



Lean

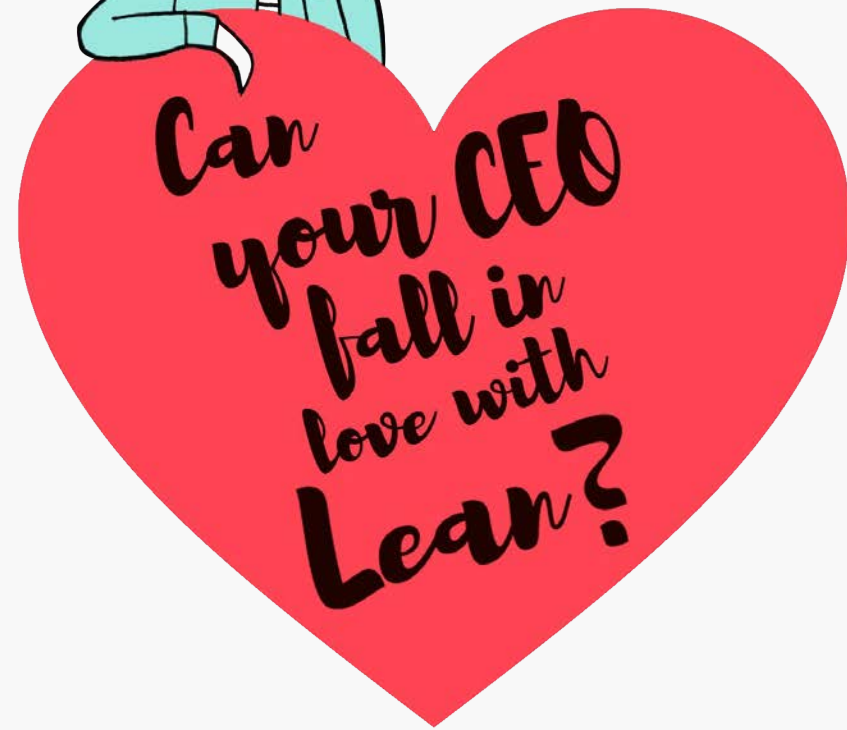
for Digital Business

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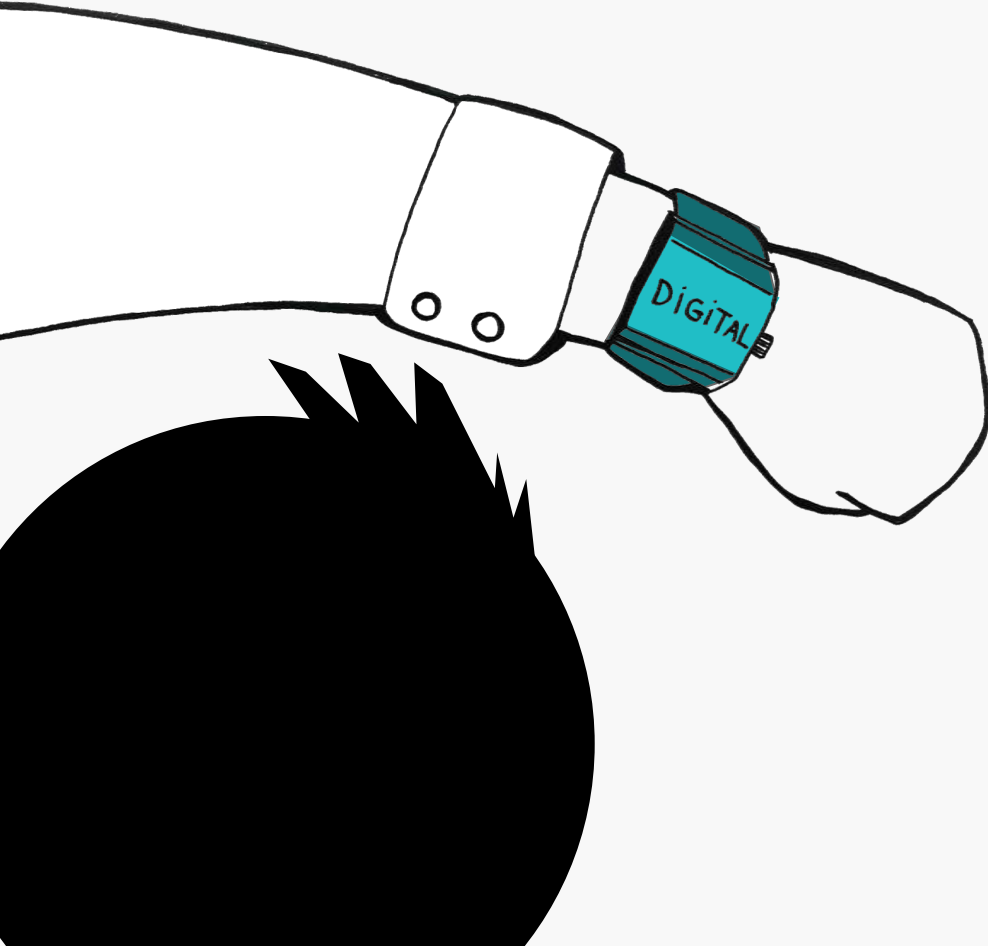
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Can
your CEO
fall in
love with
Lean?



