver bullet that can make a product effortless or simple. It's a lot of hard work and attention to detail.

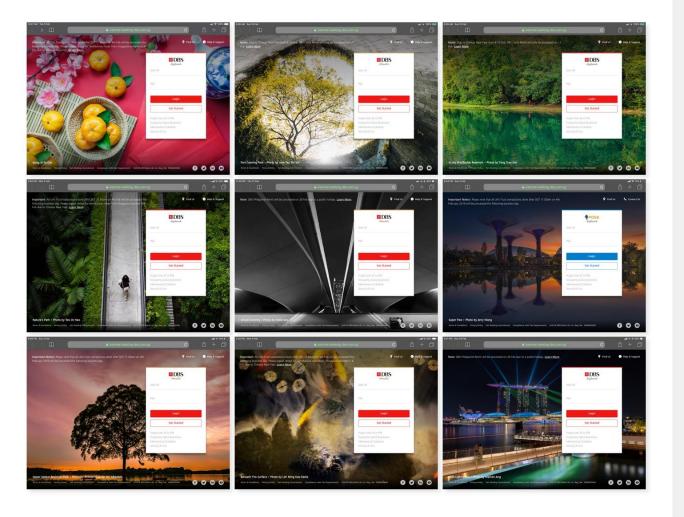
Craft the experience with all the small details. Even if it may feel like invisible to customers.

Innovative and impactful products that people really want and need. | A clear vision and strategy

Sticky products that bring joy to the everyday. An emotional bond with our customers.

Loyal customers who don't abandon us the moment a new thing comes along. |
Trust | Ethical products and services | Sustainable relationships with our customers

But when it all comes together. Experiences that feel effortless | Competitive products Better products for our customers. Inspiration for others



The Hidden Messages

S\$21,58

SLIDE TO PEE

A Small Happiness

SGD 1,979.11

As of 30 Jul 2018, 12:50 (SG)

LAST TRANSACTION

Ezra Miykal

Remittance - 29 Jul, 2.35PM

SGD 9,250.80

Limited Edt, Sommerset

Debit Card Txn - 28 Jul, 4.46PM

SGD 1,280.00

Sweelee Star Vista

Debit Card Txn - 19 Jul, 1.13PM

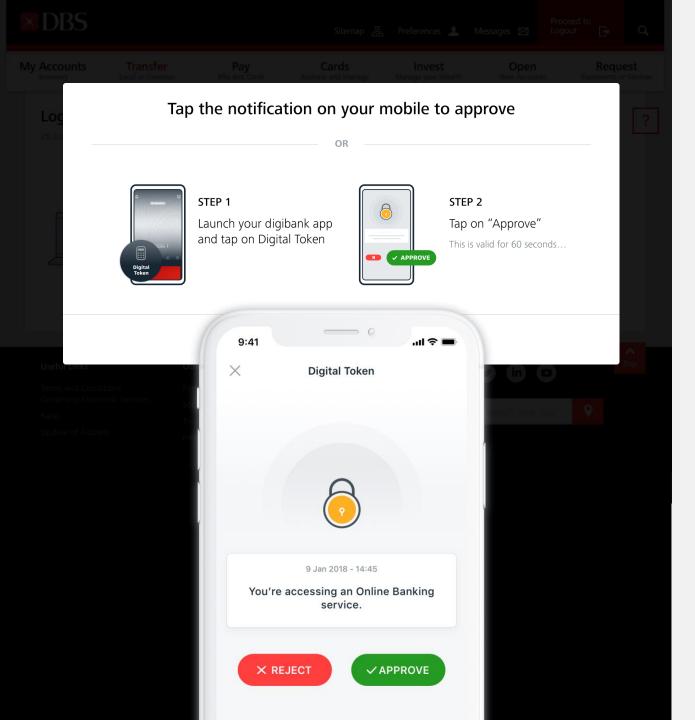
SGD 997.00

Tap and hold to PEEK BALANCE

Peace of Mind



Goodbye Hard Token



Digital Token (2019)



