



Standard Bank Group

Digital 2019

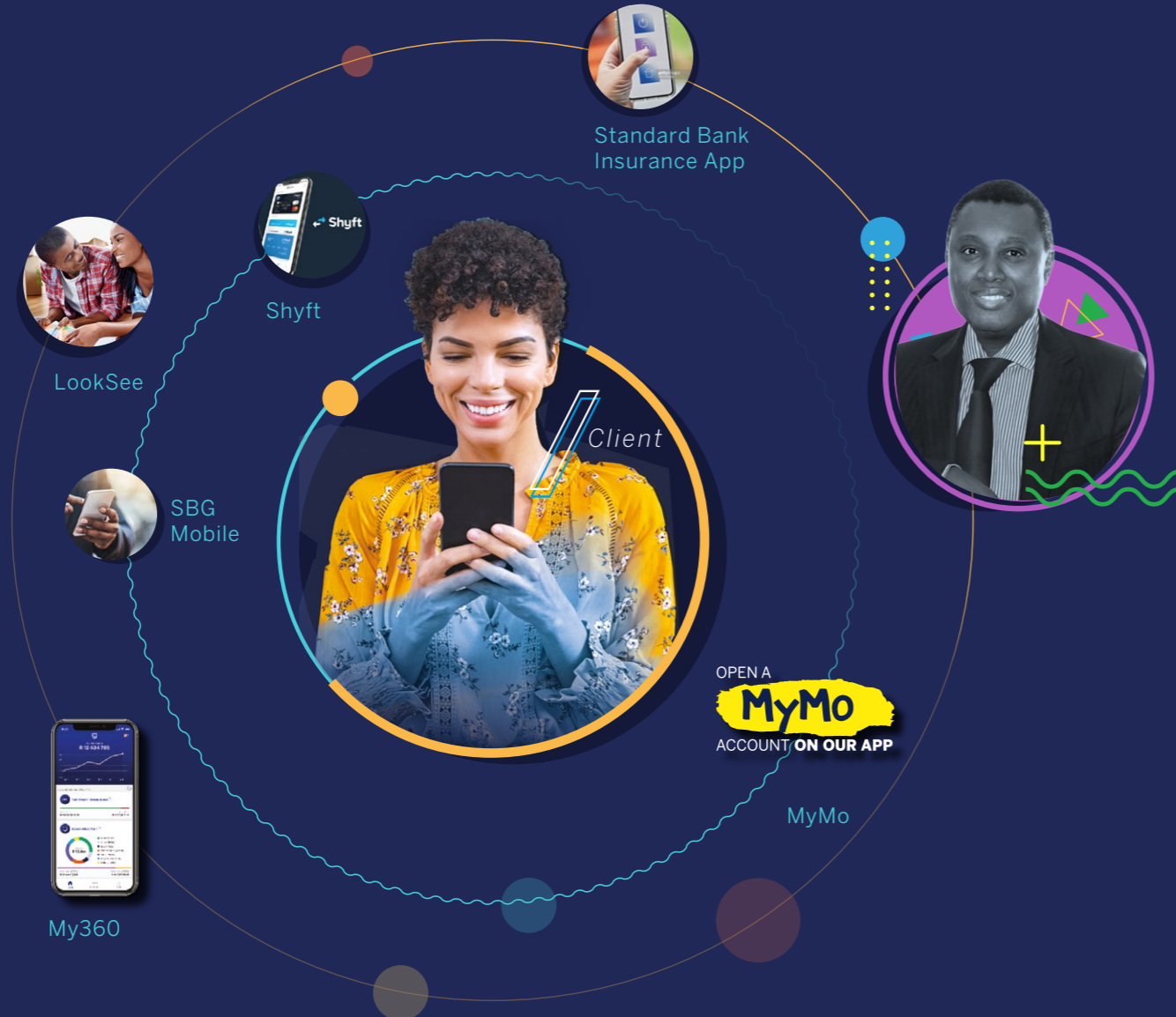
Annual Review

Enter >



LINKS:

- Sim's Message
- Digital Story
- Digital Leader
- Clients' Choice
- Safety First
- Contribute to ROE
- Maximised Delivery
- Digital Workforce
- The Year Ahead



Sim's Message

Sim Tshabalala, CEO of Standard Bank Group

Dear colleagues,

As you know, in addition to being Group CE, I am Group Head of Digital. This isn't my side hustle. I firmly believe that leading and accelerating the digitisation of the Standard Bank Group is the single most important element of my job.

You don't have to take my word for it. According to MIT's Centre for Information Systems Research, the companies that are best at partnering with others to create digital ecosystems enjoy a major financial advantage. In fact, their revenues grew 10% faster than those of the average firm in their industry.

Next >

< Back

HOME

LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Sim's Message continued

This is why we should all be pleased and proud that the Group has developed so many new digital partnerships during 2019. Several fascinating examples are described in this review, but I'd like to highlight a few here:



Our Trader Platform Solution in Zambia, in partnership with Nomanini, which enables Stanbic Zambia to provide Stock Advance Loans in the form of Virtual Stock (Airtime) and physical stock of fast-moving consumer goods to small and informal traders.



The Intelligent Automation Card Fraud solution, which leverages meaningful interactions between robots and humans, has reduced call time for clients reporting card fraud from 30 minutes to 5 minutes. It has reduced the time taken to pay out from two weeks to the same day, in many cases.



Our Agriculture Ecosystem in Uganda, by partnering with local farmers and larger corporates, including AbInbev, Louis Dreyfus, AFGRI, Illovo and Alliance One, have fostered new ways to lend and connect farmers to value chains they would have previously struggled to access. At the time of writing, over UGX 125 million has been disbursed to approximately 400 farmers in the form of seed, fertiliser, ploughing services, training, and demonstrations. A bumper crop is expected in 2020 as a result of this coalescence.



Our internal Blockchain platform, RAVN-has proven how it enables regulators, clients and other current or future partners to collaborate. 2019 witnessed the launch of numerous pilot projects utilising RAVN. One of the more successful projects is the Payments Solution, which is being scaled across the African continent. This solution integrates front office, finance and operational processes in real time, allowing for

instant matching of transactions between legal entities as they occur.



We have introduced SimplyBlu, the first service of its type to be offered to small businesses by a financial institution in South Africa. SimplyBlu which connects businesses to their customers by providing them with a build-it-themselves online store solution. 2019 has seen 44 merchants fully embrace this simple and innovative business-in-a-box solution.



Standard Bank has adopted a "Cloud First" strategy with the intent of migrating more than 80% of platforms onto cloud by 2025. In support of this, we have entered into Strategic Partnerships with Microsoft and Amazon, with these relationships focused on enabling our cloud migration and unlocking its latent potential. As of November 2019, we have migrated 51 existing workloads onto the cloud, with another 71 planned for 2020. We are already seeing key benefits of reduced time to market, improved resilience, higher customer satisfaction and improved operational efficiency.

The pace of change in all our markets is only going to increase in 2020. We will need to keep accelerating to meet our clients' ever-changing preferences and expectations. We won't be able to do this alone. We must continue to build our existing partnerships and develop many new ones.

Finally, I'd like to thank everyone who contributed to the impressive digital progress described in this year's Digital Annual Review. The successes described here are creating our future competitive advantage. They make it possible for us to meet our clients' needs with integrity, efficiency, empathy and excellence, to win in the fierce battle for market share and, therefore, to fulfil our purpose: Africa is our home, we drive her growth.

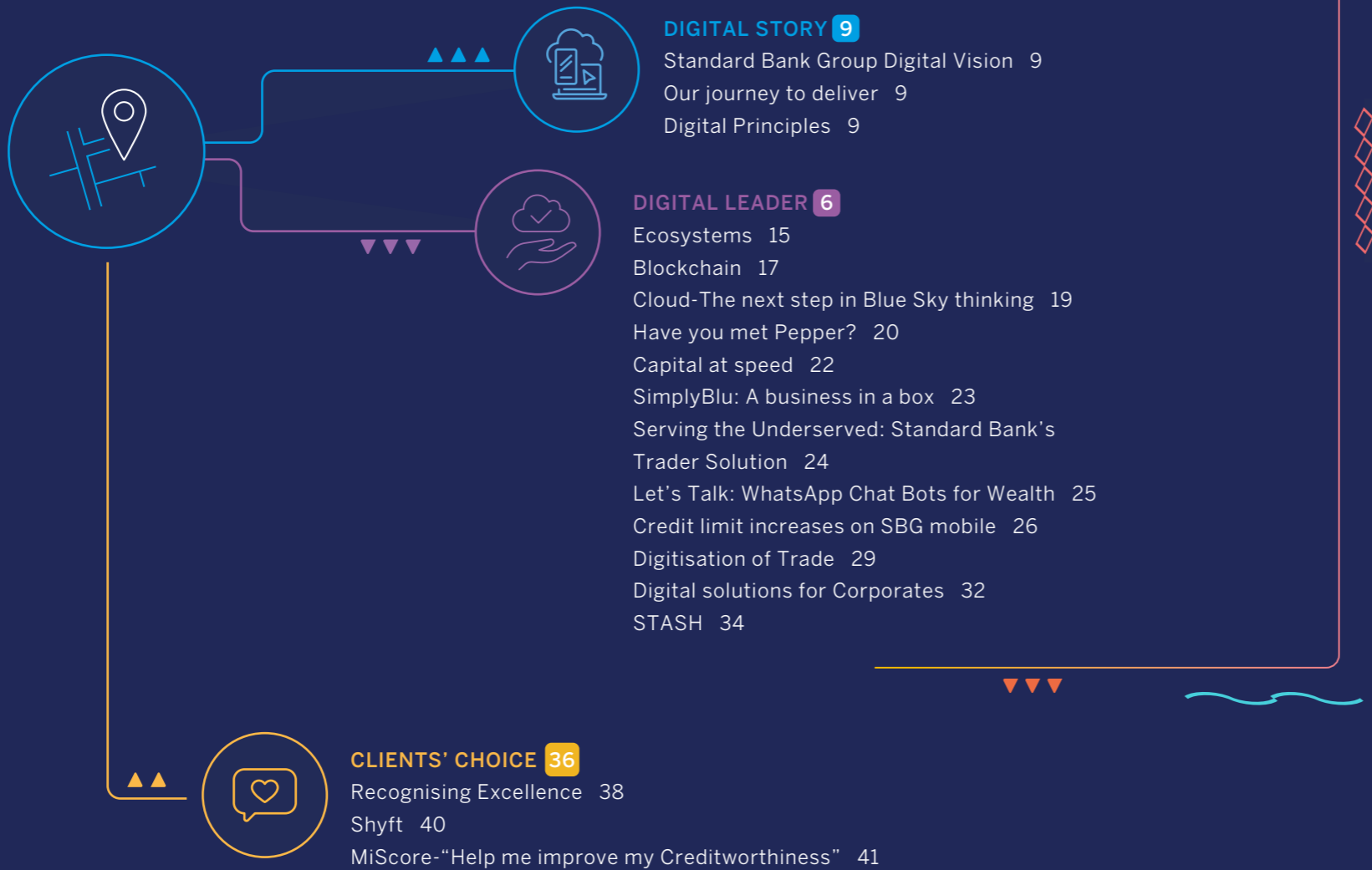
Next >

< Back

LINKS:

- Sim's Message
- Digital Story
- Digital Leader
- Clients' Choice
- Safety First
- Contribute to ROE
- Maximised Delivery
- Digital Workforce
- The Year Ahead

Content page



DIGITAL STORY 9

Standard Bank Group Digital Vision 9
 Our journey to deliver 9
 Digital Principles 9

DIGITAL LEADER 6

Ecosystems 15
 Blockchain 17
 Cloud-The next step in Blue Sky thinking 19
 Have you met Pepper? 20
 Capital at speed 22
 SimplyBlu: A business in a box 23
 Serving the Underserved: Standard Bank's
 Trader Solution 24
 Let's Talk: WhatsApp Chat Bots for Wealth 25
 Credit limit increases on SBG mobile 26
 Digitisation of Trade 29
 Digital solutions for Corporates 32
 STASH 34

CLIENTS' CHOICE 36

Recognising Excellence 38
 Shyft 40
 MiScore-"Help me improve my Creditworthiness" 41
 LookSee-Our innovative free tool for home buyers and sellers 42
 My360-Giving clients a global view of their financial life 44
 Standard Insurance Limited Direct Insurance App 45
 Reimagining "traditional" in Africa Regions 46
 Making it easy for customers to use online and digital platforms to easily
 facilitate cross-border payments in Africa Regions 51
 More than banking, this is your everyday 53



SAFETY FIRST 56

Getting the full view: Proactive RegTech 58
 Card Fraud One and Done Intelligent Automation 59
 Digital Payments in Africa 62



CONTRIBUTE TO ROE 66

Partnering for Success 68



MAXIMISED DELIVERY 72

Data Driven Marketing-The Future is Here 74
 Driving client-centred behaviour across the UFSO 77
 Intelligent Automation 79
 Rethinking Onboarding for Kenya 84
 GINA In Action 86
 Personal Credit Dashboard tools 89



DIGITAL WORKFORCE 90

Transformations are hard, digital ones even more so 92
 Driving Data Culture in Africa (Uganda, Nigeria, Malawi) 95
 More than a programme, it's a "Journey to Greatness" 97
 PowerUser Programme-A year on 99
 Where Human and Digital Intersect 101



THE YEAR AHEAD-2020 102

Enrich Dunn, COO of CIB Operations 104
 Deepesh Thomas, Head of Wealth Digital 105
 Vinod Madhavan, Universal Product Head for Trade 105
 Jörg Fischer, Executive Head of Group Shared Services and
 Group Real Estate Services 106
 Larry McCarthy, Head of Strategic Investments and Alliances 107
 Pieter Swiegers, Head CIB Digital 108
 Andrew van der Hoven, Head of Digital Banking
 and eCommerce, PBB SA 109
 Adrian Vermooten, Head of Direct Banking (PBB Africa Regions) 110
 Wendy Pienaar, Ecosystem Head 110
 Richard de Roos, Universal Product Head, Forex 111
 Ian Putter, Blockchain Executive 112
 Lincoln Mali, Head of Group Card and Emerging Payments 113

Next >

< Back

LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Next >

< Back

HOME

Digital Story



We all firmly believe in our Group Purpose of **"Africa is our home, We drive her growth"**. We have an aligned vision of being the leading financial services organisation in, for and across Africa, delivering exceptional client experiences and superior value. In order to achieve the aspirations we have set ourselves, we have the three key focus areas of:



CLIENT CENTRICITY

UNIVERSAL FINANCIAL SERVICES ORGANISATION

DIGITAL



STANDARD BANK GROUP DIGITAL VISION

To be digital is a game changing transformation of thinking and ways of working. Digital is not separate to what we do but central to what we do. Digitisation is more than just technology; it is about delivering the Universal Bank through secure personalised, relevant and digitally enhanced experiences to clients and staff real-time, all the time.

OUR JOURNEY TO DELIVER

The Group has defined aspirations against the five value drivers that will ensure we are competitive and not just for another 5 to 10 years, but for another 150.

- **Digital leader:** Be recognised as the digital leader in client solutions.
- **Digital workforce:** Have a digitally enabled and integrated workforce.
- **Clients' choice:** Digital is the primary way clients interact with the Universal Bank.
- **Safety first:** The safest place for our clients to financially transact in the digital landscape.
- **Contribute to ROE:** Add shareholder value through monetising our digital assets and contributing to the banks ROE.
- **Maximised delivery:** Deliver our services through deep insights, best in class automation and straight through processing.

DIGITAL PRINCIPLES

We have established six guiding digitisation principles which guide how we deliver digital to our clients:

Single consistent user experience

Ensuring that the services our clients and employees need are consistently available, anywhere, anytime-irrespective of channel.

Leveraging data

Being smart about how we use data to guide our decisions, create valuable insights and deliver personalised experiences.

Leveraging our enterprise assets

We will build enterprise assets that can be leveraged across the Group.

Making it easy to interact with the Standard Bank Group

Through human centred design thinking we aim to remove friction, paper-based processes and waste to ensure intuitive, easy to use, reliable interfaces for clients and employees.

Accelerating digital execution

Being proactive in understanding client needs, and embracing solutions from other industries and geographies, and integrating these in our environment.

Embracing new ways of working

Ensuring an environment that encourages curiosity, digital thinking and continuous improvement by our people. This will allow for quick and frequent refinement of ideas and brilliant delivery.



LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Next >

< Back

HOME

Our Stories

In this age of digitisation, we often find ourselves searching for a human analogy to make sense of it all.



The stories collected in to this year's Digital Annual Review illustrate not only the successes we are seeing in the delivering digital excellence across the Group and for our clients but will highlight the **collaborations and partnerships** that have helped get us here.

For ease of use we have divided our success stories along the lines of our six digital objectives: **Digital Leader, Clients' Choice, Safety First, Contribution to ROE, Maximised Delivery and Digital Workforce.**

What we found is that, just like neurons in the human body need

to connect with each other for any meaningful functions to be performed, so too does increased digital collaboration lead to greater impact.