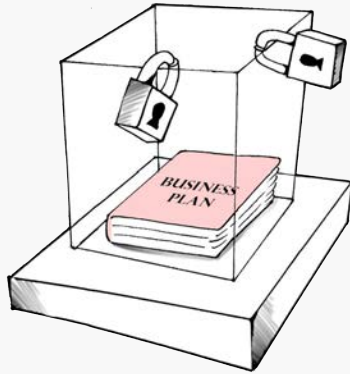
The world we live in
has just start to
change completely.

Digital is already at
the CEO agenda.

But how to make it
happen?

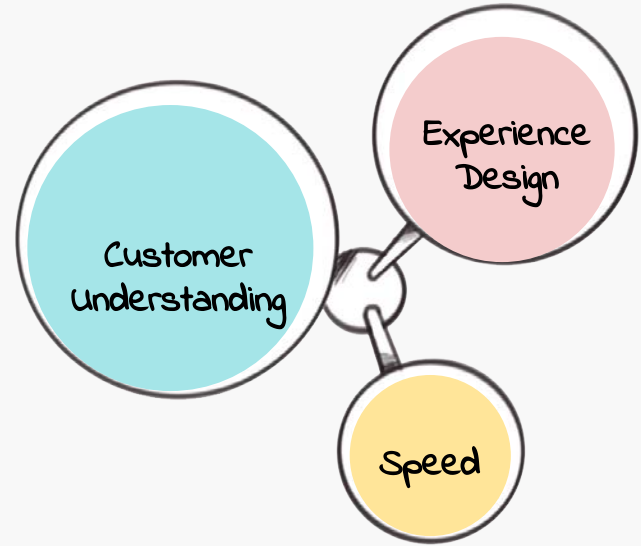
"Don't base your venture on a plan.
Instead base it on a strategic foundation."