Beyond Numbers

The Projector Singapore Sgp Woman's World Card •••• 0033 SGD 26.00 Offset with DBS Points Your Balance: 1,098 1,000 Ø SGD -10.00 SGD 16.00 Amount After Offset **OFFSET NOW**



How would you rate your overall experience today? \times $\star\star\star\star\star$ Fair What can we improve? How would you rate your overall experience today? Look and feel $\star\star\star\star\star$ Ease of finding services Excellent Ease of use Feedback (optional) Technical issues Maximum (0/350) characters Language clarity Other Feedback (optional) Maximum (0/350) characters **SUBMIT** SUBMIT

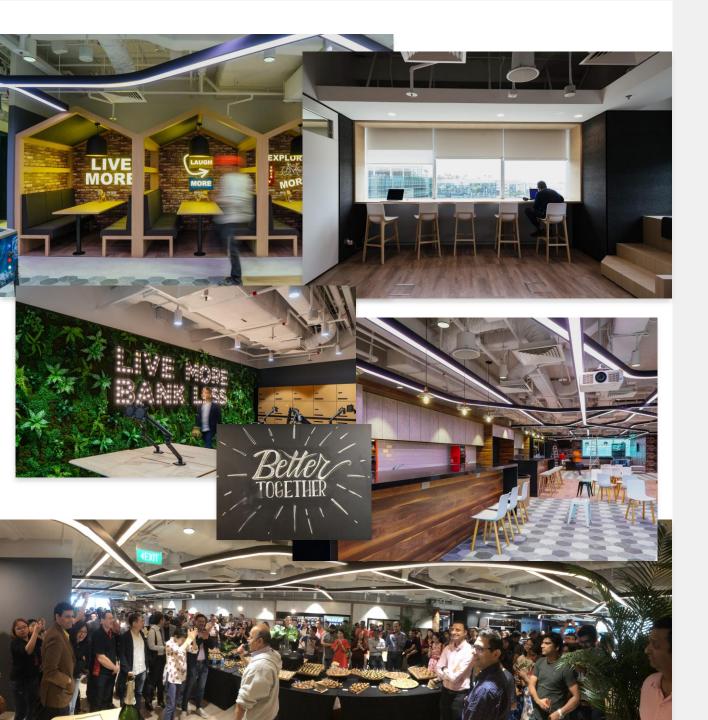
Always Co-design with customers

Launched in collaboration with the prestigious Japan Good Design Mark in 2013, the SG Mark is considered one of the definitive benchmarks for design excellence, and endorses products and projects that incorporate exceptional design to enhance living and increase **productivity**. The SG Mark is given out by the Design Business Chamber of Singapore (DBCS).

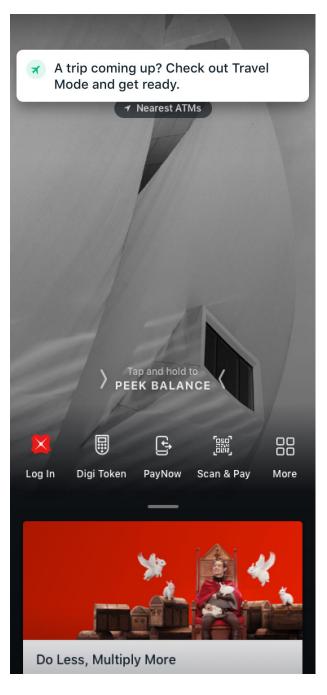
This year has seen the most number of DBS projects being awarded the SG Mark to date, more than doubling last year's tally.

