

# U.S. Bancorp Investor Day Growth Through Transformation

**Derek White**

Chief Digital Officer

September 12, 2019



# Positioning Ourselves For The Future

We have aligned key functions, promoting a holistic approach to investing in and executing on our **digital-first strategy**.

## chief digital officer

omnichannel....

agile....

innovation....

# Building Customer Relationships in a Digital-First World

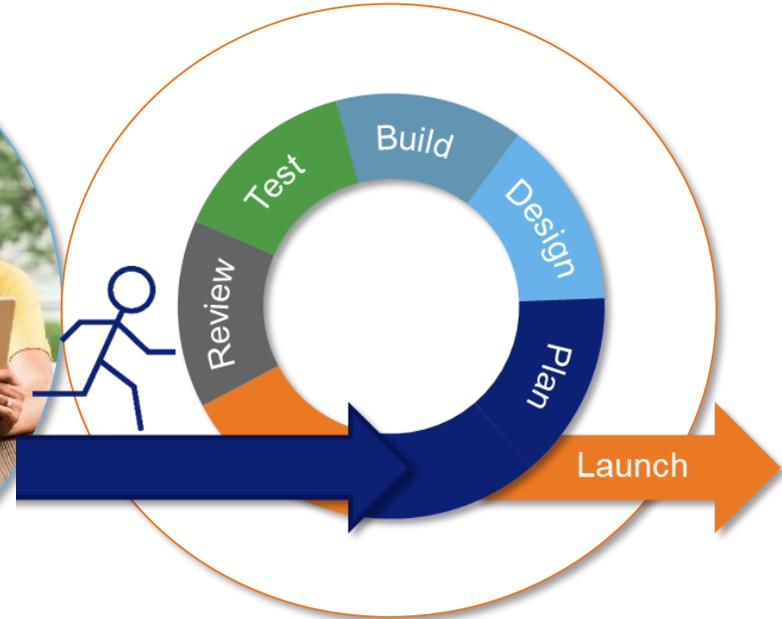
In order to **attract, retain, better serve** and **drive centrality with our customers**, we must:



be **digital-first**



deliver  
**exceptional** experiences



be **nimble**,  
adapting and evolving quickly

# Interactions Are the New “Eyeballs”

- Interactions are coveted as **a means to reach current and potential customers** and influence behaviors
- Interactions are **a leading indicator** and an important measure of future success
- **Traffic is moving rapidly to digital** channels, and digital interactions now occur at a rate of **~30x physical**

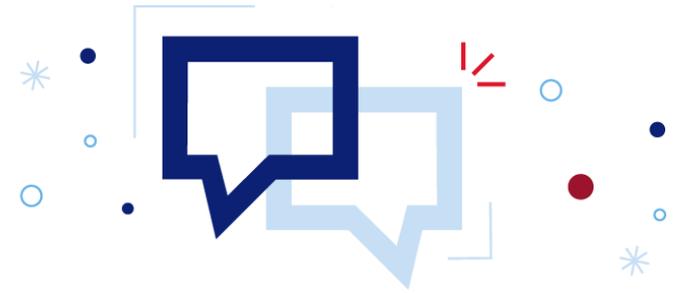
means of  
interaction:



brick



glass



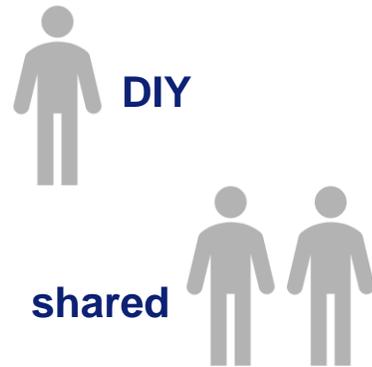
air

# Our Vision For Digital: 4 – 2 – 3 – 1

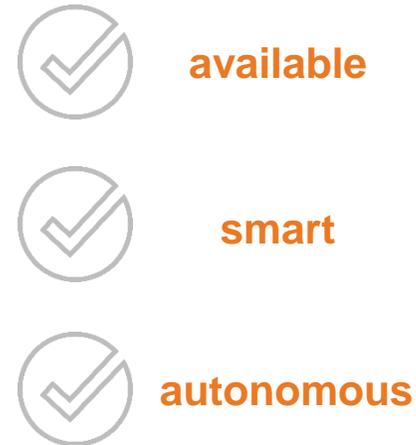
**4** humans



**2** interaction models



**3** phases of digital maturity



**1** amazing experience



# Approaching Digital Above and Below the Glass

## DIY for all four humans

digitize and automate  
100% where possible

## smart and personalized interactions

empower decisions with data and advanced  
analytics



## Create amazing @speed and @scale

activate full Agile development in  
Experience Studios and beyond

## Reusable technology

build with reusable assets, microservices  
and high-speed APIs

## Human 360

a consistent, consolidated, high-quality  
and secure data platform



# Embracing New and Better Ways of Working

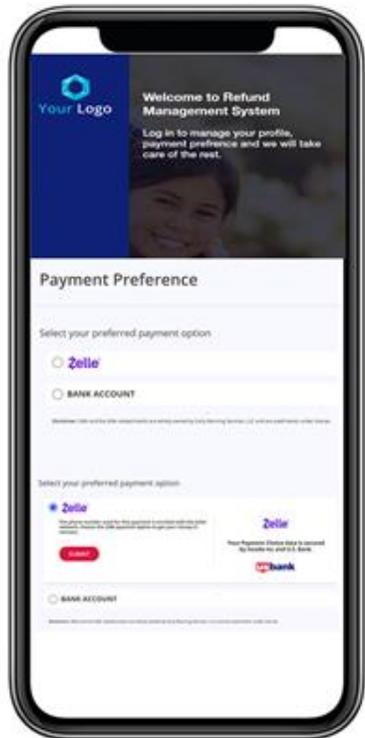
We're implementing Agile product development throughout the organization to deliver **better** products, **faster**.



- 18 months in, we are rapidly **scaling** our Agile practice and **accelerating** the pace of implementation
- **Over 6,000 agile creators** across the company, in every function and business line
- **Collaborating** across studios to rapidly design, test and deliver solutions
- **Risk is embedded** in every studio
- Accelerating our **creation rhythm to months vs. years** to translate ideas to execution

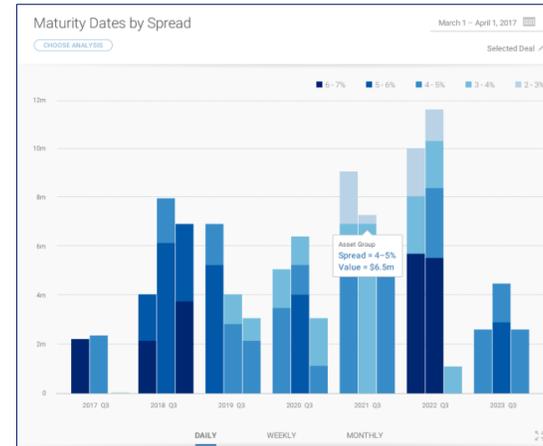
# What We're Delivering

## DIY: Payee Choice



- Facilitates **B2C payments**
- **Consumer chooses** payment method
- Addressable spend estimated at over **\$1 trillion** in the business-to-consumer and government-to-consumer space\*

## Smart: Pivot



- **Custom portal**
- Built for **Corporate Trust and Fund Services** clients
- Streamlines operations
- Supports complex business needs

## Pivot features:

### Data analytics

- Embedded Tableau visualizations provide portfolio insights at a glance

### Real-time cash and trades

- Reimagined design provides real-time data and straight-through processing

\* Source: Boston Consulting Group



## In Summary...

- Our digital initiatives span across the organization, are both customer- and employee-facing, and address digital above and below the glass
- We're moving @speed and @scale to become an Agile organization
- We're realizing benefits in both revenue growth and expense control
- Digital is “table stakes” for some applications, but opportunities remain plentiful to delight customers with smart and autonomous capabilities
- This is a long game, and we're in it for the long-term