Inspired by the words of David Rumelhart, an esteemed American psychologist who made many contributions to the formal analysis of human cognition, our Big Idea for the 2019 Digital Annual Review is **"All the knowledge is in the connections."**

NAVIGATION

LINKS:

[Sim's Message](#)

[Digital Story](#)

[Digital Leader](#)

[Clients' Choice](#)

[Safety First](#)

[Contribute to ROE](#)

[Maximised Delivery](#)

[Digital Workforce](#)

[The Year Ahead](#)

[Next >](#)

[< Back](#)

 HOME

Digital Leader



LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Next 

 Back

 HOME

Ecosystems



2019 saw the development of a new strategic theme called Client Ecosystems. This idea was born from a Chief Executive's Strategy Session where it was agreed that the bank must begin to play a significant role in the ecosystems within which our clients and potential clients operate. Previously, we focused on providing banking services to suppliers, customers and staff of our clients, but never ventured beyond traditional banking services. The task of this new Client Ecosystem's team was to build businesses with new-to-bank business models offering services outside of traditional banking in growing sectors across the continent.

Ecosystems thinking and platform businesses are the latest themes coming out of international research

and stems from the exponential growth of businesses such as Airbnb, Amazon and Alibaba. These businesses bring together a network of ecosystem participants to create new markets for customers. The value of these networks is that it creates combined value that is greater than what the participants could ever have offered individually.

Think about ecosystems as a network of cross-industry players who work together to define, build and execute market-creating customer and consumer solutions.

An ecosystem is defined by the depth and breadth of potential collaboration among a set of players: each can deliver a piece of the consumer solution or contribute a necessary capability.

My Imports

Importers of international goods face a myriad of challenges in the importation process including managing supplier delivery, tracking goods around the world, ensuring enough facilities are available, having adequate forex cover, and overall costing and managing all

the individual providers that support a single transaction (banks, clearers, forwarders etc). My Imports is a service offering that provides an end to end import management solution using a digitised, modularised platform-a one stop shop for any importer.

Trade Up (Thrive)

Trade Up addresses the challenges faced by informal traders, who are unable to access finance for growth, handle cash and may suffer from a shortage of stock. Consumer brands also lack insights from product sales in these informal outlets. Trade Up is a platform that enables informal traders to access real-time ordering, payment, clearance and stock delivery, while utilising brand and product insights that this digital offering provides.

AGRI SERVICES (ONEFARM)



PLAY



Standard Bank has a unique opportunity to provide a platform, partnering with key industry players, that could unlock the ability of a number of stakeholders to improve the quality and quantity of agricultural output across the continent. We sought to build a business in the agricultural sector with our long-term aim of driving Africa's growth.

In January 2019, the team started on-the-ground research in Uganda, which would be the starting point of the agriculture ecosystem project. Over the next few months, the team engaged over 150 stakeholders, including farmers, traders, agents, government workers, aggregators, co-operatives, industrial producers and start-ups. The team then hosted a bootcamp at a local incubator in Kampala to bring together the different ecosystem players and arrive at a solution.

The main challenges faced by all parties was a chronic lack of funding into the sector, poor infrastructure, pricing, lack of

information and fake inputs. Lack of funding stems from a highly fragmented and informal market which consists mainly of smallholder farmers. Large corporate buyers of agricultural product face uncertainty around the volumes of their commodity that will be available at harvest, as well as the sub-optimal agricultural processes being applied. This diverse array of challenges provided valuable insights that led to the decision to run a proof of concept (POC) in maize. The team started the POC in August 2019 in Kasese, Uganda, together with a maize aggregator, 5 co-operatives, 350 farmers and a local tech start up. It was discovered that the farmers would not allow anyone to map their farm unless they offered lending in return. After going back to the drawing board, the team returned with a data and lending proposition, where the bank would purchase seeds, fertiliser and pesticides on their behalf, and they would repay the bank when they delivered their maize to the aggregator. Due to increased access to working capital, farmers were able to

Continued ...

LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Next >

< Back

HOME

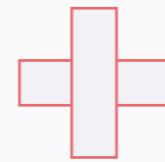
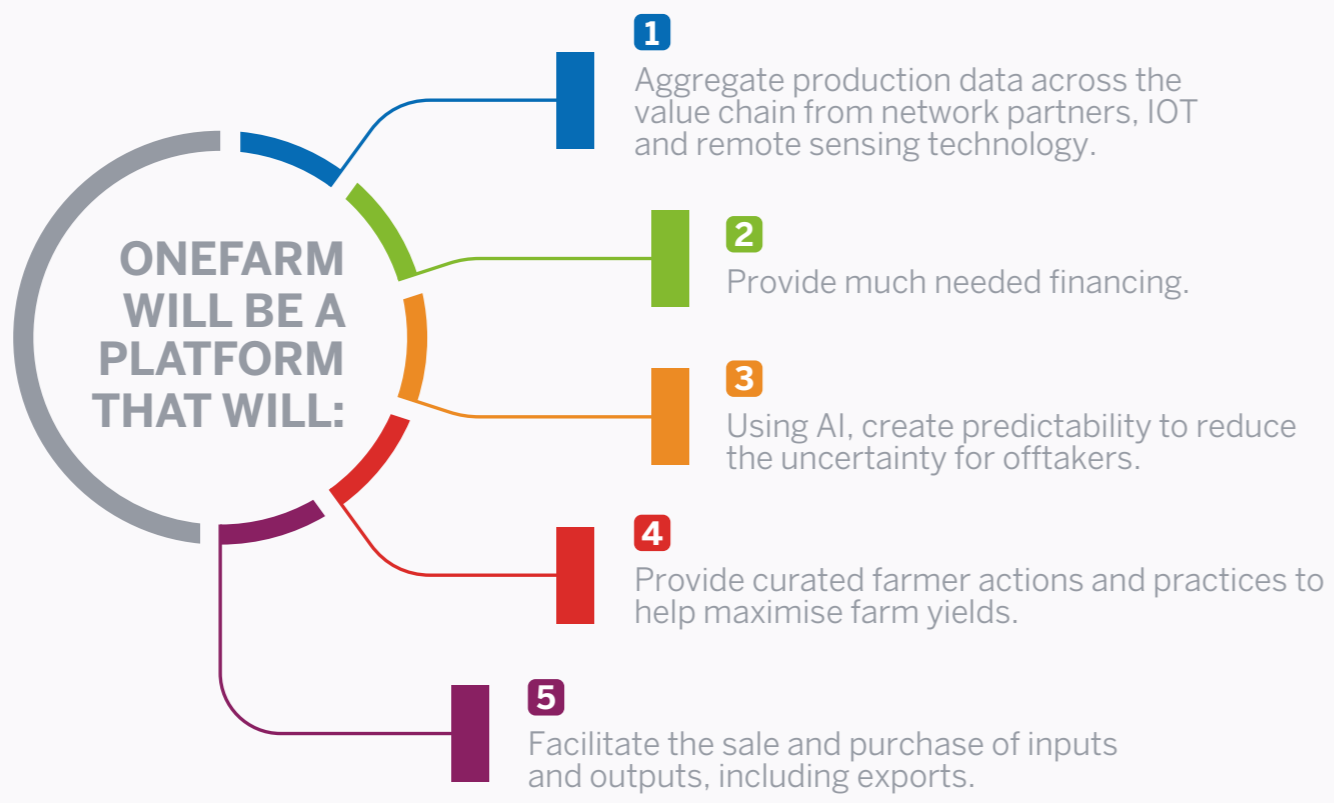
cultivate more land, leading to a demand for tractor services to plough this larger farm.

Through the local start up, a team of 16 local agents were chosen from the co-operative leadership, empowered with training and smartphones, and employed to do farmer profiling, manage input distribution and support farmers.

The team also employed an agronomist to provide training on best practices to the farmers and manage demo farms. In this first iteration, farmers have increased their capacity by over 100% simply as a result of this access to finance. The maize crops are growing well, and we expect harvest and repayment in January 2020. The data scientists are receiving weekly satellite images and other remote sensing metrics and are working on building a credit score.

The team envisions connecting these smallholder farmers, that have been largely excluded from the financial system, their co-operatives, farm groups and their networks through a platform that will allow them to be addressed, not as thousands of small entities, but as one large institution. This platform will be called OneFarm.

AGRI SERVICES (ONEFARM)



The Opportunity % Of Blockchain

The Standard Bank Group has seen great success in leveraging the momentum around Blockchain since we first started investigating the technology in 2017 and 2018. This year, the RAVN Blockchain was built internally, with one of the use cases launched being International Payments.

universal payment ecosystem within Standard Bank which can link to selected third parties, including regulatory authorities (SARB and SARS).

The vision is to provide the client with a seamless and transparent international payment experience, where only exceptions need to be managed. The RAVN team aims to establish a

They want to fundamentally change the way that Standard Bank facilitates international payments. As a start, the concept will focus on addressing imports (in terms of advanced payments), specifically for business, commercial and small-enterprises:

- A client base that consists of just under 30 000 clients, and
- Represents 26% of the Outward telegraphic transfers (YTD Sept 2018.)

This is happening through the implementation of revolutionary distributed ledger technology. This digital international payment experience has the following features, for both the client and the bank:

- Create one decision point for the client-a client simply provides the invoice to the bank, and the payment process begins,
- Seamless payment creation- pre-populating required forms,
- Control over payments- real-time tracking capability from the creation of the payment to the final execution,
- Achieving real-time international payments,
- Removing manual intervention and therefore errors and settlement risks.

Continued ...

LINKS:

- Sim's Message
- Digital Story
- Digital Leader
- Clients' Choice
- Safety First
- Contribute to ROE
- Maximised Delivery
- Digital Workforce
- The Year Ahead

Next 

 Back



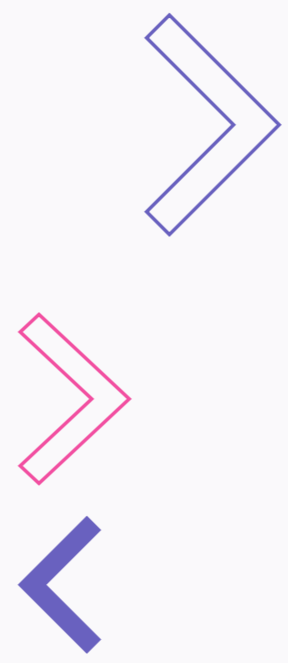
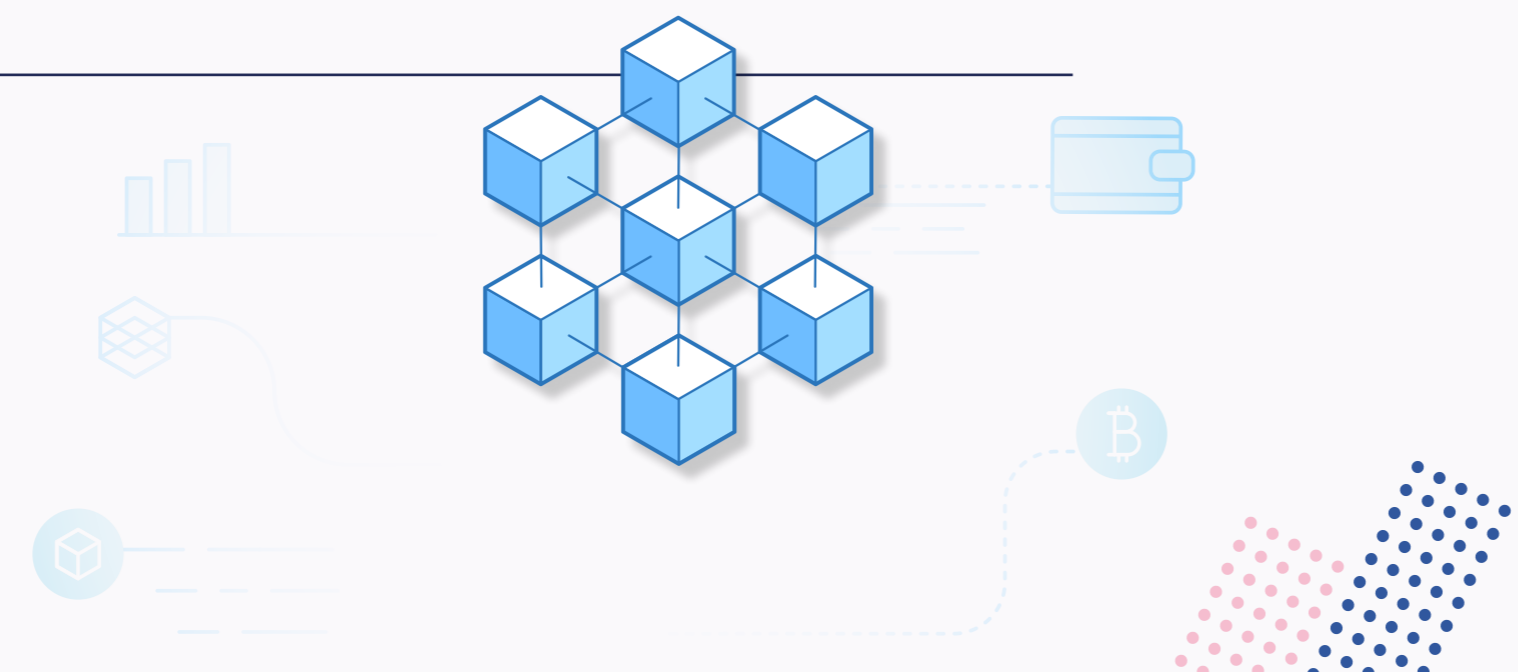
Ultimately, a new front-end with an integrated cross-product back-end will allow clients to purchase goods and make payment by simply submitting an invoice. A transparent distributed ledger will enable tracking of payments, while artificial intelligence and optical character recognition systems manage the forms, due diligence and payment instruction into SWIFT.

This solution is expected to make up the foundations of a digital bank. The distributed ledger will allow us to increase participants on the network and create a more robust international payments experience.

Most importantly, with Standard Bank being the biggest bank on the continent, and in South Africa, this initiative also has the potential

to contribute to progressive nation-building by providing a robust infrastructure in which small to medium businesses can transact, generate profit and grow into continuous economic contributors.

Standard Bank is also working with its major shareholder and global banking partner, the Industrial and Commercial Bank of China (ICBC), enabling Standard Bank to extend this private permission-based ecosystem into China. This will ensure a seamless trackable payment experience for all Standard Bank clients- covering the African continent and augmented with Asian interoperability.



Cloud- The Next Step In Blue Sky Thinking



“Our vision is to be Africa’s leading financial services organisation and to achieve this we have chosen to work with the world’s leading cloud providers,” said Sim Tshabalala, Standard Bank Group CEO. “For us to remain a leader in African financial services, we recognise we need to adopt a cloud-first approach to our business. 2019 was a year in which the Standard Bank Group put a stake in the ground where Cloud is concerned. Moving away from strategy, the Bank turned words into actions by partnering with Microsoft and Amazon Web Services (AWS), thereby enabling us to accelerate our digital transformation journey, significantly improving our employee experience.

The Microsoft partnership will see them providing cloud services for our internal corporate functions such as treasury, finance, employee productivity and human capital. This forms part of our multi-cloud approach and strengthens our long-term relationship with Microsoft. The new partnership agreement adds to the work the two businesses are doing together. Microsoft already provides infrastructure, software, and platform services to the bank as well as cloud services across our productivity suite. These services continue to support our expansion into Africa as well as enabling a truly modern workplace.

We chose AWS because of its broad and deep portfolio of cloud services, overall commitment to security excellence, and strong financial services experience. We will take advantage of advanced analytics

and machine learning services, including Amazon SageMaker, to advance fraud detection and launch new business initiatives, such as machine learning -based advisor capabilities that will help customers make more informed financial decisions.

As part of the move, an AWS Cloud Centre of Excellence will be established internally, featuring a dedicated team focused on facilitating the migration to the cloud and building AWS training and certification programmes to up-skill all employees. We will also collaborate on building an education and digital skills programme, to be launched across Southern Africa, to train the next generation of African cloud experts.

Standard Bank is well positioned to reach our goal of being the first African Bank in the Cloud.

Have you met Pepper?



Click here to meet Pepper



In 2018, Standard Bank became the proud owner of one of the first humanoid robots in southern africa, Pepper.

Originally brought in as a customer attraction for our branches, Pepper evolved to become Standard Bank's ambassador for digitisation and the 4th industrial revolution. Through her child-like nuances and playful nature, Pepper has been wowing crowds at various staff events, promoting digitisation and robotics across numerous business units within Standard Bank.

Pepper has also been at various branches in South Africa, showcasing our Standard Bank products and services, and promoting the use of our digital service channels. She has also spent a lot of time promoting our products and entertaining crowds at public events such as the St. Stithians College Easter Rugby Festival and the South African National Arts Festival.

Through 2019, Pepper has found herself playing a fundamentally important role of educating our youth about what the 4th Industrial Revolution (4IR) would mean for them. Pepper has been to numerous schools in South Africa as part of the STEAM (Science, Technology, Engineering and Maths) roadshows. Learners get to engage with Pepper and understand how she is programmed. The kids get a peep into the inner workings of humanoid robotics, which spurs their curiosity and aims to inspire them to pursue a career in a technological field.



LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Next 

 Back

 HOME



CAPITAL AT SPEED

Standard Bank Group has become the first commercial bank across Africa to give a business working capital loan of up to **R6 million in just 3 minutes**, which is a massive forward leap as an applicant previously had to wait up to a month for the facility to be originated.