Eric Schmidt • Google

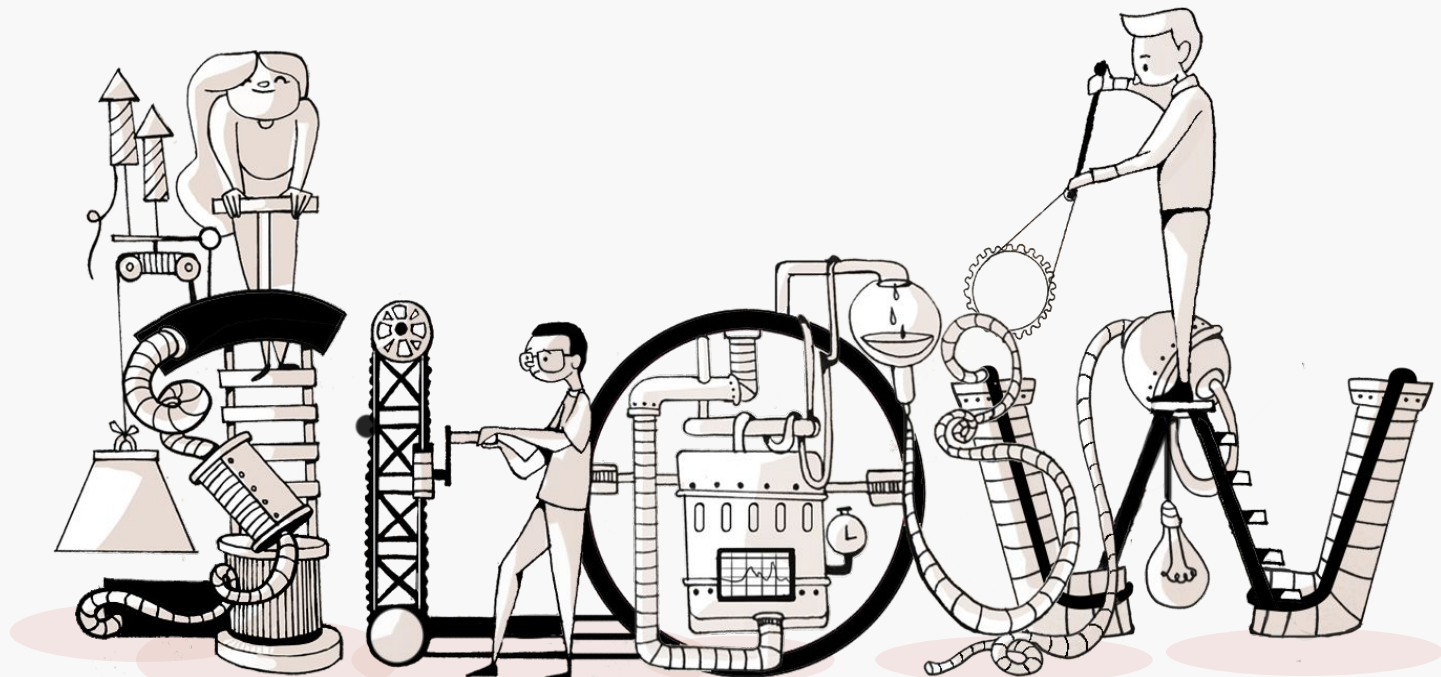


Business Plan

vs



Strategic Foundation

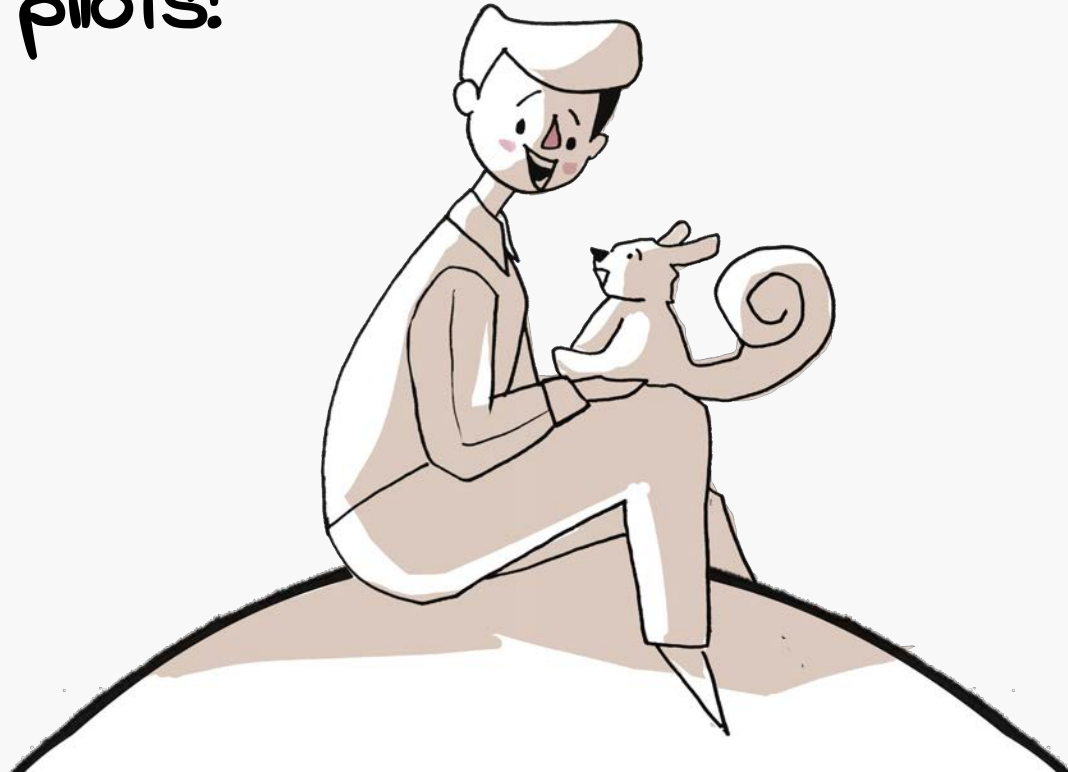


BY DESIGN



we want to
function like
a start-up...