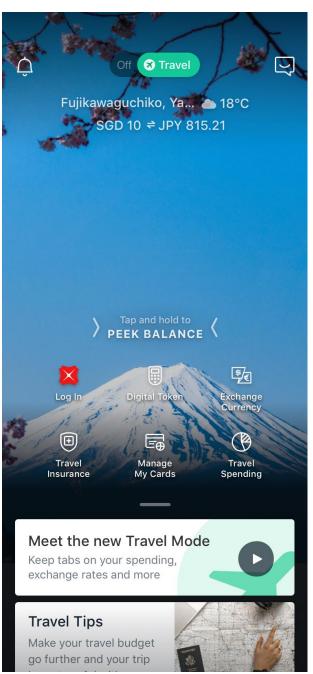






The Happier Office

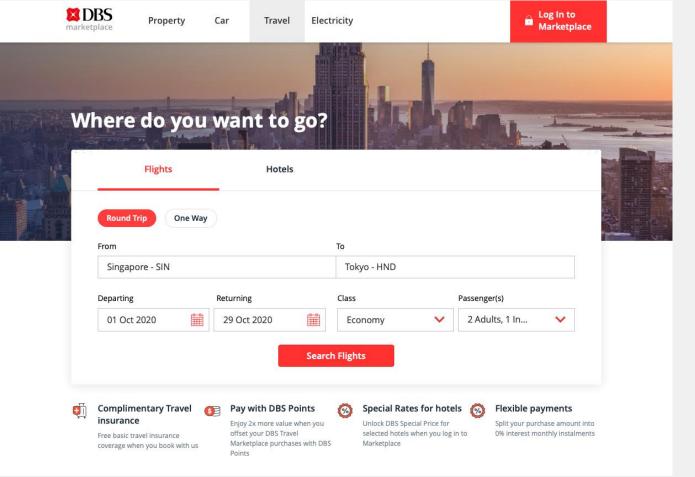








Travel More. Worry Less.