This is proof that Standard Bank is aggressively transforming its overall Business Banking proposition. The new 3-minute application response time applies to the Lifestyle, Entrepreneur, Business and Commercial customers who apply for new and limit increase overdraft applications that fall within ERL (Enterprise Risk Limit).

Our exciting, revised proposition is agile and convenient, because once approved, the customer just needs to sign the agreement and guarantee, and the funds are released immediately. No other documents are required.

THE ERL LIMITS PER SEGMENT ARE AS FOLLOWS:

- ✔ BUSINESS SEGMENT-R2 500 000
- ✔ COMMERCIAL SEGMENT-R6 000 000
- ✔ ENTREPRENEUR SEGMENT- R1 000 000
- ✔ LIFESTYLE SEGMENT-R700 000



SIMPLYBLU:

A BUSINESS IN A BOX



CLICK HERE TO LEARN MORE 

One of the biggest barriers for small businesses wanting to trade their products online is the cost of setting up an online trading platform. Design costs, security and financial compliance as well as an integrated invoicing and accounting platform often adds up once all the design

and financial specialist have created an online trading platform. Standard Bank's new and innovative all-in-one payment solution enables businesses to start and manage an online business all from a single, secure platform. With

SimplyBlu, building an online store has never been easier, and with the mobile app businesses can monitor their payments, issue e-invoices and keep a finger on the pulse of their online store while on the go. Building an online store is as easy as

CLICK

Getting started is as simple as clicking your way through the quick and easy online application form.

CREATE

Create an online store that is fully branded by you.

SELL

Sell your products anywhere and everywhere with your SimplyBlu online store.

Sell your products anywhere and everywhere with your SimplyBlu online store. What our clients will get with **SimplyBlu** is the ability to Build an own online store using built-in templates and start accepting secured card payments in no time. Invoicing and **eRecepting** with the function to conveniently send invoices and receipts to

customers via email. **Same-day settlement** on card sales settled into a Standard Bank account overnight. The compatibility of the solution allows clients to **plug and play** to an existing website or use developer friendly APIs to further customise a website. A number of popular shopping cart plugins are also available.

SimplyBlu is the first service of its type to be offered to small businesses by a financial institution in South Africa. The solution enables businesses to begin trading on the Internet for a R500 once-off set up fee. After that, a monthly subscription fee of R575 is payable as well as regular card transaction fees for merchants.

LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Next >

< Back

 HOME

SERVING THE UNDERSERVED:

Standard Bank's Trader Solution



[CLICK HERE TO LEARN MORE](#) 

Currently the informal retail sector is an underserved market, and historically, Standard Bank did not lend to these traders. With informal traders rapidly increasing across the numerous markets in which we operate, this poses a significant opportunity for the bank to partner with them and drive their growth.

Nine out of 10 retail transactions in Africa are conducted in cash or via informal channels like kiosks and open-air markets, according to a 2017 report by audit firm Deloitte.

On 7 September 2019, we went live with our commercialised Trader Platform Solution in Zambia. This enables Stanbic Zambia to provide Stock Advance Loans in the form of Virtual Stock (Airtime) and Physical Stock (FMCG) to the Informal Retail Sector traders i.e. Spaza shops or Home stores.

The loans are facilitated in real time through a platform partnership with Nomanini; this through analysing 30 days of health and wealth trading data derived from the way in which the traders sell prepaid airtime and other Value Add services to their customers. This data is enough to proxy the risk associated with

that trader, build up a financial profile and understand their ordering patterns, thereby allowing Standard Bank to preempt the trader's re-stocking needs and send them alerts offering to arrange and underwrite their next order, for instance.

Prior to the launch of this solution, traders did not have access to stock loans, and this resulted in them having to stop trading in either airtime or other physical stock items when they ran out of stock. They would then close their shop and go to buy more stock. This resulted in monetary loss for the trader and a negative customer experience.

The following countries have been earmarked for rollout in the first quarter of 2020: Tanzania, Angola, Malawi, Botswana, Cote d' Ivoire, Ghana, and South Africa (POC).



+

LET'S TALK:

WhatsApp Chat Bots for Wealth

Leveraging off a widely-used chat interface, WhatsApp-based chatbots will allow customers to utilise a familiar interface to conduct simple transactions, ask questions without having to go through a call centre, and purchase and manage their products. It is as simple as adding a contact to your address book; no downloading of an app is required.

The existing capability of the bot framework, which previously benefitted the Liberty Short-Term App during its build phase, has been leveraged by Wealth Digital to enable the rapid development of various WhatsApp chatbots.



10:30

Wealth Digital is providing customers with the following capabilities in the next few months:



- With **Flexi Funeral Chatbot**, clients can purchase funeral insurance through a quick, five-minute chat. It includes a variety of benefits such as a groceries, catering and tombstones for the client, their immediate family as well as parents and in-laws.
- **WlonCall Banking Requests** provides on-the-go access for quick requests like card activation for international travel, or bank statements. Clients can simply send a WhatsApp to the WlonCall Banking bot, and have their requests completed quickly and easily.
- With **Wealth Banking Support**, clients who have a query, but don't have time to call their relationship manager or the call centre, can simply send a message to the Wealth Banking WhatsApp chatline and immediately get a response from a human resource.
- **My360 Support**, which is available to clients following the download of the My360 app, assists clients who are unable to link an account or are looking for more information, for example, can send a message to the My360 WhatsApp chatline and immediately get a response from a human.
- The **Contact Details Update Bot** is essential for any customers and allows for them to update details whenever they change. This ensures that we can communicate with clients about new and existing products, which ensures that they are never left in the dark about the benefits of products, exciting changes and new products that become available.

LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Next >

< Back

HOME

Credit limit increases on SBG Mobile



Credit limit increases have always been the lifeblood of a credit card business as the product has the ability to grow and adapt to our customers ever changing lives. The process of applying for a credit limit increase however used to be a very manual process that required the customer to either walk into a branch, call our call centre or receive one of our proactive calls. With all these channels at their disposal, customers still had to submit supporting documentation which meant it was a tedious and time-consuming process.

<p>At the end of 2018 we launched a process on SBG Mobile that enabled our customers to apply for a limit increase and receive the funds in less than 2 minutes. This process is best in class and has added significant value to the business and has made our customers' access to additional funds very simple.</p>	<p>To date we have concluded over 25 000 credit limit increases and have extended over R400m in limits to our customers. We are currently working on an extension of this process to make access to additional funds even more inclusive.</p>
--	---



LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Next >

< Back

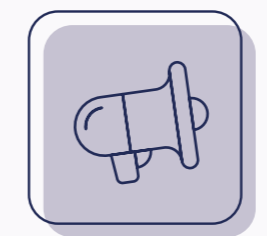
HOME

DIGITISATION OF TRADE

The world of Trade is typically facilitated through manual, complex and paper intensive processes involving numerous parties (sometimes 20 different parties).

While the core nature of trade is unlikely to fundamentally change in the near to medium term future-financial institutions are on a journey to streamline these

processes, often through leveraging disruptive technologies. Four such disruptive technologies that are being adopted by the Standard Bank Group to aid in digitising trade and are seeing success are:

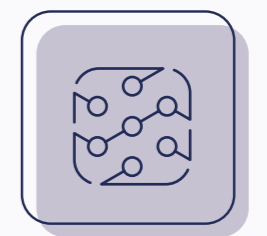


1. Data Analytics: Financial Early Warning Credit System

The trade and risk teams have partnered with the insights team in Corporate and Investment Banking (CIB), to roll-out a Financial Distress Early Warning System (EWS) in South Africa.

The EWS model uses Data Analytics to examine both internal and external sources of data and determine if a client could potentially go into credit distress over the next 3-6 month period.

With this system, the potential down side risk is pro-actively managed-thereby protecting our ability to continue to provide working capital financing. The aim is to expand the EWS model in 2020, so that more business units from across the Standard Bank Group can also benefit from these insights.



2. Artificial Intelligence (AI) and Machine Learning (ML):

With a view to realising operational efficiencies and to improve the client experience, Standard Bank partnered with Traydstream during September 2019. Traydstream is a FinTech company that leverages Optical Character Recognition (OCR) and Machine Learning (ML) techniques to provide a synchronised documentation checking and sanction screening digital solution.

Through implementing this solution, the document checking time can be reduced from days to minutes. Importantly, the machine learning system will continue to learn and evolve over time-ever improving on its benefits. It also offers value-added services such as shipping vessels tracking, which is particularly useful for our clients who are importing from around the world.



LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

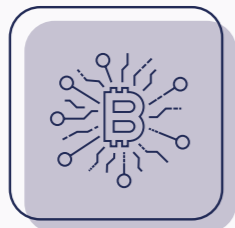
Digital Workforce

The Year Ahead

Next >

< Back

HOME

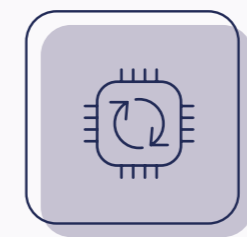


3. Blockchain: Letters of Credit (LC) Confirmation Automation

As of now, LC confirmation processes between Standard Bank's group entities are manual and time consuming. These processes also lead to timing mismatches between the various group entities involved, sometimes resulting in intercompany balance sheet accounting differences.

In early 2019, an initiative was kicked off to leverage Blockchain technologies to automate the confirmation process between group entities.

The first Minimum Viable Product (MVP) was implemented in late June 2019 to allow for all LCs issued by any of the entities from across the Africa Regions to be captured in the newly formed RAVN Blockchain platform and to be confirmed on the platform prior to the accounting events being automatically triggered. This process will replace the existing manual processes in LC confirmation, removing mismatches and thereby completely removing intercompany differences resulting from letters of credit.



4. Robotic Process Automation (RPA):

So far, Guarantees and Letters of Credit (LC), have required multiple paper documents from clients to be issued and processed by multiple stakeholders within the bank, which often leads to manual error and poor document controls. RPA technology is perfect for tasks such as these that are repetitive and routine. By identifying the tasks that would benefit from automation, the aim is to reduce turnaround times for the processing of these transactions by at least 80%. We also utilise Business Process

In summary, technological innovations such as Data Analytics, Blockchain, Robotic Process Automation and Artificial intelligence (AI) are being used by Standard Bank, to improve and change the way local and international trade is done today. Standard Bank, as the largest bank in Africa, has a clear role to play in leveraging the disruptive technologies in turbo-charging Trade in, with and across Africa.

Standard Bank is taking a leading role in realising the scale of this opportunity

Manager (BPM), a workflow tool from IBM, to allow our operations teams to capture data easily, while keeping track of the transaction throughout its lifecycle.

The initial results of the RPA initiative are remarkable-out of the 15 transactions that were processed, both standard and non-standard guarantees were processed with improved turnaround times that were greater than 90%. While there is much to be done to migrate majority of the volumes to the RPA processes, preliminary results have exceeded expectations.

that is Trade in Africa-and we are confident that partnering Fintech services providers that leverage AI/ML, RPAs, Data and Blockchain solutions allows Africa to 'leap frog', other more developed markets in seizing the opportunity. Realising operational efficiencies by using the above four technologies to streamline trade processing, with the bonus benefits of improved client experience is one-way Standard Bank is living its purpose of driving Africa's growth.

LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Next >

< Back

HOME



DIGITAL SOLUTIONS for Corporates

The corporate landscape is one that is not immune to the Digital Transformation common in the retail finance sector. Here are a few ways that the CIB Digital team are ensuring we partner with our clients to remain future ready.

One Place to Land

Key to our client centricity strategy is how we fundamentally improve the digital user experience, offering innovative solutions that meet our clients' current and future needs. As we innovate and create additional services there could be a proliferation in the number of channels that clients need to access. One Place to Land (OP2L) is a single digital entry point for our targeted clients and partners, offering them access to services, information

and capabilities relevant to them. With OP2L we provide a seamless experience without multiple credentials and front-ends. OP2L is built on the group strategic asset of Salesforce Community Cloud, allowing us to leverage our customer data combined with the latest technology including AI, Cloud and data analytics.

African Markets Tracker

The movements in the African Financial Markets drive decisions and actions in our clients' businesses on a daily basis. Today our clients feel frustrated when they don't have real-time and accurate information to make these decisions. The traditional sources such as Bloomberg and Reuters, work well where markets are developed,

but in African markets information is often unreliable and inaccurate. In order to better understand these frustrations and the impact, we spoke to clients and saw how they spend a large portion of their day contacting people to get this information, this is where the solution of the African Markets Tracker (AMT) stemmed from.

AMT provides our clients with real-time and accurate information about the African financial markets; clients are also able to set their own alerts for asset prices they are interested in, as well as receive market insights into these markets. This information is then pushed to their preferred messaging application.

The solution is offered as a mobile app as this was critical in being able to solve our clients need for mobility. In delivering this not only can we offer this to clients but is a source of tremendous behavioural data which will allow us to better understand and service our clients on a personalised basis. We also use this information to help us shape our future product offerings.

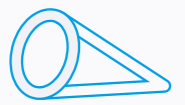
Digital Solutions Marketplace

There is an accelerating pace of digital disruption and innovation in all industries. Every sector that our clients operate in is being disrupted and our clients are adjusting to take advantage of new business models.

The bank has a rich set of digital assets, deep client relationships, industry expertise and a strong brand. We have created a "Digital Solutions Marketplace" (DSM) that brings all of these elements together.

As an incumbent organisation there is an opportunity for Standard Bank to leverage a platform business model to pioneer a new way of solutioning in the B2B domain within our CIB franchise.

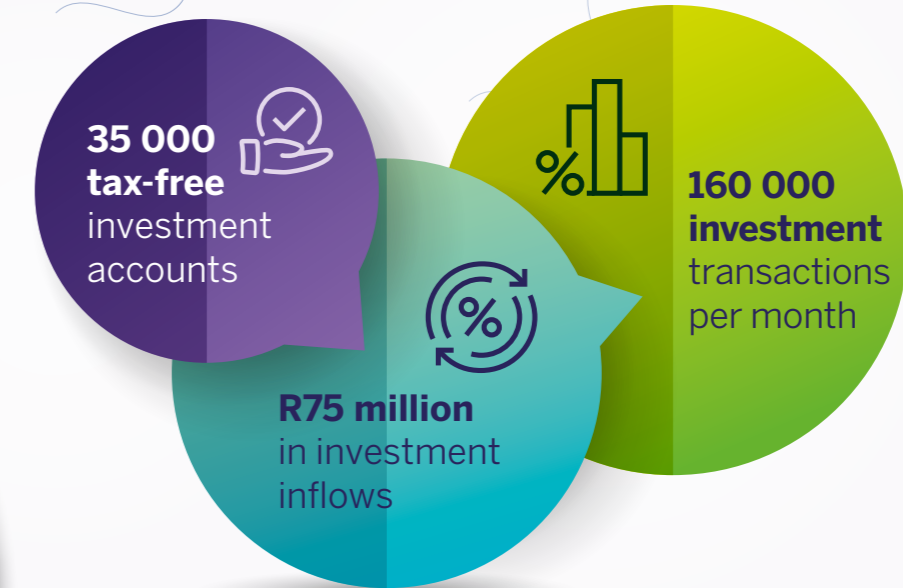
By partnering our clients and FinTechs using API technology we are able to solve existing problems and co-create new solutions in a curated innovation ecosystem. Solutions and services built on the DSM platform will be accessed via One Place to Land.



STASH

2019 has seen Stash forge ahead with continuous improvement and customer centricity. Several key deliverables were implemented that significantly enhanced the customer value proposition and placed Stash on a path to making a meaningful contribution to changing South Africa's savings culture. We listened to our customers and used their feedback to develop and implement several app enhancements and new features, keeping in line with our vision of delivering a platform for **"everyday South Africans investing every day"**.

We launched "Daily Stashing" where customers can automatically stash from as little as R5 per day. We improved our monthly Boost function, provided a graphical representation of the customer's stash balance and re-skinned the App to make it more intuitive and engaging. We also launched "Stash Vouchers" and partnered with 3rd parties to allow our customers to convert their 3rd party rewards points into Stash investments. This shared value ecosystem between customers, 3rd party rewards programmes and Stash delivers immediate value to rewards points, increases customer engagement with their rewards programmes and provides Stash with access to new user groups and markets through trusted channels.



The result has seen Stash grow to over 35 000 tax-free invest accounts, attracting over R75 million in investment inflows since inception and processing over 160 000 investment transactions per month. Next year promises more value as we plan to launch a new portfolio, enhance customer engagement through gamification and find new partners to increase our shared value vision.