... and we did great
agile pilots!



But...

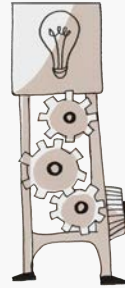
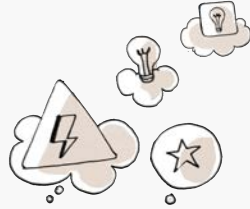


"Those who learn to lead agile's extension into a broader range of business activities will accelerate profitable growth"

Harvard Business Review
Embracing Agile - May 2016

why it is not working?

NO LEARNING



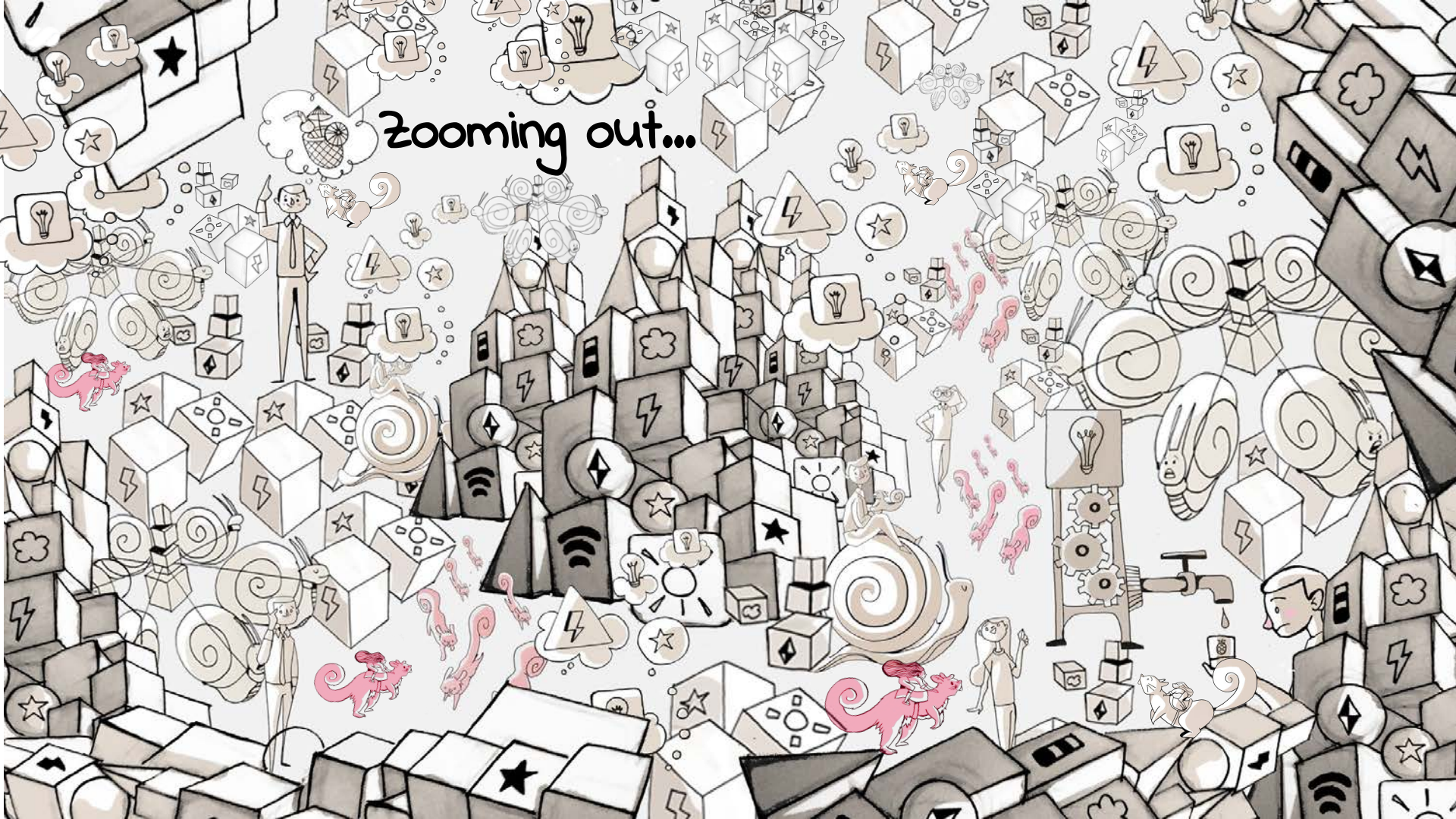
STRATEGY

DESIGN

IT BUILDING

VALUE ACTIVATION

Zooming out...