Deals for you







Travel with DBS Points

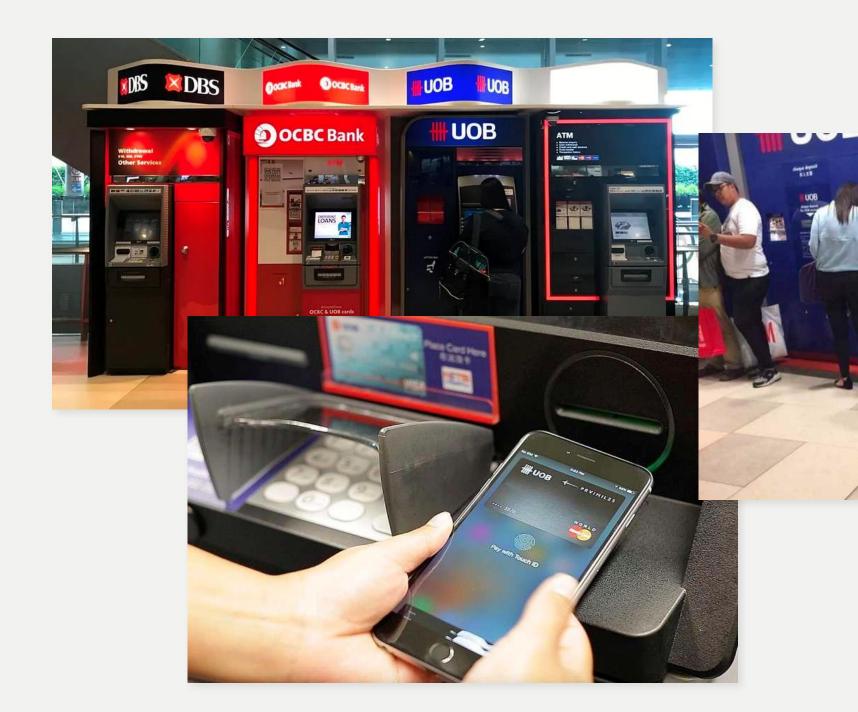
Travel Marketplace





Zero Bank Note

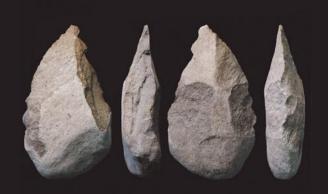




atm / cash deposit / passbook update 自动提款机 / 反全存款 / 存折处记

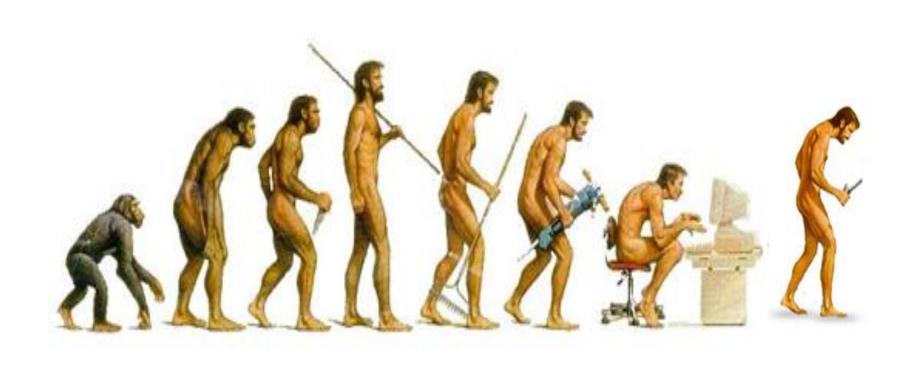
OCBC cards

Next phase of DBS digitalisation

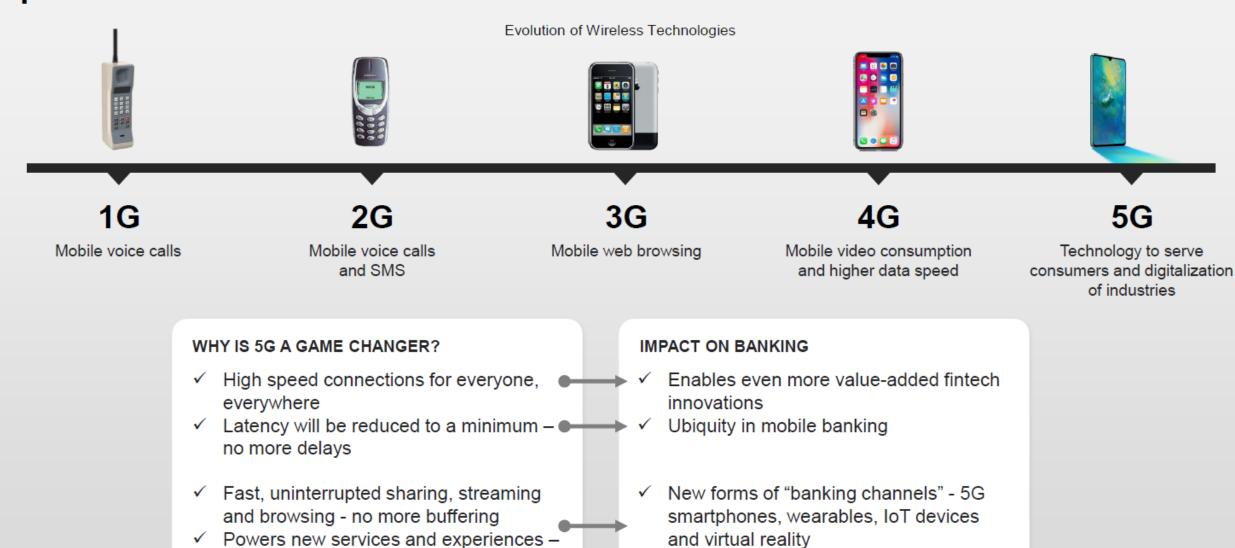


Who can master the new tools first will win

NEW ERA OF HUMAN TOOL



Impact of 5G



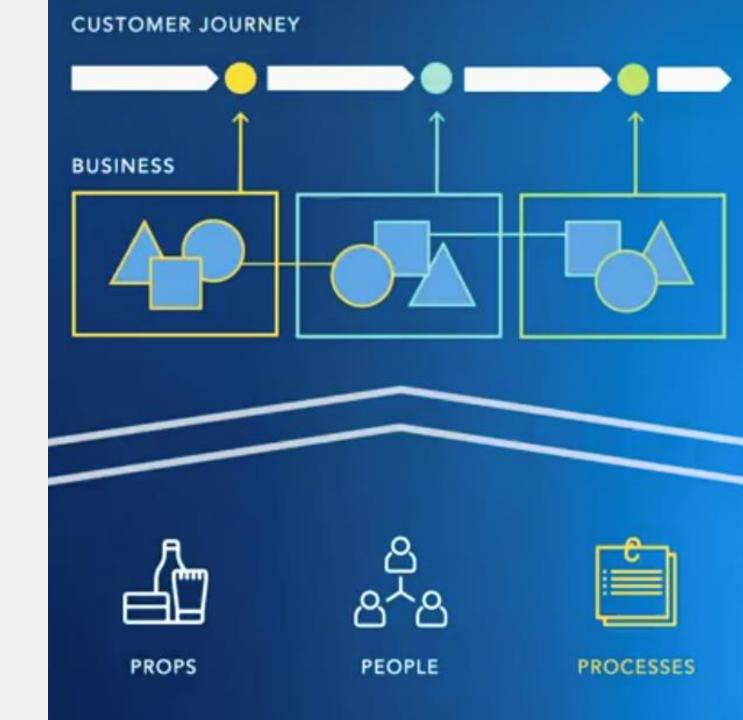
5G = 100 x faster than 4G