NAVIGATION

LINKS:

[Sim's Message](#)

[Digital Story](#)

[Digital Leader](#)

[Clients' Choice](#)

[Safety First](#)

[Contribute to ROE](#)

[Maximised Delivery](#)

[Digital Workforce](#)

[The Year Ahead](#)

[Next >](#)

[< Back](#)

 HOME

Clients', Choice

LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Next >

< Back

HOME



Recognising excellence



As a group, we've been on a journey to develop digital capabilities and new platforms for customers to access our innovative solutions. Our hard work is paying off. Standard Bank Group has been recognised for its work across the continent we call our home, scooping a host of awards. Here are just a few:

EMEA Finance Magazine awarded Standard Bank 19 accolades across several award categories for 2019, including:

- **Pan-Africa Most Innovative Bank:** Standard Bank
- **Angola Best Investment Bank:** Standard Bank de Angola
- **Botswana Best Bank:** Stanbic Bank Botswana
- **Ghana Best Local Investment Bank:** Stanbic Bank Ghana
- **Ghana Best Foreign Bank:** Stanbic Bank Ghana
- **Ghana Best Foreign Investment Bank:** Standard Bank
- **Ghana Best Bond House:** Stanbic Bank Ghana
- **Kenya Best Investment Bank:** Stanbic Bank Kenya

- **Mozambique Best Investment Bank:** Standard Bank Mozambique
- **Namibia Best Investment Bank:** Standard Bank Namibia
- **Nigeria Best Foreign Investment Bank:** Stanbic IBTC Capital
- **Nigeria Best Broker:** Stanbic IBTC Capital
- **Nigeria Best Debt House:** Stanbic IBTC Capital
- **Nigeria Best Equity House:** Stanbic IBTC Capital
- **Nigeria Best Loan House:** Stanbic IBTC Capital
- **South Africa Best Local Bank:** Standard Bank
- **Uganda Best Bank:** Stanbic Bank Uganda
- **Uganda Best Investment Bank:** Stanbic Bank Uganda
- **Zambia Best Bank:** Stanbic Bank Zambia



Euromoney 2019 Awards for Excellence

- **Africa's Best Bank for Wealth Management:** Standard Bank
- **Africa's Best Investment Bank:** Standard Bank
- **South Africa's Best Investment Bank:** Standard Bank
- **Angola's Best Investment Bank:** Standard Bank
- **Malawi's Best Investment Bank:** Standard Bank Malawi
- **Zambia's Best Investment Bank:** Stanbic Bank Zambia
- **Uganda's Best Bank:** Stanbic Bank Uganda
- **Namibia's Best Bank:** Standard Bank Namibia

Standard Bank was recognised as Bank of the Year 2019 in South Africa by The Banker (part of the Financial Times Group) Best Trade Finance Provider in South Africa by Global Finance magazine.

Stanbic Bank Ghana's 'MobyCash', a market leading innovation which provides clients with secure and convenient on-location cash management, has been recognised as the most innovative digital product in the Cash Management sector by the Global Finance magazine.

On-location cash management brings the cash value chain to clients' doorstep, removing the need to travel to branches.

LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Next >

< Back

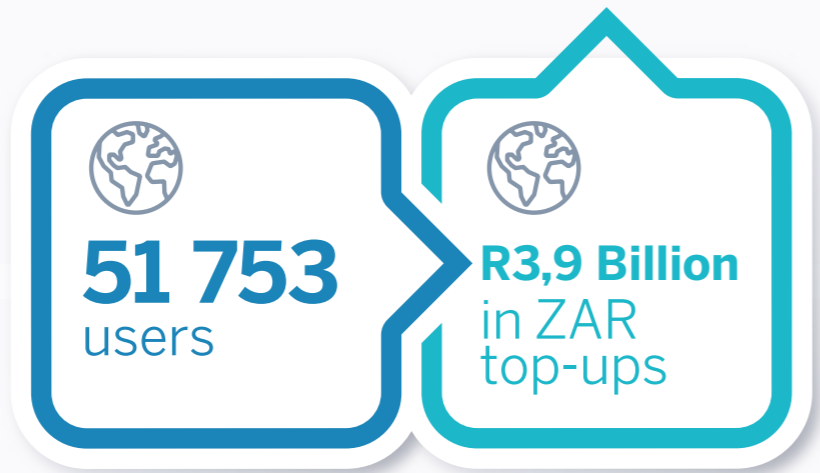
HOME



Shyft has had a phenomenal year and is moving quickly towards becoming an all-encompassing global citizen companion app.

This year Shyft has scaled to include features such as a digital KYC process to onboard non-Standard Bank customers and introduced the capability to support Union Pay International Cards. By opening up Shyft to new clients and users, we have seen significant growth and expanded our user base.

With 51 753 users onboarded as of October 2019, and more than R3,9 billion in ZAR top-ups, Shyft is expanding its reach steadily.



Looking to the future, the team has been hard at work and will soon be launching a stunning new update with a sleek user interface design update, ZAR wallet feature and Shyft to Shyft payment options. The Shyft capability will be further enhanced in 2020 with the introduction of exciting foreign investment capability, which will provide our users with simple, easy to use options to invest offshore.

MiScore- "Help me improve my Creditworthiness"



Customers applying for loans often want to know how much they qualify for before they apply and those heading for financial distress, don't trust or aren't aware that the Bank can help

them before it is too late. These needs are both linked to customers understanding and improving their "Creditworthiness".

to recognise that they are headed for trouble and to connect them with the Debt Care Centre to assist holistically. This is a proactive way of managing credit risk and prepares customers for the day they might need extra cash or lines of credit. This also forms part of other initiatives on Consumer Education within the department.

Internally tested sets of behavioural insights have been developed that will help customers understand and manage their credit scores (good or bad) and profiles. Work is being done with the support of the Business Accelerate and Credit Digital Enablement and Transform teams in designing and building a set of capabilities to include in self-service channels and broader Personal Financial Management and Open Banking services in early 2020. The MVP launched in November 2019, via MMS, to customers with early signs of financial distress with the aim of giving them the tools

By empowering customers with insights on their own behaviours and tools to manage their finances, we can be more useful to them every day, prevent further financial distress and the raising of millions of rands in provisions for expected losses that might never occur, and ultimately help customers on their path to understanding, growing and mastering their finances.

LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Next >

< Back

LookSee- Our innovative free tool for home buyers and sellers

Standard Bank has launched one of the most empowering tools yet for home owners and home buyers alike. When buying or selling a home, or just trying to understand your current home, many consumers and industry participants feel disempowered because they have little access to interpreted information relating to a property or its value. Our new "Home Services" interface called LookSee, has just changed all of that.

LookSee allows buyers, sellers, homeowners or industry participants to research properties by accessing free guides, which then lets them make informed decisions on homes. Everyone, including non-Standard Bank customers, has free, 24/7 access to information on their properties or properties they are interested in, such as:

- A property value including highs and lows, last sale price and how the growth rate compares to the national average
- Understand the once off and the unique monthly cost of owning the property
- An estimate for home insurance and rates and taxes.
- Interpretation of the crime trend in the area and understand the key amenities close by
- Review the area information, demographics and sales trends including area property turnover
- Download a report or compare up to three properties on various dimensions.

<https://www.standardbank.co.za/looksee>



LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

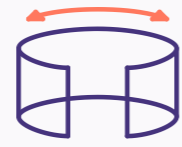
The Year Ahead

Next 

 Back

 HOME

My360-



Giving clients a global view of their financial life



My360 is our latest Wealth digital innovation that provides clients with a 360° view of their financial life across more than 20 000 global financial institutions. We have reached an important milestone on our Wealth digitisation journey with the launch of My360.

My360 provides clients with a consolidated view of their net wealth across more than 20 000 global financial institutions on a single dashboard. The app is part of the Standard Bank digital ecosystem meaning clients can seamlessly navigate via a single sign-in from the New Wealth tile in their banking app into the My360 app.

The ability to instantly shift between onshore and offshore asset allocation will allow clients to conveniently track the growth of their assets and liabilities on a daily basis, allowing for more informed decision-making.

Following the launch of My360 in September to both staff and Wealth and Investment clients, customer activation numbers and positive feedback have been very encouraging. This can be seen in our app ratings on the iOS and Google

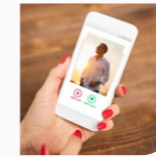
Play stores. Pilot user feedback earlier in the year prompted the development of a new look and feel. The consolidation of account management features into a single, easy-to-use section has been well received by our client base.

A dedicated customer support centre was set up and functionality was built into the app for clients to request call backs, e-mail support or navigate to the self-help guide. There has also been an integration of tooltips with financial insights as well as masterclass videos into the app to assist clients understanding financial terminology.

The Save and Invest feature has been developed so that clients can set personalised goals and track their journey to achieving these targets. This feature will launch in early 2020.



Standard Insurance Limited Direct Insurance App



Wealth Digital, in conjunction with Standard Insurance Limited, has developed a standalone cloud-based app for car and home insurance aimed at the digitally savvy and millennial segments.

The app, which is available on the Google Play and Apple app stores, allows for potential policy holders to be rated on their driving ability rather than on generic underwriting factors.

The app is built on Microsoft Azure (cloud) and offers a simple management system that ensures fast releases (every two weeks), which provides customers with immediate value.

Integration with third party vendors into the app via software development kits allows for Wealth Digital to provide solutions to customers without having to build them out ourselves, which is time-consuming.

The December 2019 release allows clients to buy vehicle insurance through the app with minimal underwriting questions and a fantastic client experience, with features such as scanning your driver's and/or your vehicle licence disc, which removes having

to capture all of your personal details. This app offers a discount on our quote to clients who pass the digital driving test through the app's telematics capabilities (first 300km and 25 trips). Unlike the current market discount from some of our competitors, the SIL offers' discount is guaranteed for 12 months for the duration of a client's policy, instead having to prove your driving ability each month. However, if a client decides to continue with monitoring of driving patterns, the client will receive rewards such as Uber vouchers not based on the clients' driving score, but for simply continuing with the drive tracking.

Download the App today and see how you fare with a digital driving test and a saving on your insurance premiums when you take out the Car and Home insurance policy through Standard Insurance.



LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Reimagining "traditional" in Africa Regions

Africa has the opportunity to leapfrog using digital, and many of Standard Bank Group's Africa Regions operations are grabbing these opportunities with both hands. Below are just a few examples:

Cash Deposit Machines

One of the most innovative concepts when it comes to cash in recent years is the rollout of bulk cash deposit machines (CDMs) that can deposit cash into customers' accounts in real time, 24/7. We were first to market to deliver this solution, with three banks following in our footsteps with the same offering. The channel addresses the need of informal traders, small business owners, and to some extent large retailers to bank the day's intake-in cash-securely and after hours.

The CDM solution allows for 3rd party (cardless) bulk deposits with real-time crediting of the customers' accounts. Our CDMs provides great flexibility with regards to placement options-can either be in-branch-(24/7 availability) self-service/ assisted service or offsite at a retail for single customer and offsite open to the public. We are currently live with CDM capability in 10 countries. In the past year Africa Regions has performed over 870 000 transactions on the CDM Channel.



Moby Banker

Our new onboarding capability (Moby Banker) enables us to bank new customers at the workplace. The onboarding process which is a one and done engagement, meaning the client is fully served the first time we meet with them, does not require any forms to be completed and at the end of the process the customer is fully "Know Your Client" (KYC) compliant.

The best and most exciting part about our remote onboarding capability is that the customer immediately has a transactional account opened with the option to fund the account, switch salary, be registered for online banking, create and pay a beneficiary, and walks away with the ability to transact at an ATM. Our success rate year to date is 9 300 new customers onboarded in just four months of going live. The capability is currently live in the following five countries eSwatini, Zimbabwe, Zambia, Lesotho and Malawi.

MobyCredit

Applying for a loan shouldn't take a long period of time. The Stanbic Bank Ghana team have developed MobyCredit to ensure we save time for both clients and staff. The solution is a workflow tool which allows for monitoring and tracking across the loan disbursement lifecycle. Key benefits of the solution are:



LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Next >

< Back

HOME

Instant Lending



Based on the voice of the customer, the focus for our Lending Customer Journey is to resolve two customer issues "will the bank lend to me" and when I need money, "can I get it instantly/conveniently". Our journey started in March 2018 and our roadmap was to first start with:

- Phase 1** redraw for existing loan customers followed by principle increase,
- Phase 2** new to borrowing,
- Phase 3** SME-existing and new to borrowing and
- Phase 4** new to bank. Phase 1 and 2 are existing capabilities and have realised over 200 million in disbursements to date through the new digital channels (Internet Banking and Moby). The capability is currently live in 4 countries (Eswatini, Lesotho, Zambia and Malawi). This is what our customers have to say about this new capability:



"It was straight forward and I was very impressed with how quick it was. I like the fact that it's up to a certain amount and I like the fact that whatever amount you put in, it first calculates and informs you properly in terms of what you will be paying and all those things ... because then it allows you to make the decision on what you can afford ...I also liked how quick it was because it took less than 5 minutes ..."

"... I am so happy... I was just going to go to the bank looking for money and then I saw online I had an offer... It was so quick."

"Very effective, at some point I had to call the bank for verification whether what I was seeing was correct because I thought it was too fast and convenient."



LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice


Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Next 

 Back

“Making it easy for customers to use online and digital platforms to easily facilitate cross-border payments in Africa Regions”

International Payments capability on our Enterprise Online and Retail Online digital platforms enables us to deliver what really matters to our customers by giving them greater control over their time. We listened to our customers when they said statements to us like “Due to my hectic work schedule it is not always possible for me to go to the branch to send money to my child who is studying abroad”. These payments were done manually requiring the customer to come into a branch and frustratingly, complete forms and provide physical supporting documentation for approval. This was time consuming and costly, with many physical back office interventions and hand overs.

Responding to our customers' needs we built a convenient, easy to use, 24/7 available and low-cost cross-border payments solution. Our customers can now originate international payments, request for a quote and submit the payment instruction at their convenience anytime, any day. In building this digital capability we leveraged our enterprise assets across Global Markets and CIB Operations using APIs.

In Africa Regions the first country we enabled was Uganda, where before any active commercialisation of the solution already over 175 customers are using the capability and have given us valuable insights. Notable amongst the feedback received is that the solution is user friendly. We continue to use the constructive comments from our customers to inform our enhancements of the solution.

Botswana is the second country where we have enabled the solution. At the time of writing, it is in the pilot phase, pending regulatory approval with Zambia planned to be the next country to go-live. There is a great deal of reusability in the solution the difference being customisable components informed by the regulatory and exchange control requirements in each country. We aim to rollout the capability to the remaining countries in 2020.

This capability further aligns with the customer journey of Dealing with Cash in that customers no longer have to withdraw cash to send via cross-border taxis or to carry it with them to pay offshore suppliers.

One of the strategic objectives of this capability is to create a platform that allows for convergence of the different payment form factors. This will enable customers to transfer funds and make payments cross-border from one form factor into a different form factor. For example, a customer should be able to initiate a cross-border payment off his account and pay into either an Instant Money voucher or SlydePay wallet.

LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

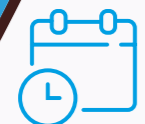
Digital Workforce

The Year Ahead

Next >

< Back

HOME



More than Banking, this is your Everyday



Putting clients at the heart of everything we do is more than just a nice turn of phrase, but is being put in to action by the Everyday Banking Client Journey team. The team focused on two areas that affected many clients on a frequent basis: Customer Origination, and Customer Servicing. Here are the successes achieved to date:

Giving You More, Giving You MyMo

Prior to April 2019, when customers sought to open an account with the bank, they had to visit a branch. This was not only inconvenient (branches are only open at certain times) it also offered a poor customer experience. The customer would need to wait in line due to extended queues in the branch, once a consultant was available to see them, they would need to provide documentation to prove their identity and their place of residence and they would also need to sign a lengthy contract that

specified the terms and conditions pertaining to their account. Following that, the customer would be issued with a temporary card (debit card) and requested to return at a later date to collect their personalised cheque card. Further, they would need to make an additional effort to register on our digital channels so they could do their banking at a time and place that suits them. The customer origination process was onerous and simply did not live up to our intent to deliver exceptional customer experiences. In April 2019, a digital customer origination process was launched. This process enabled customers to open a MyMo account-

An account for everyone who lives and works in South Africa and would like practical banking at an affordable price. MyMo was designed to ensure that customers could do their most frequent banking transactions for less than a loaf of bread-this included the monthly account fee, cash withdrawal fee, debit order fees as well as electronic account payments fees. These fees were kept low to ensure that the account was affordable for the majority of South Africans. Furthermore, customers who have this account get free airtime or data every month. That way they can keep connected to economic opportunities or nurture bonds with their families.



CLICK HERE TO LEARN MORE

With the digital customer origination process in place, new to bank customers are now able to join the bank and originate a MyMo account at any time, from any place. This process makes use of a digital know your customer (KYC) process that links directly to home affairs to verify the customer's identity and uses several trusted data sources to confirm the customer's place of residence.

All anti-money laundering requirements are met, without inconveniencing the customer. Once the digital KYC process has been completed, the MyMo account is opened along with their card being ordered and digital profile being setup, enabling them to bank immediately.

The MyMo customer origination process has raised the bar in terms of delivering an exceptional customer experience, setting the tone for the bank-customer relationship going forward.

Customer Servicing

The ability to service customers in a way that is convenient is critical for us in order to maintain long-term relationships with our customers. Once they have opened an account with the bank, customers expect to be able to maintain that account in a seamless manner, but there could be instances that prevent this:

- It is a common occurrence for customers to forget their PIN or find that their electronic account payment limit is no longer adequate for their needs. Both scenarios limit the customers' ability to bank.
- We saw an increase (industry-wide) of unauthorised debit orders being processed against customers' account. This was not only inconvenient for customers, but it also limited the amount of funds that they had available to pay for what is important.