"It's the culture, stupid"



Can Lean boost
the cultural
transformation
towards digital
agility?





Connecting the dots...

Digital Agenda

Consumer value

Speed

Learning

Continuous Improvement

Autonomy and Mastery

Lean



Agile



Digital
Transformation



How to change a culture

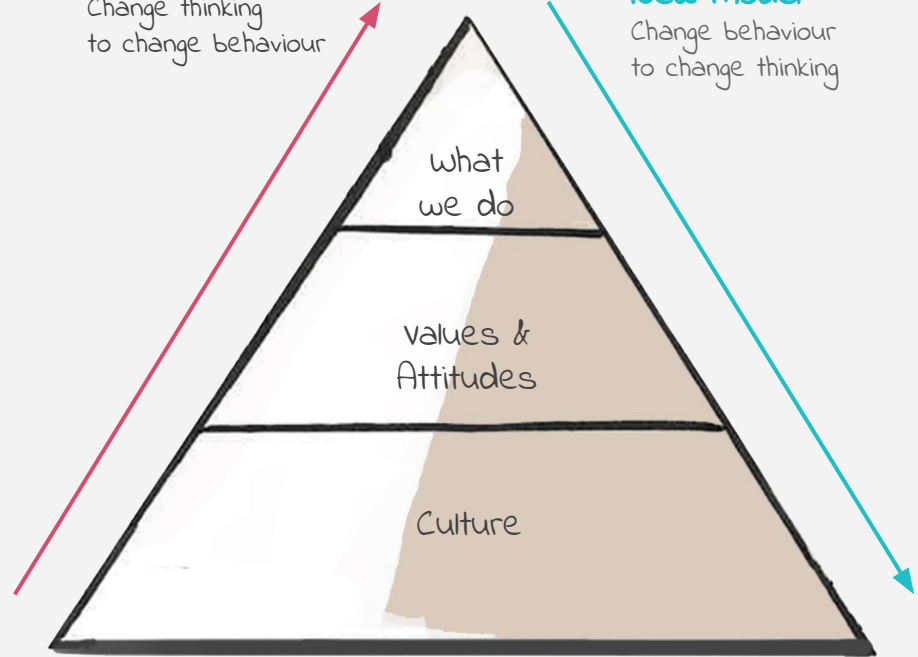
Start here!