mainstream use of AR/VR technologies

The 'Phygital' World

SERVICE 4.0

Products → Services

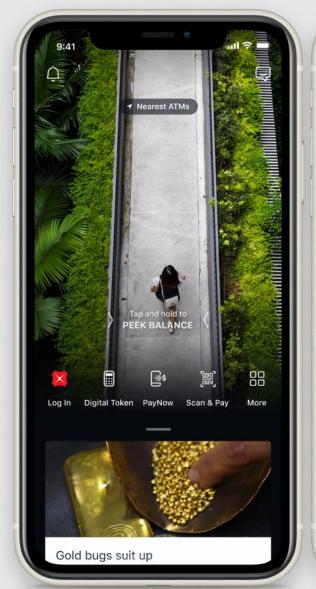


THE BALANCE

Financial Wellness

Digital Wellness



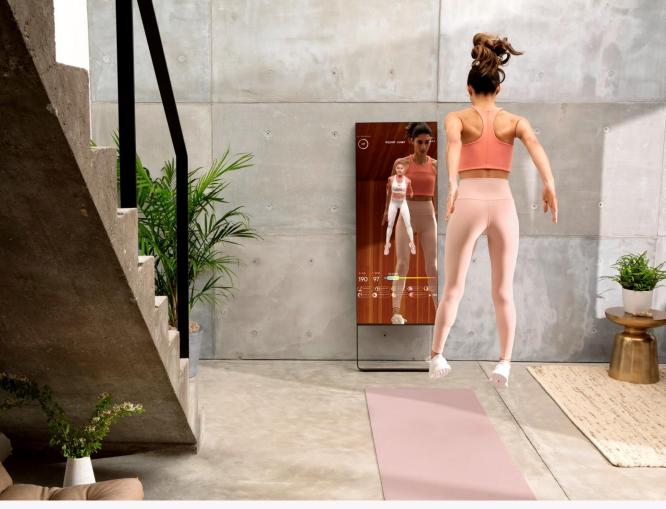




Physical & Human

Design for new experience

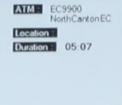






ATMs of the Future









Cash Withdrawal



1

EDIT

- 1) Choose Transaction Type
- 2) Customer Lookup
- 3) Select Account
- 4) Withdrawal Amount
- 5) Bill Mix