Moreover, customers often require formal or stamped statements to manage their accounts or to fulfil a statutory requirement such as proving financial transactions to auditors, proving income to SARS, or when applying for a travel VISA or in some instances, when they are applying for credit. To address this,

customers would have to go to a branch or call the contact centre. From the first quarter of 2019, customers can now carry out essential account maintenance on our digital channels. any time, from any place that is convenient for them.



LINKS:

- Sim's Message
- Digital Story
- Digital Leader
- Clients' Choice
- Safety First
- Contribute to ROE
- Maximised Delivery
- Digital Workforce
- The Year Ahead

Next >

< Back

HOME



The work continues to enable customers to do their banking and maintain their accounts digitally, we expect more features to be enabled as the journey progresses.

Digital assistance on the best way to grow your money

Key to leaving a legacy is creating wealth. Customers who want to leave a legacy for future generations need advice and recommendations on how to grow their money. Other customers may have shorter horizons in which they wish to attain their goals, nonetheless, they require guidance and support on how best to grow their money.



Owing to the large amount of information that needs to be considered, this process could take some time and required a lot of effort from our staff. To solve for this a recommendation tool that helps customers work out how they can grow their money was developed. This tool considers the customer's goals and provides recommendations on the solutions that are best suited to meet their goals.

The tool has been rolled out to all private bankers enabling them to have meaningful conversations with customers on preserving and growing their wealth.

Going forward, these recommendations will be made available directly to customers, through our digital channels, so they can start thinking about it before they have a

conversation with the financial advisor or personal banker.

On this journey to creating exceptional customer experience through solutions that deliver what matters to customers, we must remain focused on the customer, not the technology. If we create the best technology solutions but have not addressed customer needs, we remain vulnerable to disruption. We must be obsessed with delivering the right things for customers. Autonomous, multidisciplinary teams with a clear mission, guided by data have proven successful in improving delivery cadence. The grow my money team can attest to this!

NAVIGATION

LINKS:

[Sim's Message](#)

[Digital Story](#)

[Digital Leader](#)

[Clients' Choice](#)

[Safety First](#)

[Contribute to ROE](#)

[Maximised Delivery](#)

[Digital Workforce](#)

[The Year Ahead](#)

[Next >](#)

[< Back](#)

 HOME

Safety First



LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Next >

< Back

HOME

Getting the full view: Proactive RegTech

More than 10 years after the 2008 financial crisis, the long shadow it has cast has started to fade. The aftermath of the financial crisis saw a globally coordinated response to draw up a series of new regulations that would underpin a more robust and stable financial system. The global regulatory landscape is changing, overlaid with the complexity of different regions and countries looking to tailor regulations to their own needs.

Organisations such as Standard Bank must comply with these divergent rules in the different jurisdictions in which we operate. The huge amounts of data and changing regulatory landscape makes it expensive and time consuming to comb through.

Regtech is the management of regulatory processes within the financial industry through technology.

The Employee Experience Engineering team within IT combined forces with Group Compliance to create a more industrial grade solution leveraging Microsoft technology.

The solution trawls the internet for regulatory content. The technology can quickly separate and organise cluttered and intertwined data sets and using Natural Language Processing (NLP) it checks for how applicable and how material this regulation could be to Standard Bank.

Natural Language Processing is a field of artificial intelligence that provides the ability to read, understand and derive meaning from human languages.

This information is then shared with the appropriate area for review and acceptance. The machines perform the work and the Compliance specialists provide the quality assessment and the evaluation of the outputs.

This is allowing for Business Compliance Officers to become more sophisticated in regulatory analytics and reporting. In addition, the Bank is constantly improving on its library of regulatory requirements which assists in the reduction of costs and the impact of implementation of controls.

It also now allows for more proactive assessments to take place, reducing burden on business and being at the forefront of changing market conditions.

Card Fraud One and Done Intelligent Automation



The Intelligent Automation (IA) Card Fraud One and Done solution was initiated in August 2018 and went live in May 2019. The purpose of this initiative is to enable our Customer Channels to respond efficiently to Card fraud reported by our customers, with a solution that empowers front line personnel to take the call; and using a single screen, block the card; identify the fraudulent transactions; automatically perform a client refund

based on pre-defined rules and open up a fraud case for Operations to perform the necessary fraud investigation.

The solution has been deployed to the Voice Branch, Fraud Detection and ringfenced to four Branches. Change management is currently in progress for pilot branches, which will be followed by a nationwide roll out across South Africa.

The client experience pre the Card Fraud One and Done solution:
Historically, it took up to 2 weeks for our clients who had fallen victim to fraud to receive a refund after reporting their fraud to Standard Bank. There was a long waiting time for a customer to report fraud to the Voice Branch, with the call duration averaging 30 minutes per call.

Additionally, the customer could not report fraud in any of the SBSA branches and was requested to call into the Voice Branch. The consultant then had to navigate 14 different steps and access 6 different systems to report each fraud case.

Continued ...

LINKS:

[Sim's Message](#)

[Digital Story](#)

[Digital Leader](#)

[Clients' Choice](#)

[Safety First](#)

[Contribute to ROE](#)

[Maximised Delivery](#)

[Digital Workforce](#)

[The Year Ahead](#)

[Next](#) 

 [Back](#)

The client experience following the Card Fraud One and Done solution:

This IA solution is delivering an improved client experience by reducing call durations and timing of financial reimbursement for the Fraud case.

The call time for clients has reduced from an average of 30 minutes to 5 minutes and customers eligible for refunds are refunded the same day as the fraud case was reported.

The IA solution has enabled branches to report fraud instantly without requesting clients contact the Voice Branch. The Fraud Consultants only need to access 1 system instead of 6 to report a fraud case.

Fraud losses have reduced due the quicker fraud reporting and card blocking functionalities, provided by the solution. Furthermore, overall turnaround time for resolving a fraud case has been reduced from seven to two working days.

Most notably this solution has improved the customer experience and increased Net Promoter Score (NPS) for the organisation. Between launching in May 2019, up until October 2019, the solution had successfully processed 4 061 fraud cases.



LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Digital Payments in Africa



Making purchases online used to be a privilege only accessible to credit card and cheque cardholders, and many of these avoided making online payments due to the risk of fraud when exposing their sensitive card information. Digital commerce is now exploding, and offers goods and services to everyone, from online stores locally and globally. Here are a few examples of how Standard Bank continues to strive towards making digital transactions across Africa more safe and secure.

Tap to pay with digital devices

The evolution of payments is speeding up at a rapid rate. **Samsung Pay** enables customers to transact securely with their phones and other digital devices at contactless-enabled merchants as well as traditional point of sale devices with a technology that mimics the magnetic stripe on the card.



We have experienced a very consistent growth trend since the launch with 31 000 customers already digitising their cards and successfully concluding 382 000 transactions. During 2019 we have enabled debit and cheque cards on this platform and VISA cards will also be enabled soon.

We have also enabled Garmin contactless devices during 2019 to be able to digitise cards and we will soon be extending this capability onto other contactless enabled devices.

SnapScan

SnapScan makes it easier for people to pay, and for business to get paid. The SnapScan app allows people to pay with their phone, by scanning a business' SnapCode (a unique QR code). Businesses can sign up electronically and get paid via their SnapCodes,

which offer a quick and convenient way of accepting card payments. Online businesses and charitable organisations also make use of SnapScan, as it is an extremely versatile payment solution.



Make donations:
Browse the list of organisations in the app and select to donate to favourite causes. Includes option to repeat donation and turn it into an ongoing contribution.



Settle utility bills



Pay retail accounts



Pay SBSA Home Loan



Buy prepaid electricity



Buy data and airtime



Buy entertainment services



Send money to friends



Preload funds for easy budgeting

With each development SnapScan becomes more of a payment's ecosystem, providing a smooth environment for people to pay and get paid.

Next >

< Back

HOME

LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Next >

< Back

HOME

SlydePay

SlydePay is a digital payment capability which connects the banked with the mobile money environment through an app and acceptance platform which offers smartphone and feature phone capabilities. SlydePay is currently live in Ghana and Zimbabwe.



Within the SlydePay app any bank's card can be linked within the country of issue, it also enables Stanbic Bank users to link their bank account directly to the app. Should the user make use of mobile money wallet/s, these can also be linked to the app.

SlydePay also allows businesses of any size and type to accept card, off account and mobile money at till point through the SlydePay QR code and/or USSD short code.



PayPulse

PayPulse is a digital payment wallet operated in Namibia and offers users the ability to download the app, link a Namibian issued bank card or redeem BlueVouchers into the PayPulse value store. PayPulse allows users to purchase prepaid products in app, pay bills, pay at till point, cash out BlueVouchers at Standard Bank Namibia ATMs and send BlueVouchers to both users and non-users of PayPulse.



NAVIGATION

LINKS:

[Sim's Message](#)

[Digital Story](#)

[Digital Leader](#)

[Clients' Choice](#)

[Safety First](#)

[Contribute to ROE](#)

[Maximised Delivery](#)

[Digital Workforce](#)

[The Year Ahead](#)

[Next >](#)

[< Back](#)

[HOME](#)

Contribute to ROE

LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Next >

< Back

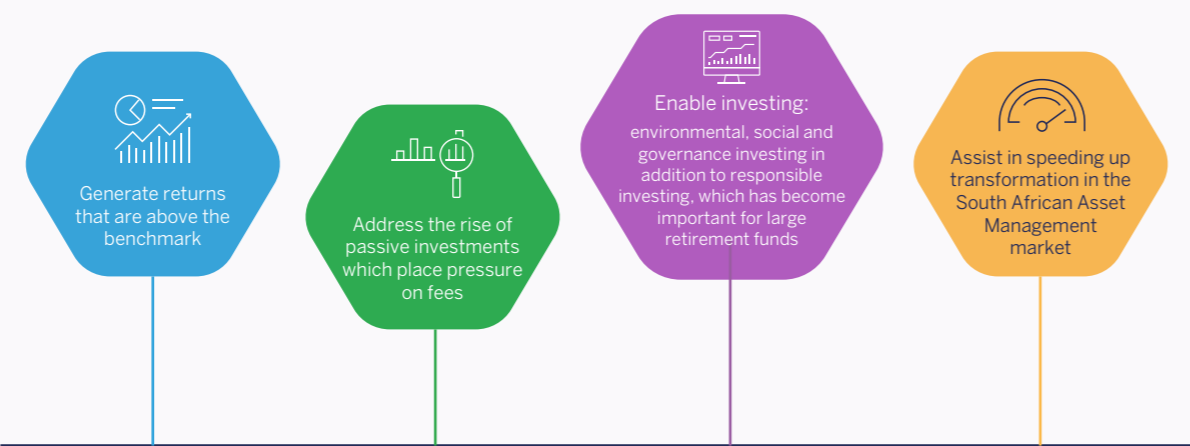
HOME

Partnering for Success

There has been a ramp up of FinTech partnering and investment activity in the Standard Bank Group, facilitated by our Strategic Investments and Alliances (SIA) universal capability, over the past year. SIA have been critical in supporting the core and competitive disruptiveness of the universal bank through the introduction and implementation of technology solutions with improved cost and efficiency to better serve our customers. Here are a few examples of partnerships formed over the last year that are already showing huge benefits for our clients and various parts of the Standard Bank Group.

Differential Capital

Differential Capital is a black-owned asset management company, which is currently being incubated to target institutional clients using a differentiated electronic data mining and Artificial Intelligence (AI) machine learning approach.



18% of industry assets are managed by black firms. Differential Capital is a level 1 BBBEE asset manager.

TradeCloud

TradeCloud provides a first in cloud hosted Business-to-Business import trade management platform that is beneficial to both corporates and SME businesses. TradeCloud has developed a cost aggregation platform that costs an entire shipment of goods across the value chain for example, logistics rates, customs duties, finance rates, insurances costs and so on. The solution is accessed as an intelligent integrated web-based platform for importers. TradeCloud is an integral part of the TradeSuite solution which will provide end-to-end servicing of the bank's trade finance ecosystem.

iiIDENTIFii

iiIDENTIFii provides a remote biometric digital authentication and automated on-boarding technology platform, offering a solution to verify the true identity of the customer completing the authentication process. The technology provides the orchestration capability for best of breed on-boarding and authentication technology sourced from around the globe. The solution makes use of a frictionless and non-invasive automated process, which meets ease of use by customers as well as risk and compliance goals in accordance with governance and legislative requirements. iiIDENTIFii provides the KYC onboarding capability for the MyMo and Shyft Apps.

Merchant Capital

Merchant Capital provides working capital loans to small businesses incorporating a smart collections model of 'pay as you trade' via the Standard Bank point of sale device. Application fulfilment occurs in minutes and disbursement is within 24-48 hours.

In addition, Merchant Capital in collaboration with our Moonshots Division has developed the system supporting the BizFlex product allowing loans to be granted and disbursed within 4 hours via Standard Bank's upgraded and secure Internet Banking website.

Motive Partners

Motive Partners is an investment and innovation firm dedicated to Financial Technology. Motive Labs is a value creation accelerator service with a goal of supporting partners in the area of Financial Technology. Standard Bank signed up to become a member of Motive Labs earlier this year. This gives us access to a whole suite of capabilities including strategy, technology, execution and will offer firepower to our own innovation and investment activities. Further, as a Member of the Banking and Payments consortium we are part of a group of non-competing leading banks from around the world, each with regional exclusivity on intellectual property produced out of the syndicate, who have come together to mutualise efforts, accelerate delivery of innovation effort and maximise impact for their banks.

LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

M-JEKI Showing up for Safaricom



m-Jeki is an automated short loan developed by Stanbic Bank Kenya for Safaricom Dealers and Agents, intended to boost their growing business needs. The goal is to offer financing solutions in the shortest time possible to the dealers and agents anywhere in the country without having to visit a branch. The product involves getting exciting financing solutions at the convenience of your phone via USSD *258#.

Safaricom, one of our top CIB clients, was primarily lending to their dealers and agents on a weekly basis. Their core business is in telecommunications, therefore they approached Stanbic Bank Kenya to support with the lending, to give them room to focus on the telecommunications side.

As the Stanbic team we came together as an integrated bank, developed the tailor-made solution and actualised it in to a reality for the customer. M-Jeki went live in July 2018.

Through m-Jeki we have been able to do more with the dealers and the agents. It has given us a platform to be able to engage Safaricom on the transaction business as well as agency banking.

m-Jeki was a solution that enabled us to work together as a bank, offering a unified financial services organisation. The M-Jeki customers are serviced virtually through the digital Enterprise Connect platform. While the M-Jeki solution funds dealers and agents on their working capital cycle, the solution also handles the flow of funds. The loans are booked by the dealers and agents and the funds are disbursed in to the Safaricom dealer collection account maintained within CIB, TPS. This ensures that Safaricom has real-time visibility of all the funds that have gone through that account and are able to deliver product to the dealers or agents.

The next phase will involve rolling out this offering to other key players in the industry, through providing instant digital funding solutions for their suppliers and distributors.



Next >

< Back

HOME



NAVIGATION

LINKS:

[Sim's Message](#)

[Digital Story](#)

[Digital Leader](#)

[Clients' Choice](#)

[Safety First](#)

[Contribute to ROE](#)

[Maximised Delivery](#)

[Digital Workforce](#)

[The Year Ahead](#)

[Next >](#)

[< Back](#)

[HOME](#)

Maximised Delivery



LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Next 

 Back

 HOME



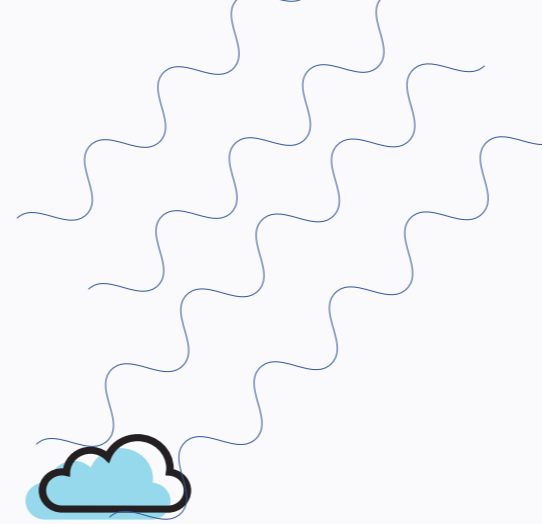
Data-driven Marketing

-The Future is Here

In a data-centric economy driven by digitisation, connected customers and hyper personalisation, experience is integral to the future of marketing. The Standard Bank Group are well positioned in 2020 to continue developing frictionless customer engagements across multiple touchpoints that will be “phygital” in nature. This intersect between physical and digital, is propelled by omni-channel and omni-device customer behaviour, with the expectation of immediacy and 24/7 availability.