old model

Change thinking
to change behaviour

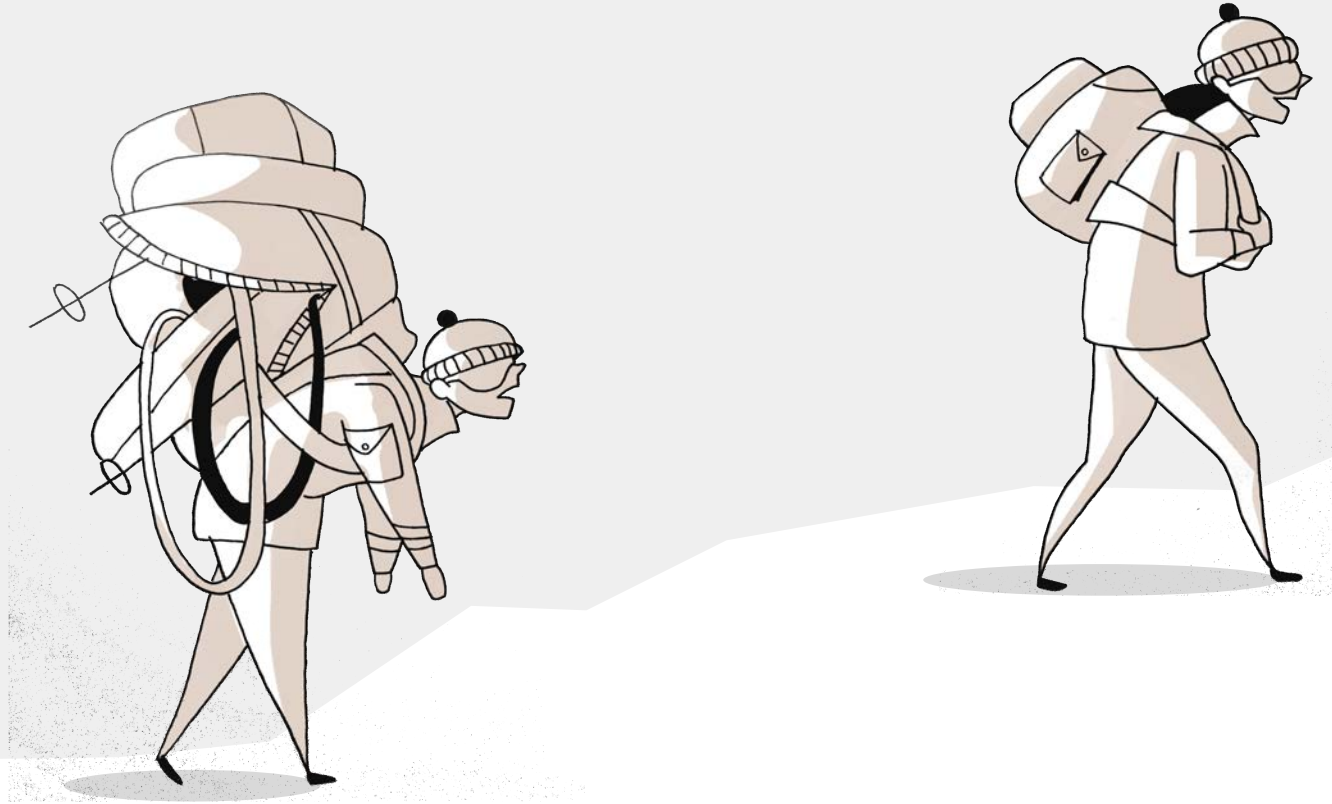
new model

Change behaviour
to change thinking

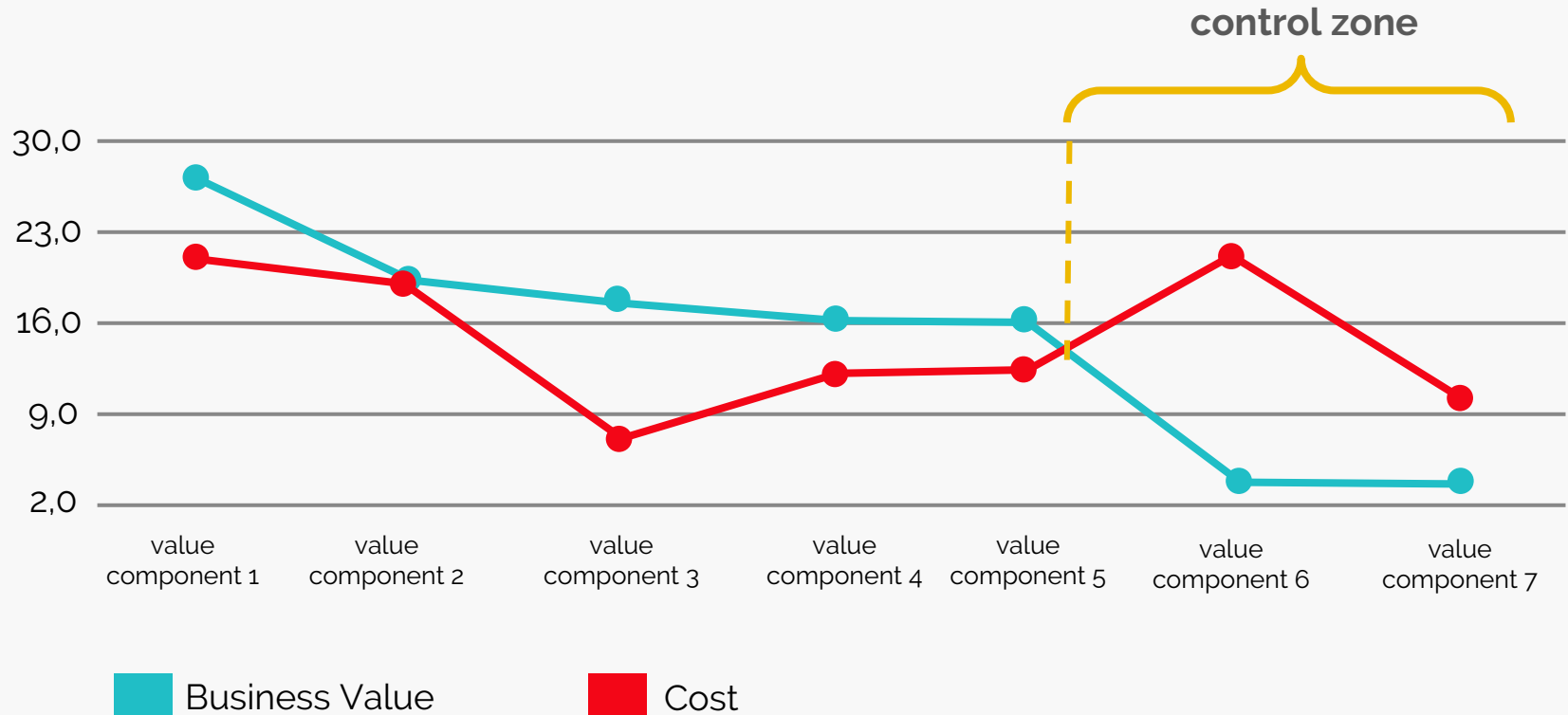


*Shook's Change model

Behavior: Minimum viable Product planning



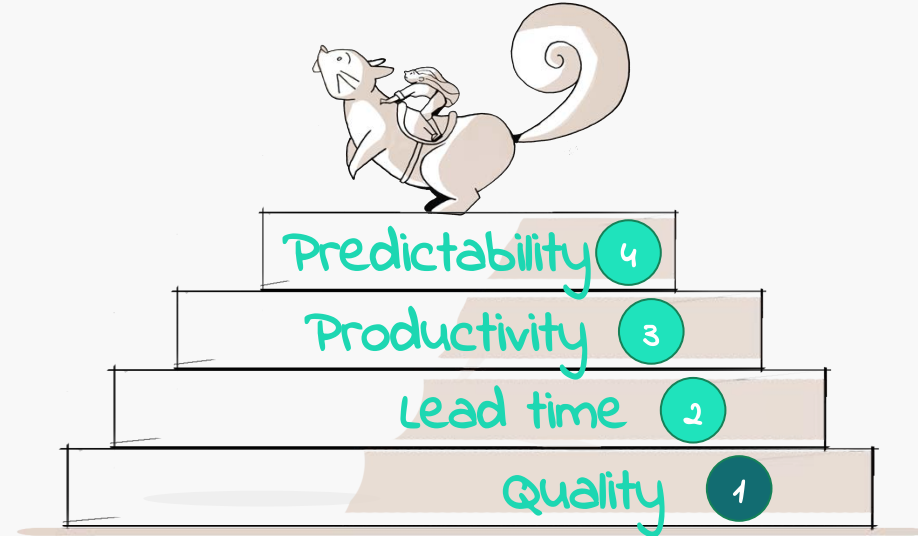
Cornerstone: value Engineering