Step

- 6) Add Transaction / Advice Opp
- 7) Close Session

EC9900 NorthCantonEC V

Bill Mix

	BILL MIX				
\$10 ×		0	= \$0.00	×	\$200.00
\$20 ×		0	= \$0.00	×	\$200.00
\$50 ×		A	= \$200.00	×	

Confiber with Survivo



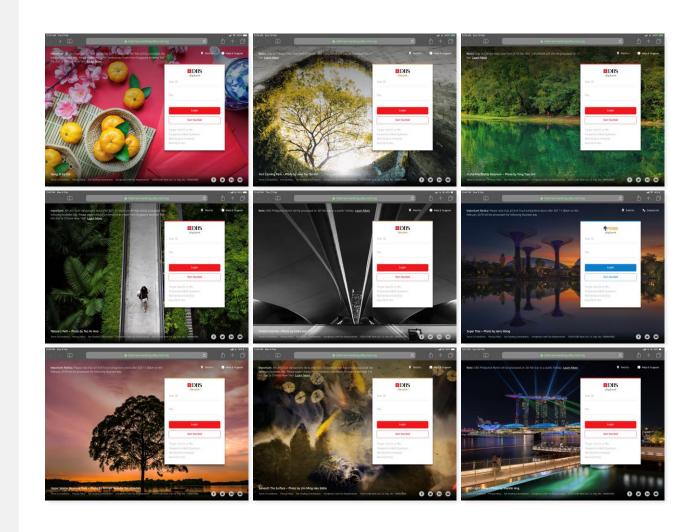
KEY TAKEAWAY

Digitalisation is all about human. The customer. The Users.

S\$21,58 SLIDE TO PEE

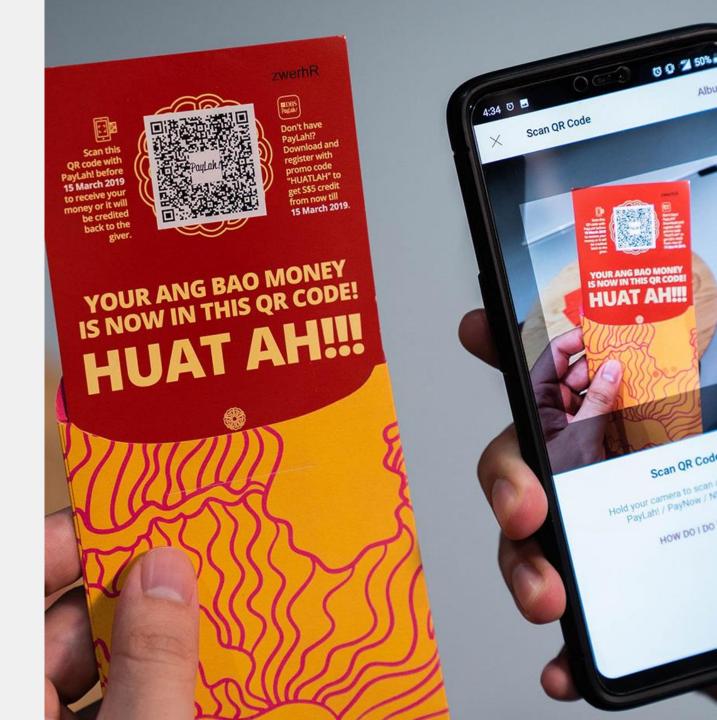
KEY TAKEAWAY

Making better user experience, you should focus on utilitarian value (How it Works) then adding emotional value (How it connects)



KEY TAKEAWAY

People may laugh at your ideas at first. It may take a few iterations until mass adoption.





The proper etiquette way

As a side note, chopsticks also have rests. More commonly used in restaurants than at home, these rests are called hashi oki (箸置き;はしおき).





A story of people designing a bank

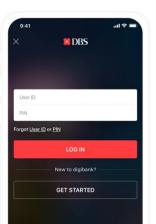


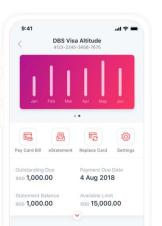
Our work beyond the numbers

Everyday banking

The everyday has to be fast and simple. Making a transfer to your mum should not be a wondrous journey of discovery. So we redesigned the digibank mobile app.









Q&A