Trends in 2019 have shown that customers are engaging with voice assistants in a much more natural way and there seems to be high levels of trust being built. Perhaps, the most important impact these technologies will have on marketers is how zero UI and voice platforms influence the customer’s path to purchase. This reliance on algorithmic decision making will

make hyper-personalisation and contextually relevant messaging even more challenging. That being said, customers are expecting personalised human interaction and consistent service experiences across all touchpoints. This means that with every interaction we have with our customers, we are afforded an opportunity to collect new data whilst using existing data to build and maintain trust and to deliver an exceptional 1:1 experiences based on what we know of that customer. Another key trend is around data transparency and privacy. With rising concerns about the collection and processing of personal information, a consent-based approach that allows consumers to determine what data is collected, builds trust with the customer and allows them to personalise their experience is necessary. This “connected-consumer” also means that customers are leaving extensive digital footprints, which enables us



to compile rich customer profiles. By employing AI and machine learning in our marketing activities, these profiles can be used to understand the customer on a personal level, creating context for each interaction. This customer data can also be analysed in aggregate to identify trends and opportunities on which we can capitalise to create the contextually relevant experiences across all touch-points. Brands will need to become more discoverable in how they lead customers through their journey which requires an agile and modern marketing approach using technology and data to enable us to influence a customer’s journey.



What we’ve done in 2019

Our data-driven marketing strategy that we have been executing over the past few years in our Marketing Centres of Expertise (CoEs) is enabling our marketing function to deliver contextually relevant and personalised communications to our customers at the right time in the channels of their choice. We have reached a milestone achievement in 2019 where, through our data management platform, we can deliver personalised content on most of our digital platforms for existing internet and mobile banking customers. This allows us to segment and personalise our marketing activities on and off our platforms.

The performance marketing CoE team leveraged the analytics and multivariate testing platforms to prototype real-time AB testing for insurance marketing with customised audiences. With these personalised experiences we were able to show an increase of 15% in lead conversion rate online. We have achieved a 7% prospect lead increase after using a test that combined behavioural sciences and known customer audience segments and, by redesigning elements of the Standard

Bank SA website, we successfully increased the percentage of prospect leads to 22%. Whilst we have implemented some marketing technologies to enable data driven marketing, what is key to our strategy is to continue to build sustainable and scalable processes to ensure that these pilots are pervasive and become business as usual. We have therefore been developing a measurement framework that outlines and delivers guidelines on how to measure the value of our marketing efforts using common KPIs and taxonomy. These standards will enable consistency of measurement across the business value chain to enable us to optimise and understand the commercial value of the marketing efforts we execute.

What is critical to a sustainable digital future is our ability to pivot and operate at the edge of innovation in real-time, as our customers experience it. Our digital transformation strategy would also not be complete without investing in our people. Our Digital Marketing Capability Building Programme that began in 2019 will ensure that we are re-treading training our people to become ‘T-shaped’ marketers for the future.



LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead


Next >


< Back


HOME


Our core focus areas for 2020


 Fully operationalise personalisation capabilities in the embedded marketing teams in order to leverage the customer visibility we have in dynamic segments and roll out on all digital marketing campaigns.

 Integrate these audience segments into the media buying platforms to enable marketing teams to do better optimisation.

 Embed data-driven capabilities across the marketing fraternity to scale the implementation of personalised experiences.

 Implement the in-housing of media buying technology to enable Standard Bank to own and manage data across paid media touchpoints.

 Build reporting and data dashboards to democratise the insights derived from all marketing campaigns. Integrate principles of the measurement framework to align to KPIs and commercial business objectives.

 Onboard a cross-channel campaign management tool and integrate with our data management platform to scale personalisation in email and performance marketing communications.

Continued ...



Driving client-centred behaviour across the UFSO

Let's start with WHY?

The client is at the centre of everything we do. We all know this. Client centricity is a well understood strategic imperative within the group. However, where is this visible within the organisation? How is it measured? And is it reported as such, both internally and for prudential purposes?

How do we answer these questions digitally, in a consistent manner, by way of our universal financial services organisation, whilst leveraging current data?

The Journey

Finance went on a journey with business to understand how we could enable the pivot from a product to a client lens, through measurement of accountability. We needed a way to pull the intelligence and insights required from the disparate data sets available. The solution needed to be future-ready, digital and self-service.

We decided to develop a portal which could give business owners a view of their data, whenever they needed it, without having to create cumbersome presentations and packs. This data could not only point business owners in the right strategic direction but also change the behaviour of our siloed and product-focused businesses. This portal would enable the evolution of our organisation and ultimately prove the hypothesis of our value drivers.

The Portal-pulling it all together



Continued ...

LINKS:

- Sim's Message
- Digital Story
- Digital Leader
- Clients' Choice
- Safety First
- Contribute to ROE
- Maximised Delivery
- Digital Workforce
- The Year Ahead

Next 

 Back

The journey continues
 There have been many hurdles in delivering a client-based measurement platform within incredibly short timelines in 2019. Given the large datasets involved, we need to ensure our platform and technology stack are of such a nature that it can deal with the demand of performance and stability required for digital and automated reporting. We are working closely with our IT partners in optimising the platform continuously in order to improve the user experience. There have also been many learnings.

Breaking down siloes within the group takes time and effort but can be done. Many people are excited and want to share in a joint purpose, and through collaboration and co-operation this can be achieved. One of the principles we needed to adhere to was: Done is better than perfect. Not an easy undertaking for a finance team!



THE DISTANCE WE MUST TRAVEL IS VAST.

DATA IS KEY. UNIVERSAL REPORTING WILL SHOW US THE WAY.

Intelligent Automation



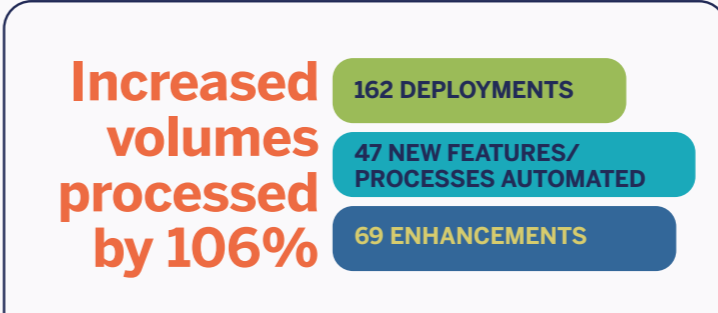
But first, some numbers:

Intelligent Automation (IA) utilises the combination of artificial intelligence and automation to deliver solutions using business process management and robotic process automation. The Intelligent Automation (IA) journey has gained significant momentum as volumes processed on the WorkFusion platform, our chosen platform to scale and launch IA solutions, has increased by 106% in 2019 (2 500 000) when compared to 2018

(1 200 000), for the period January-September. Through the partnership between the Business Performance Improvement (Group Shared Services) and IT Centres of Excellence (CoEs), the IA Programme has further demonstrated consistent delivery across Programme Increment (PI) 1 to PI 3. To date, 162 deployments have been delivered resulting in 47 new features or business processes automated and 69 enhancements.

Revolving Credit Plan Solution

Credit Digital Enablement and Transform, and Intelligent Automation (IA) have partnered to build an IA solution which aims to increase the uptake of Lending Products by increasing digital sales of the Revolving Credit Product (RCP) and increase our customer base improve our revenue. The key objective is to sell, open an account and pay-out the rand value in the customer's account in record time which is achieved through automating the fulfilment of Unsecured Lending Products by using a 3rd Party vendor as an origination channel.



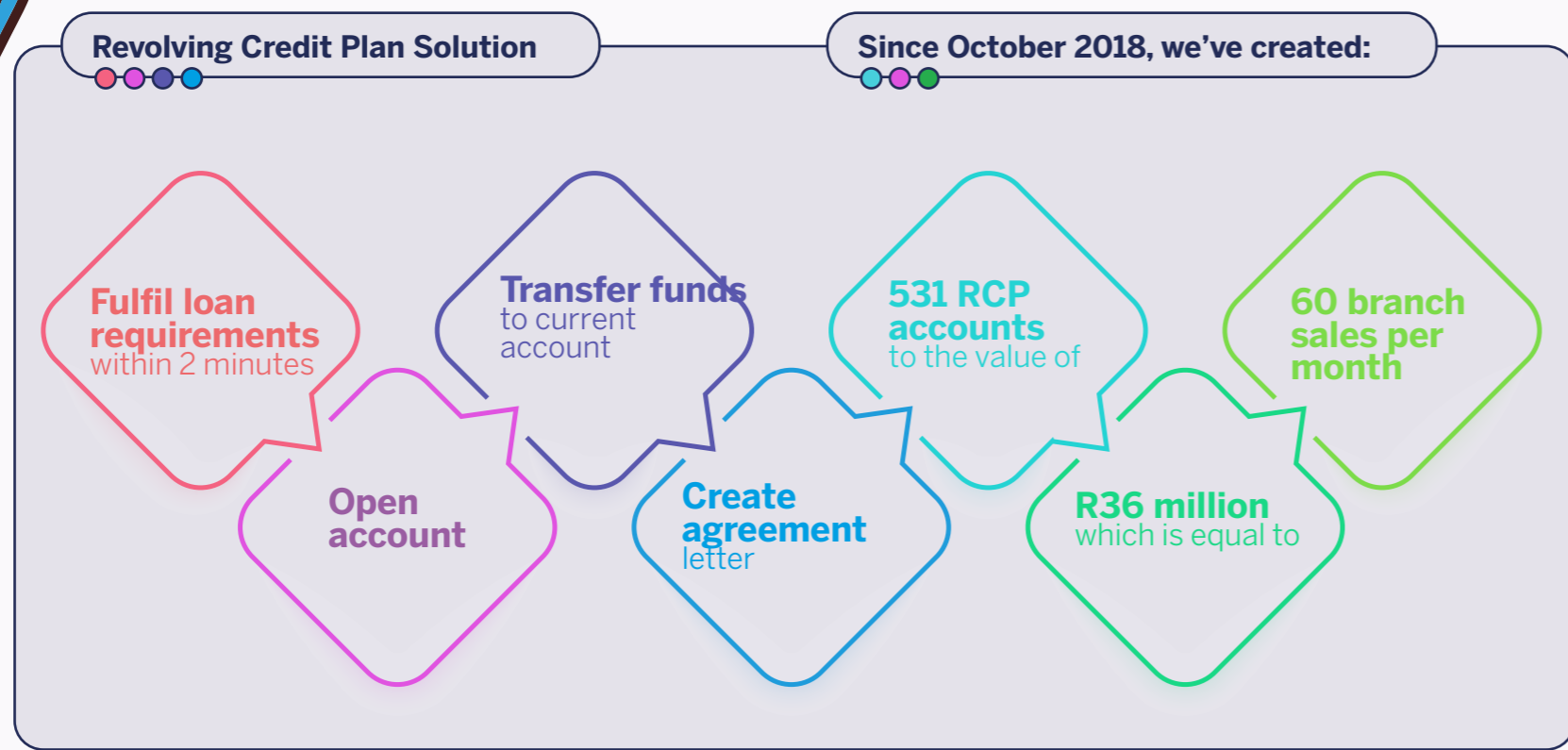
Increased volumes processed by 106%

- 162 DEPLOYMENTS
- 47 NEW FEATURES/ PROCESSES AUTOMATED
- 69 ENHANCEMENTS

LINKS:

- Sim's Message
- Digital Story
- Digital Leader
- Clients' Choice
- Safety First
- Contribute to ROE
- Maximised Delivery
- Digital Workforce
- The Year Ahead

The IA solution competes with other competitors to fulfil clients loan requirements within an hour. Currently, the fulfilment is processed in less than 2 minutes (previously 3 days) which includes:



CREDIT REQUESTS



CIB Operations

Since inception of the CIB Intelligent Automation unit in 2017, it has automated 19 processes and currently 73 robots are running across multiple business areas in Operations and CIB in South Africa. All automation capabilities introduced are available to our Africa Region countries to leverage where applicable. Here are a few of the recent success stories:

Trade Guarantee and Import Letters of Credit Automation

In March 2019, Trade partnered with the CIB IA team to improve operational efficiencies as part of Trade's journey to be market leaders in processing trade related transactions. The objective was to reduce turnaround times and the risk of issuing guarantees and Swift-based import letters of credits that is associated with manual processing.

The average guarantee had 27 manual steps (excluding Legal and Credit's involvement). The target was to reduce processing times for standard guarantees from 48 hours to less than an hour and for non-standard guarantee processing to be completed within a day that still took more than two days to finalise.

The solution involved a combination of robotics, workflow and document generation software and can also be enabled for our African Region markets. The result was a 90% automation of the standard guarantees' process and 80% of the non-standard guarantee process. Turnaround times for standard guarantees reduced to 40 minutes and non-standard to less than a day. In addition, amendment and cancellation capabilities were built into the solution.

The design and test phases of MVP 1 for letters of credit automation have been completed.

90% AUTOMATION of the standard guarantees process	80% AUTOMATION of the non-standard guarantees process	Turnaround times of the standard guarantees process reduced to 40 MINUTES	Turnaround times of the non-standard guarantees process REDUCED TO LESS THAN A DAY
---	---	---	--



Next >

< Back

HOME

LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Next 

 Back

 HOME

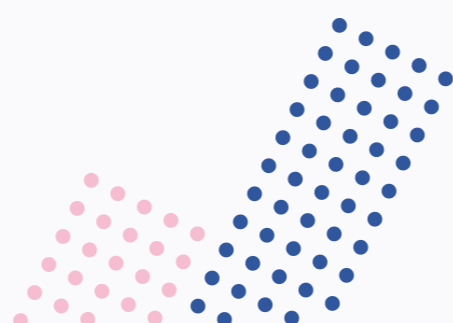
Cross-border Payment Automation

The Outward Telegraphic Transfers (OTT) business in South Africa set out to move all **outward payments** from legacy systems to the strategic payment system, Eximbills Enterprise (EE).

The OTT business partnered with the CIB IA team to help reduce the **processing time** on EE whilst improving quality and reducing operational losses due to human error.

The final solution is a combination of robotics, FileNet workflow and Eximbills Enterprise (EE) for paper and email based outward payments. The Global Markets team built an automated delivery solution allowing our robots to collect foreign exchange contract (FEC) details associated with a payment via an API and upload those onto EE. Collaboration with the FEDS development team allowed us to automate the manual delivering of an FEC, thus ensuring the processing of qualifying payments to be automated in EE. As at October 2019, the solution is in a controlled pilot in production and the process is being improved based on the pilot feedback.

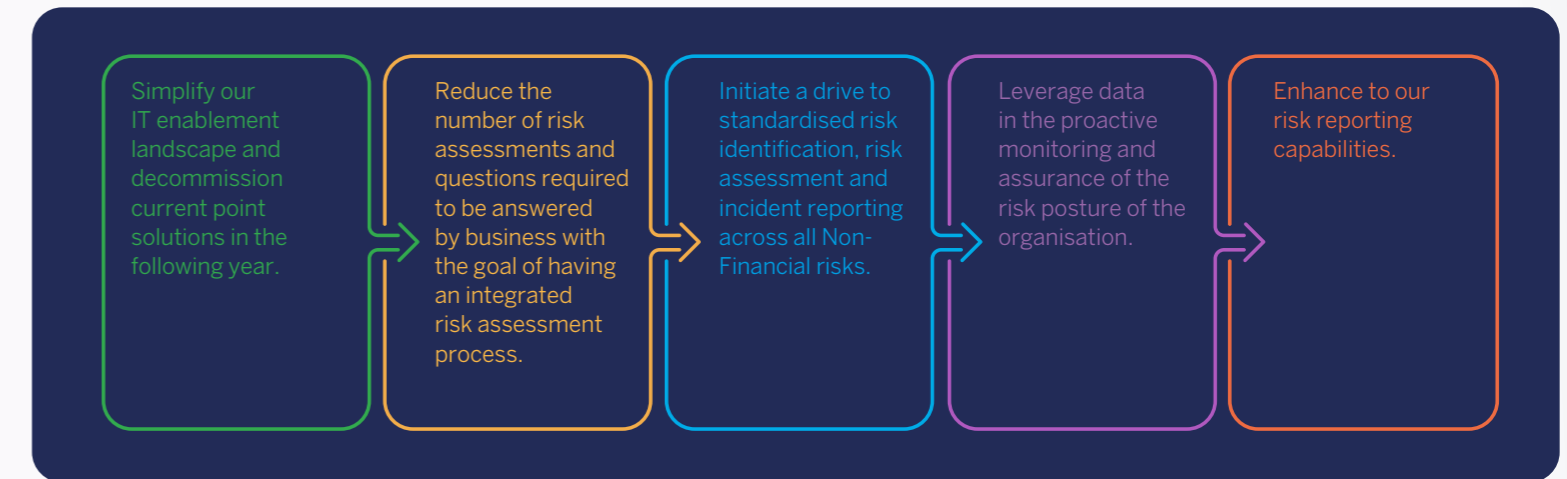
In October 2019 we launched a new initiative as part of our ongoing journey towards automating mundane and repetitive tasks in the inward cross-border payments area. Every month 19 000 transactions get processed on the back of email instructions from our clients. A robotics initiative to read these instructions has yielded surprising results in the first weeks since the launch of the initiative with as many as 70% of our clients opting to use the form. These structured and standardised instructions can be read by the robots and enable automatic processing of the transactions. Where the client's response meets all the criteria, the email instruction is processed end-to-end in 10 minutes without any human involvement. So far 25% of email instructions received in the new format have been processed automatically. The success rate will improve through further education of the clients on the correct use of the form and enhancement of the robotics solution. The solution has also been extended to clients who respond with their payment instructions via SMS.