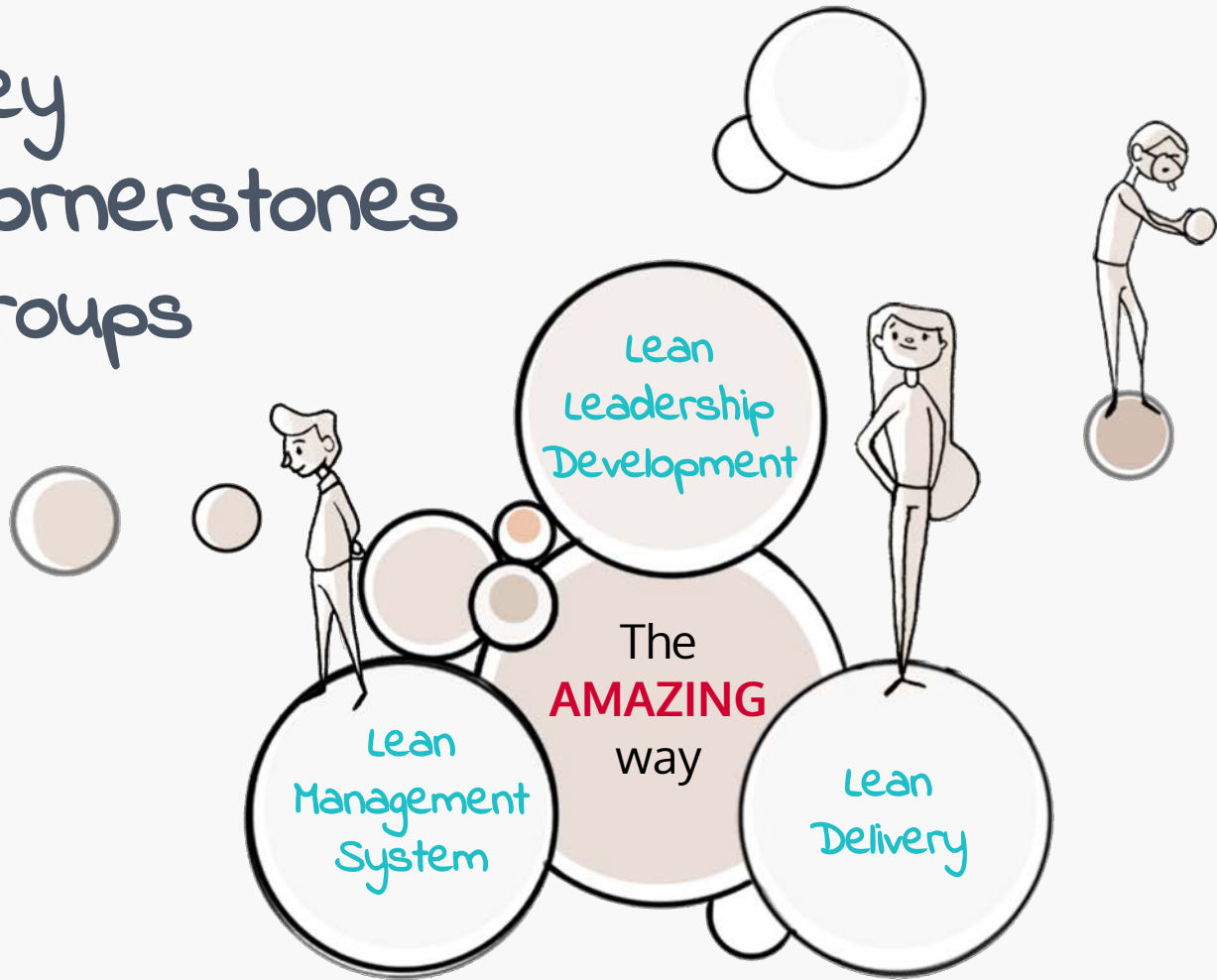
Behavior: speed over risk protection




Cornerstone: Lean Digital Execution Metrics



Key Cornerstones Groups





Ideas are precious.
Execution is everything.



Itaú Unibanco



Itaú | some figures



63rd*

largest company
in the world

US\$ 85.4 bln**

