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DIGITAL CASE STUDY BOOK

Re-platforming the Digital Payments Ecosystem for DBS Bank

ISG Preface

The stark reality of the COVID-19 pandemic is forcing companies of all sizes to conserve resources, contain costs and reduce risks. Organizations need to tread carefully in the current situation without losing sight of their long-term ability to recover and thrive in the future. Every company needs to simultaneously navigate through short-term pressure and invest now to accelerate the pace of digital transformation. Companies that demonstrate resiliency and sharpen their digital agendas will find a way to come out of the pandemic poised for growth.

ISG continues to remain at the forefront of helping organizations across the world refine their operating strategies in this uncertain environment. As the leading technology research and advisory firm, ISG has helped hundreds of clients clarify their vision, match buyers to the right providers and implement their transformation programs. But, with so much change occurring during these unprecedented times, the Digital Case Study Book is a welcome reading accompaniment that provides refreshing perspectives.
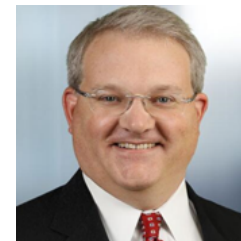
As the world rallies to contain the damage, ISG launches the third edition of the Digital Case Study Book to identify and publish the top examples of how organizations are currently accelerating the use of digital technologies. ISG Research used our research expertise and worked with leading technology companies around the globe, both large and small, to build this unique compendium of compelling case studies that demonstrate real-life business issues.

Each of the 25 transforming organizations featured in this book has a remarkable story to tell. Their case studies present real, unique challenges organizations faced during the shifting tides of rapid technology changes. Partnering closely with technology and service providers, these organizations are achieving incredible results. We hope that you enjoy this book and find the content illuminating and inspirational.

You can visit our website (research.isg-one.com) where you can access the Digital Case Study Book, alongside a world of content and data to support your decision-making.

Sincerely,

Paul Reynolds
Partner and Chief Research Officer

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Re-platforming the Digital Payments Ecosystem for DBS Bank

Development Bank of Singapore's (DBS) vision is to be a leader in the growing digital payments market. Its goal is to double its existing user base to 3.5 million by 2023.

To achieve this vision DBS planned to re-platform and integrate the existing ecosystem applications on its Paylah! system. Initially built on the Kony platform, the app had limitations in stability, scalability, time-to-market and overall customer experience. The backend application was a huge monolith, spanning several APIs and batch jobs. These fundamental drawbacks made it unstable when it came to feature-based and service-based improvements. A deployment took approximately 48 hours, after two days of preparation.

To rapidly transform its payment platform, DBS leadership planned a series of improvements and engaged with ThoughtWorks as an assisted transformation partner. They created two joint teams – one to expedite the delivery process and the other for product innovation. Tasked with optimizing operational workflows, the delivery team had to reduce the estimated delivery time by using Agile, DevOps and automation practices. The product innovation team had two main objectives: to completely automate

deployments, and to dissect the monolithic platform to create a modular microservices architecture to ensure delivery best practices.

Comparing 2018, with the post-engagement era in 2019, reveals multiple business benefits:

- More than 1.7 million users in Singapore, one of the nation's most popular lifestyle platform cum mobile wallet.
- 78% more PayLah! transactions were made in January to March 2019 versus the same period last year.
- The app rating improved to 4.7 for Android and 4.9 for iOS.
- 40 percent development time reduction.
- 100 percent automation in build and deployment.
- Achieved future state cloud-native architecture.

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