Simplification of Risk Management

As risk professionals we are committed to partner in our drive to simplify the framework to enable risk management into the DNA of our bank. We recognise that an onerous approach to risk management could be a distraction that hinders our ability to live the Group's purpose and deliver our vision. While our risk appetite cannot be compromised, we must enable conscious risk taking with agility. I acknowledge it will not change overnight but with better understanding we can collectively improve processes which benefits our clients, business partners and sustain our future value as an organisation.

The benefits of digitalisation for Risk Management is:



Our strong partnership with Group Audit, Group Compliance and Group Control ensures we collaborate to enable Combined Assurance across the lines of defense. Risk and Compliance together with Human Capital and Group Procurement initiated the Know Your Employee (KYE) initiative creating a new Personal Declaration Platform with the first deliverable being Outside Business Interest (OBI) declarations.

Robotics Process Automation and the use of Cognitive Services to assist in Group Investigations have proven good grounds for further enablement and optimisation of operational efficiencies and investigation turnaround.

LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

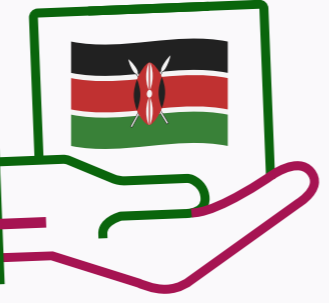
The Year Ahead

Next >

< Back

HOME

Rethinking Onboarding for Kenya



In a move geared towards enhancing the customer onboarding experience, Stanbic Bank Kenya developed a system that has automated the account opening process. The system is in-built with biometrics and artificial intelligence to help solve for customer identification thus eliminating identity theft.

The system is also able to accurately risk rate for Anti-Money Laundering (AML), screen for Politically Exposed Persons and Sanctioned Individuals, and automatically archive all KYC materials. All totally paperless. The key benefit of this system is turnaround time (TAT) improvement in account opening. An improvement in TAT then creates space and time for our Relationship Managers/ Consultants to engage with customers and have a quality conversation to understand their needs, diagnose this and match the bank's product solutions to customer's needs. This should increase the propensity to switch and bank with Stanbic Bank.

How has this changed the narrative?

Account opening time has been cut down from 1 day to 5 minutes, only one person is required to open an account as opposed to 7 people which enables speed of execution. The solution was launched in August 2019. As at 15 October 2019, 5 171 accounts have been opened.



LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Next >

< Back

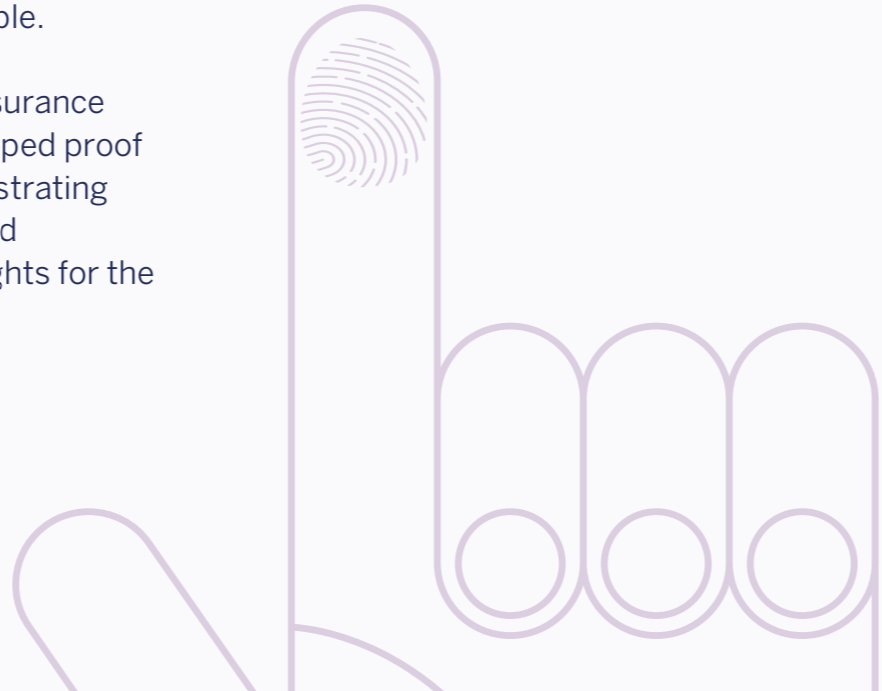
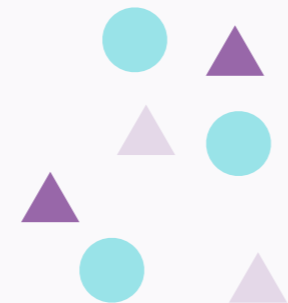
HOME

GINA in Action

Group Internal Audit (GIA) in conjunction with the Group's Data Services team has developed a unique robotic engine (Gina) which is pushing the boundaries of traditional auditing to transform from hindsight to insight and ultimately foresight.

Gina has the ability to deal with the range of technologies and disparate systems that exist within the Group and connect with and crosslink multiple internal and external sources of data. Having transformed these complex data sets into a useable format, Gina uses analytics and machine learning to uncover hidden patterns that provide deep and previously unknown insights to enhance risk management and support the business to identify ways of becoming more efficient, productive and profitable.

In addition to digitising GIA's internal Quality Assurance (auditing the auditors), Internal Audit has developed proof of concepts in 3 robotic audits which are demonstrating the potential for significant savings and increased efficiency within Internal Audit and valuable insights for the business.



Logical Access Management (LAM) Audit-this is a critical control for the Group. In the traditional manual audit, 4 auditors would review a sample of 30 staff once a year to check if they had the correct system access. Gina is now able to check every employee's system access every day.



SA Branch Audit-before digitising, it took 18 auditors 3 months to review a sample of 40 branches. Gina now checks every transaction at every branch every day for adherence to several key controls.



Home Services Audit-the digitised audit runs 60 tests daily testing adherence to credit and other controls for the process.

The ability to stream data at source and audit full populations of data enables the GIA and ultimately business to continuously monitor their control environment. In addition, business can take immediate remedial action and get virtually instant feedback on whether it has been effective.

Gina provides an Integrated Development Environment with a range of programming languages for staff to develop their data science and machine learning capabilities. This can shift a department years ahead from entry-level analytics. Business is now partnering with Internal Audit to develop 'self-audits' while scaling their data science and machine learning capabilities. Gina's interface layer is online so business can use the technology with no delays or cost to install software.

On the horizon, digitised assurance will continue to grow as more robotic audits are planned for 2020. Gina's system-agnostic technology will enable it to be operated on any mobile device, and Natural Language Processing will allow users to interact via voice and interrogate voice files, such as call centre information.

LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Next >

< Back

HOME

Personal Credit Dashboard Tools

While most loan applications made by individuals are automated and involve straight through processing, there will always be exceptions and cases where we need experts to review applications, better understand the context and, whenever possible, tailor a deal that will solve for the customer need. This is done by Credit Evaluations teams across Regions, and they need to review the data in the application, as well as up-to-date data across more than 8 other systems, in order to make an informed decision.

This process can be made much quicker and easier by consolidating the data into a Single View of Customer, specifically for the teams' purposes. In July 2018, we started by understanding the teams' needs and their experiences with existing systems, and then under the vision of "Credit decisions as a One and Done", began testing and developing various dashboard tools across teams and Regions. This culminated in the Personal Credit Dashboard, an MVP housed in Qlikview

and this was rolled out in April 2019 to Evaluations teams, and others such as the Debt Care Centre, which has allowed for more testing, feedback and understanding. We also overcame several technical challenges caused by hosting such detailed data for the millions of Standard Bank customers and clients.

Working with Personal and Business Credit teams, we've now finalised the next iteration (ProAct Retail) which includes the majority of necessary features raised over the past year and a half, and which expands on the previous ProAct Private Banking tool (now covering all Personal Segments) and thereby enables the rapid development and deployment of additional features. We aim to ultimately host these views on systems such as BPM and Customer1st, making the most useful views available to customers as well.



NAVIGATION

LINKS:

[Sim's Message](#)

[Digital Story](#)

[Digital Leader](#)

[Clients' Choice](#)

[Safety First](#)

[Contribute to ROE](#)

[Maximised Delivery](#)

[Digital Workforce](#)

[The Year Ahead](#)

[Next >](#)

[< Back](#)

 HOME

Digital Workforce



LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Next >

< Back

HOME

Transformations are hard,

digital ones even more so

When you hear digital, many think about just connected platforms, and tools, and mobile, and social. However, true digital transformation is more than just technology-it's just as much about changing our organisational behaviours. Fundamentally, digital transformation is about changing how teams work together, not just what technology they're using to get that work done. When we started our journey with Microsoft 365, we asked ourselves the question "What can we do differently this time?"

We acknowledged that customers and employee behaviour was changing and that efforts need to be cross functional.

Data, people, teams, applications and services are often siloed without seamless integration. We saw the Office suite as a great way to connect them together. Not only have we seen explosive growth in the usage of the base products, but we have found ourselves leveraging the Business Application capabilities within the platform in incredibly powerful and creative ways. All employees within the Bank can access Office 365, a platform that now boasts 180 million users per month across the Globe. Standard Bank has found itself the leading adopter of the suite across the entire Middle East and Africa Region and a real source of advantage.

The scourge of email

Over the last year Standard Bank received a staggering 1bn emails and sent 132 million (that's a rate of 250 emails per minute being sent by employees throughout the year-that's a lot of email). However, email, as much as it is used is not the most collaborative of vehicles in which to engage with others.

Shifts in how we are collaborating, the tide is turning

We have created multiple team collaboration sites, where chats, file sharing and online calls can take place. There are now 110 million Bank files stored online in personal or team-based locations within Office 365, with just over half of Bank employees regularly using these facilities. One in 10 files being worked on have two or more people in the Bank collaborating on them at the same time now.

The rise of the citizen developer

Within the Microsoft 365 platform is a core set of tools that enable organisations to create powerful and scalable business applications that utilise the power of the cloud and leverage the latest productivity capabilities. With these capabilities, employees can create targeted solutions that meet their specific requirements. Since citizen developers are employees who are on the front lines of the Bank every day, they're aware of what's needed to make process improvements.

These applications can be created with no or low amounts of code by end users (Standard Bank Citizens). These applications can be created quickly and easily, are capturing and utilising the knowledge within the Banks employees to fill business needs.

The applications developed range widely (we have more than 500 in play today) from how we arrange parking to our Campus facilities, onboard our new employees through to how we administer our ATM devices within the field.

Business apps can be used to connect disparate data, processes, users, and teams and clients together in a much more streamlined and coherent way.

We are driving innovation within the company. It's more than just email.



250 EMAILS PER MINUTE

being sent by employees throughout the year.



COLLABORATION

One in 10 files being worked on have two or more people in the Bank collaborating on them at the same time now.

LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Next >

< Back

HOME

Driving Data Culture in Africa

One of the Group's six Digital Principles is **"Leveraging data: Being smart about how we use data to guide our decisions, create valuable insights and deliver personalised experiences."** and while this concept couldn't be any clearer, there is one roadblock that can get in the way of achieving it.

The high shortage of skills in the data community.

In an effort to combat that, while ensuring that our staff are prepared for the Fourth Industrial Revolution, many of our African countries have embarked on a journey of upskilling our staff to step in to these vital new roles. To date, over 50 new data scientists have been trained to boost data capacity by creating the critical mass we need to execute on use cases that will add significant value to our business and clients.



There is so much value created in using data to improve the existing processes and wrapping around current products with a deeper understanding of our customers, but the real value is in creating completely new offerings to meeting the growing and dynamic client demands.

To ensure better organisation in how we execute effectively, they have implemented our data operating model in several countries by creating centralised universal data functions as our data innovation hub and incubators.

The teams have successfully rolled out data governance framework in most of the countries in the Region, which ensures we continually have robust conversations about our data

assets to provide the governance oversight and ensure appropriate accountability.

The progress we have made to date has been a direct result of the commitment, hard work and collaboration of all the teams in the region, with countries crafting market specific execution strategy pathways.

To drive awareness of the importance of the data as a critical asset, under the theme data and digital transformation our journey to Future Readiness we successful held regional data conferences (3), bringing together industry data experts, data ecosystems and key regulators in Uganda, Nigeria and Malawi.

Building a Data-driven Culture in 2019:



UGANDA

The Uganda Data Transformation conference focused on getting the culture and skills foundation right.



Nigeria

The Nigeria Data Transformation conference focused on FinTech partnerships and looking at the data literacy of the broader organisation.



Malawi

The Malawi Data Transformation conference focused on information risk, data security and privacy while exploring opportunities that publicly available data presents to the bank.

LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

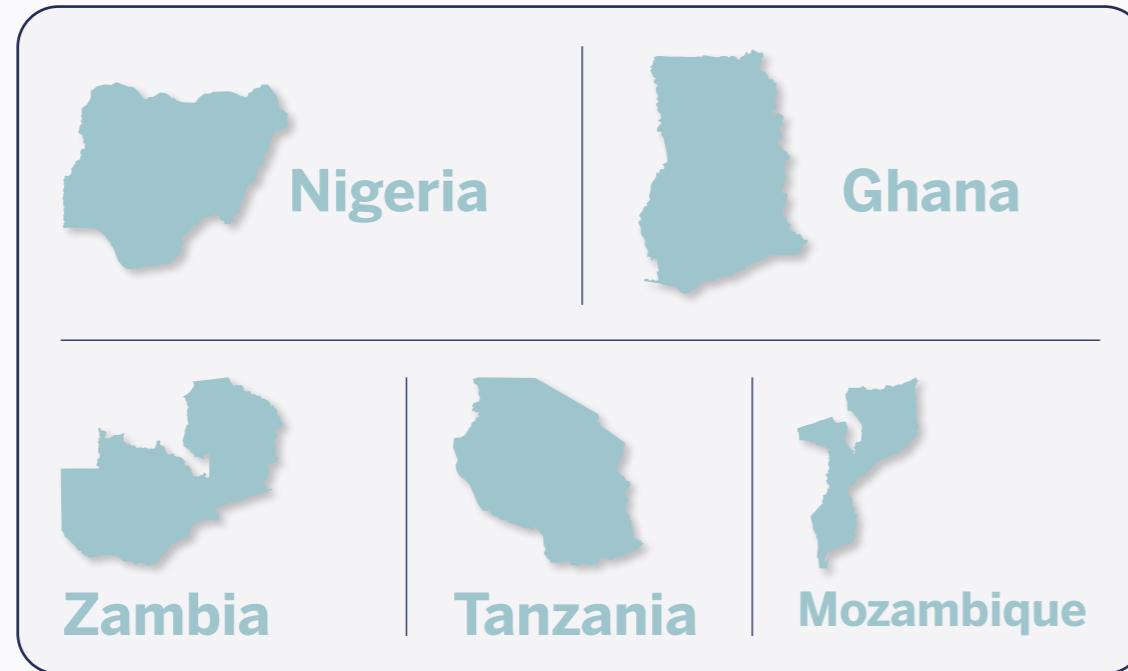
Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Some of the successes seen in Data Monetisation in 2019:



Nigeria:

- Have disbursed 31 000 Instant loans value of R70m and revenue of R2m
- Orchestrated 14.7% increase in voluntary contribution in the pension business
- Seen 19.4% uplift in investments for client predicted to churn in the asset management business
- Retained R14m deposits from sweepers 16% coverage of total predicted sweepers.

Ghana:

- Through re-segmentation of customers based on transaction behaviour we are able to generate R151m in revenue uplift.
- Key interventions to migrate 20% active customers to primary customers with transaction accounts
- Safeguarded R43m value at risk by cleaning customer Contacts and Tax Identification Number (TIN).

Zambia:

- With digital lending initiative able to disburse R52m in few weeks
- Facilitated R2,4m cross-sells using data science models piloted with private clients.

Tanzania:

- Increased active customer base by 20%
- Prevented revenue leakage of R168 000
- Increased borrowing customers by 23%
- Increased the loan book by 10% to the value of R300 000

Mozambique:

- Prevented cost of R2,6m in regulatory fines by automation of processes
- Prevented losses of R7.5m through revenue leakage of Non-interest Revenue
- Increased loans and advances by R59.8m through redraws, top-ups, retentions, flex credit etc.

More than a programme, it's a "journey to greatness"

Standard Bank Group's purpose, 'Africa is our home, we drive her growth' reminds us that our role is far greater than the services and products that we provide. We are also responsible for our contribution to the stability and

well-being of our continent. In an effort to increase the alignment of SBG leaders to increase autonomy and effectiveness in decision-making, the Journey to Greatness programme was born.

Additional aims of the programme were to:

Collaborate in horizontal, multi-functional teams ...

To solve customer problems ...

In digital-first ways ...

Using shared practices

The overall programme journey was run around our Group's three key focus areas:

CLIENT CENTRICITY
Our "Why"

DIGITISATION
Our "Why"

UNIVERSAL FSO
Our "Why"

The Digital Journey aspect of the programme focused on the digital revolution which is having a massive impact on how business is done in the financial services industry. It is clear that we needed to upskill our leaders to adapt quickly or risk losing relevance and client appeal.

Digitisation is more than just technology; it is about delivering the Universal Financial Services Organisation through secure, personalised and digitally enhanced experiences to clients and employees in real-time, all the time.

Next >

< Back

LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Next >

< Back

HOME

Themes and Insights from the Digitisation session:

An "Innovation Fair" was hosted which showcased some of the Digital Products and Solutions. Connecting the product-owners with the group was very valuable, as a large portion of participants had never been exposed to solutions such as Virtual Card, Instant Money and Trade Club. It was made very clear how Digital could be an opportunity, rather than a threat to us if we act quickly.

The importance in data was stressed throughout the Digitisation sessions. We have a wealth of data at our disposal. How will data differentiate us in moving beyond our competitors and in defending our position.

There are pockets of agility/agile excellence in the Bank, however the term 'Agile' is rather intimidating and feels like an IT method. During the sessions, participants realised that in fact it is just a way of working smarter that we would all benefit from using.

Looking at the digitisation models, it was commented that it is critical for us to work with a variety of partners so that we can present a full suite of offerings to our clients, 'We can't be a financial services provider in a platform environment'. Partnerships are key as we progress on the digital journey.

PowerUser Programme- A Year On



The Standard Bank Robotic Desktop Automation (RDA). Power User Programme is a 3-4 month programme aimed at providing Standard Bank employees an opportunity to learn automation skills and apply the learning within their respective business unit.

Upon successful completion employees obtain an internationally recognised, WorkFusion RPA Express/Intelligent Cloud Automation, Power User certification, and are recognised as a Standard Bank RPA Express Power User practitioners-giving them the platform and license to build robotic solutions that can transform their business areas.

The purpose of this programme is to build capability in business to develop and execute Robotic Desktop Automation (RDA) i.e. small automation use cases using WorkFusion's Intelligent Cloud Automation software (formerly known as RPA Express).

It is targeted at, business line-process analysts, process owners and others with emphasis being on small automations and execution-in essence, **active learning, with delivery.**

The programme also aims to identify the talent and skills necessary to support a culture of **Operational Excellence and Continuous Improvement**, through automation. It also supports Standard Bank's strategic promise of creating marketable skills for our staff and future fit teams, whilst also delivering against the group's automation and digitisation strategic imperative.

RDA Power Users play a critical role in identifying and implementing simplified automations in business areas and will form a core component of our future talent and skills necessary for our digitisation journey.

The programme was launched in February 2018. Since inception, there have five completed intakes and 1 intake currently in progress. A remarkable number of 110 Standard Bank employees enrolled for the programme with 98 completing it successfully in December 2019.



5 INTAKES INTO THE PROGRAMME



110 ENROLLED EMPLOYEES



98 SUCCESSFUL COMPLETIONS

Continued ...

LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Next >

< Back

HOME

The power of the programme lies in the fact that the programme recruits individuals within the work (either in operations type roles; delivery type roles; specialist type roles; leadership type roles etc); from all levels of the organisation; and it allows them the opportunity to be taken out of their current role, taught a new skill and then go back into their business unit to build a tangible automation solution which must then be delivered; signed off and implemented at the end of the programme.



6 Enrollments across 6 business areas and 9 countries



96 Official processes automated



Capability created in business



87 Power Users with 87% Success (76 Certified)



>117 430 hours + >17 FTE capacity created



Annualized Benefits of >27M (355% ROI)

Some of the benefits that the programme has generated since inception, include the following:

- A return on investment of 355% (R27m) for the first 5 intakes only, a figure that is expected to rise once intake 6 completes in December 2019
- 96 official business processes that have been automated and the creation of over 117 430 hours of capacity across more than 6 different business areas, including Group Shared Services; Group Human Capital; Corporate and Investment Banking; Personal and Business Banking and Africa Regions (to name a few). Others business areas who are currently participating and in progress, include Liberty; Group Information Technology and Group Real Estate Services.
- Capability created within business with applied learning, skills development and emerging opportunities for employees.

ROI of 355% (R27m) for the first 5 intakes

96 official business processes have been automated

Over 117 430 hours of capacity across more than 6 different business areas have been automated

Continued ...

Where Digital Human and Intersect



With the continued emphasis on creating increasingly frictionless employee experiences and the nuanced evolution of Human Capital's digital journey; we've designed, tested and implemented solutions to enable Digital Workplace capabilities for our people.

This year we experimented with Artificial Intelligence in the recruitment screening process. We're further experimenting with the development of an employee experience layer and employee journeys to provide a consumer-like experience for employees at work. With the implementation of capabilities such

as Axonify and Degreed, employees now have access to digital libraries and micro learning environments to support the development of future skills.

We've enabled single view of employee benefits and rewards through the implementation of Benify.

During 2019 Human Capital made progress in Robotics Process Automation (RPA) with the integration of 10 such automation components, effectively removing manual intervention in some of our processes.

As part of our focus on future skills and work design we'll soon be launching a number of Strategic Workforce Planning pilot projects in the establishment of this capability. This, coupled with the introduction of Human Capital's predictive analytics capability in partnership with Visier, sets us well on our way in delivering on an integrated digital strategy, enabling business decision-making into the future.

NAVIGATION

LINKS:

[Sim's Message](#)

[Digital Story](#)

[Digital Leader](#)

[Clients' Choice](#)

[Safety First](#)

[Contribute to ROE](#)

[Maximised Delivery](#)

[Digital Workforce](#)

[The Year Ahead](#)

[Next >](#)

[< Back](#)

[HOME](#)

The Year Ahead

LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Next 

 Back

 HOME



2020

ENRICH DUNN

COO OF CIB OPERATIONS



“In 2020 we will move upwards on the Intelligent Automation maturity curve leveraging machine learning technologies and enhancing our operational processing ecosystem. The outward cross-border payments business is one area that will benefit from the introduction of optical character recognition and the application of machine learning for the due diligence process.

We will continue to improve our straight through processing capability delighting our clients with close to real time service and releasing

our colleagues from mundane and repetitive activities to do more value adding work. Whilst the focus has been on the introduction of Intelligent Automation in South Africa, these capabilities are available to our Africa Region countries to leverage where applicable.”

DEEPESH THOMAS

HEAD OF WEALTH DIGITAL

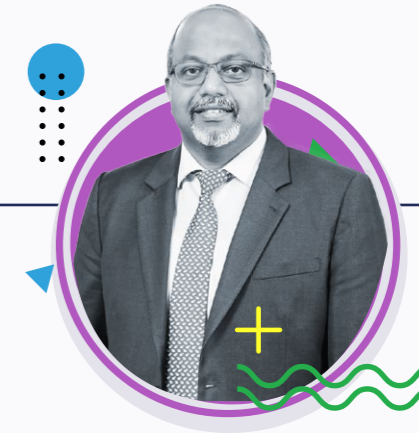


“Standard Insurance Limited Direct Insurance App allows for the build and release of full retail insurance proposition, including buildings, contents and all-risk products. It also enables registration of claims registration My360-We look forward to a full My360 roll out to our Personal Business Banking base in March 2020.

This will see us grow our user base with new features that will complement our vision of creating personalised insights for clients to align with the aim of My360 becoming the companion to clients who want to realise their financial goals.”

VINOD MADHAVAN

UNIVERSAL PRODUCT HEAD FOR TRADE



“2020 will see turbo-charged Digitization of Trade-focused on addressing the problems in the largely manual and complex international trade processes, leveraging the disruptive technologies of ABCD (Artificial Intelligence, Blockchain, Cloud computing and Data analytics);

thereby reducing the gap in trade finance availability in Africa of c. \$150bn, resulting in increased employment and thus living our purpose of Africa is our home, we drive her growth.”



LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Next >

< Back

HOME

JÖRG FISCHER

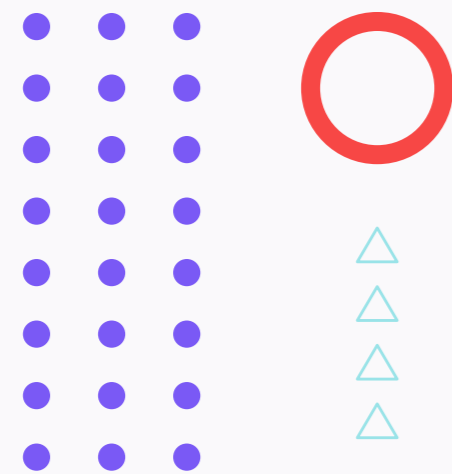
EXECUTIVE HEAD OF GROUP SHARED SERVICES AND GROUP REAL ESTATE SERVICES



“Traditional operations is transforming rapidly as intelligent process automation starts intersecting with human manual processes. As automation steps up its role in conventional human spaces, we are starting to “free up “people to be the next best version of themselves by dealing more complex matters to solve for clients.

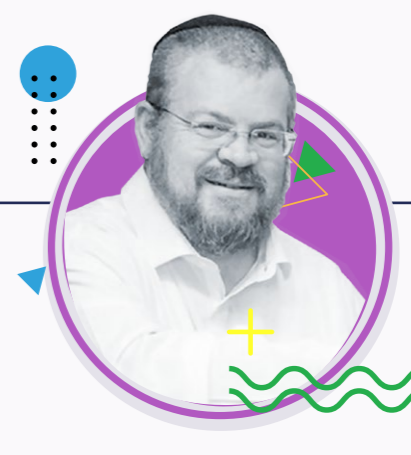
2020 will be a key year to further reskill and reinvent ourselves, to ensure that we continuously remove friction and deliver what matters most to our clients at every opportunity.

“Trends as business strategy” will become increasingly prominent and I believe more agility, more collaboration and resilience, will be required as we scale technology and embrace innovation.”



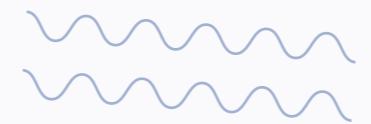
LARRY MCCARTHY

HEAD OF STRATEGIC INVESTMENTS AND ALLIANCES



“The financial services industry is evolving as a consequence of changing customer behaviour, increased expectations, channel proliferation in a digital age and the adoption of new technologies. Ongoing digitisation improves processes efficiency, mitigates risk, ultimately reduces cost and increases competition. Standard Bank acknowledges the customer and client need to extend beyond traditional banking services by partnering with disruptive technology providers.

The bank has successfully transitioned from core partnerships linked to traditional banking to include disruptive fintech partnerships in new markets. In 2020 the Strategic Investments and Alliances division will continue to trawl the globe, source and scout best of breed, best of tech solutions in order to simplify, enhance and expand our technology platforms with improved cost and efficiency to better serve our customers, by leveraging industry developments in start-up as well as advanced Fintech companies to enhance the value proposition of the universal bank.”



LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Next 

 Back

 HOME

PIETER SWIEGERS

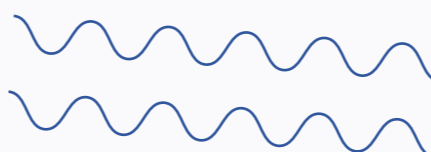
HEAD CIB DIGITAL



“When we look back at 2019, it has been important for us to put in place the key capabilities which will enable us to build a future ready organization. We identified digital platforms and data as key components of a viable digital strategy. Thus, CIB Digital have built a Digital Solutions MarketPlace whereby we can showcase existing digital solutions as well as to co-create new solutions with our clients, while also utilising API technology to leverage the bank’s digital assets. We are embedding ecosystem and platform thinking by working with a variety of players in the Ugandan agriculture ecosystem from farmers and aggregators, to industrial producers and start-ups, as we try and contribute to the growth of this sector in Uganda and look to expand it to other countries on the continent. We are building a Feature Store to rapidly develop, deploy and scale machine learning solutions across CIB and to clients, and it would also allow us to rapidly respond to competition and leverage off these opportunities.

In 2020 we will continue working on solving client problems in the agriculture ecosystem and look to expand our methodology and learnings into the renewables and water ecosystems. We have had great successes in digitizing onboarding for our corporate clients in South Africa and in 2020 we will look to roll this across other African markets. From a MarketPlace perspective we will continue to collaborate with our clients and partners to co-create solutions for challenges and/or opportunities. In addition, we will continue to build out our API catalogue and enable more business through One Place to Land.

We continue to obsess over improving the client experience by trying to understand the drivers behind the decisions they make, and in partnership with the teams across the Group, we will utilise Design Thinking, Lean Customer Development and other methodologies available to us to ideate and increase our engagement with staff and clients across the continent.”



ANDREW VAN DER HOVEN,

HEAD OF DIGITAL BANKING AND ECOMMERCE, PBB SA



“2020 will be an exciting year for our customers. We will continue our focus on building deep levels of trust with our customer utilising the latest security and digital authentication mechanisms. We are planning to extend this trust into other parts of our customers online buying experiences to reduce friction. As always, our customers can also expect a large number of new features on our digital platforms allowing them to transact, invest, insure and borrow seamlessly.

This will improve our digital experience for our customers. In addition to this we have a few key customer journeys which will go live truly helping our customers understand and buy a home as well as trade across countries. These will bring together both Standard Bank and selected partners to help solve our customers’ needs holistically”.

2020 will see us make a large iteration on our LookSee platform based on the feedback we have revived from our customers. We will be making the platform more accessible, adding additional services and ensuring customers can interact to meet their various needs. We are extremely excited about our “help you buy with confidence” feature which will go live early in 2020 as we believe this is the first digital experience in South Africa that is an intuitive way to understand what our customers can qualify for and simplifies the experience.”



LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Next >

< Back

HOME

ADRIAN VERMOOTEN

HEAD OF DIRECT BANKING
(PBB AFRICA REGIONS)



"2020 is an important milestone in our Digital journey as we accelerate and scale the journey from Digital Channels, to Digitisation, to Digital Transformation. 2020 is about the embedment of Digital Transformation across the whole systemic value chain... from what really matters to the customer... to how we enable

the solution... to how we deliver it at scale... and how we organize ourselves to achieve this. It is only through this that we will be able to achieve an awesome customer experience and operational efficiency. Both of which are key to being future ready and sustainable."

WENDY PIENAAR

ECOSYSTEM HEAD



"Client Ecosystems is a new initiative started in 2019 and the first fruits of the effort will be made clear in 2020. With the focus on building new businesses within the ecosystems of our clients, rather than bringing existing banking products to ecosystems, Client Ecosystems had an exciting new mandate. In this Digital Annual Review, we deep dived into the projects undertaken by this initiative. In 2020, we will focus on delivering the existing

projects into the market and looking into a few new and exciting potential ecosystems, including renewables across the continent and gas in Mozambique. As our work begins to reach the market next year, I am excited to see the waves that it will make across Africa as we begin to deliver service to our customers that goes well beyond what they could ever dream of from a bank."

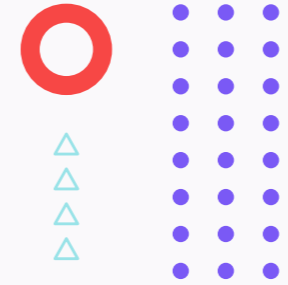
RICHARD DE ROOS

UNIVERSAL PRODUCT HEAD, FOREX



"Regarding our franchise business for FX, 2020 is a continuation of a race against time to digitise client journeys within existing SBG channels such as Internet Banking, BOL, eBanking and SBG Mobile. Furthermore, we hope to provide new franchise opportunities with our standalone Apps (Shyft and RAVN, a blockchain payment initiation tool) which will position us to broaden our reach as an Ecosystem play. Our API solution will continue to provide us the opportunity to participate in third party ecosystems.

With regard to our role as a liquidity provider to global markets, we will continue to roll out our price formation, aggregator, risk management and trading algorithms proportionately to our countries across the continent. To underpin this, further progress is expected to be made in our data science initiative which will better equip us to participate in these markets, monetise our risk and avoid predatory behaviour from High Frequency Traders."



LINKS:

Sim's Message

Digital Story

Digital Leader

Clients' Choice

Safety First

Contribute to ROE

Maximised Delivery

Digital Workforce

The Year Ahead

Next >

< Back

IAN PUTTER

BLOCKCHAIN EXECUTIVE



"The good progress achieved over the last year enables us to start getting a glimpse of how we need to position ourselves to build/utilize resilient blockchain platforms to extract maximum value as the technology keeps on evolving at a rapid pace. The Standard Bank Group is utilising our partnerships with Africa Regions and ICBC to ensure that we leverage work done to speed up their journeys and enhance collaborative efforts.

Over the next year we want to complete our work on scaling and extending the RAVN platform for payments and letters of credit whilst we are experimenting with R3 Distributed Ledger Technology.

We aim to finalize our strategy for 2020 and the plan for up to 2023 ensuring that we deliver resilient solutions that could be easily extended to tokenized and, in some instances, maybe decentralized solutions enabling consensus mechanisms.

Key to succeeding is partnering with our blockchain partners to extract maximum value and not reinvent wheels but utilize what is available."

LINCOLN MALI

HEAD OF GROUP CARD AND EMERGING PAYMENTS



"We are experienced a digital revolution in payments across Africa. Various players such as Mobile Network Operators, Fintechs and digital banks are making inroads in our traditional domain. In order to respond and compete, we must put our clients at the centre of our business and develop solutions that not only meet but anticipate their needs. In 2020 we will ensure that our teams are well positioned to

be the driving force behind the next wave of digital payments innovation in Africa, with our chosen partners.

We will continue to build and develop a digital payments community of subject matter experts across all the countries where we operate through our Digital Payments portal and the Payments Round table to be held in South Africa."



THANK
YOU