in market value

Total Assets

R\$ 1,425.6 bln

5,103

branches and CSBs
in Brazil and abroad

46,175***

ATMs in Brazil and abroad

Of every

R\$ 4.00

transacted in Brazil,

R\$ 1.00

passes through Itaú

More than

60 million

clients

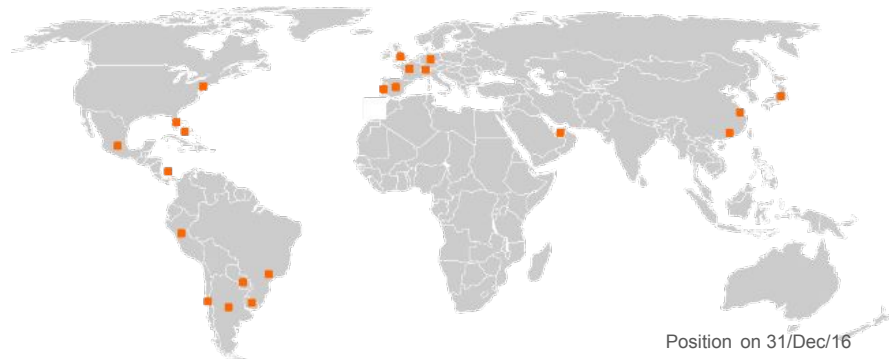
94,779

employees
in Brazil and abroad

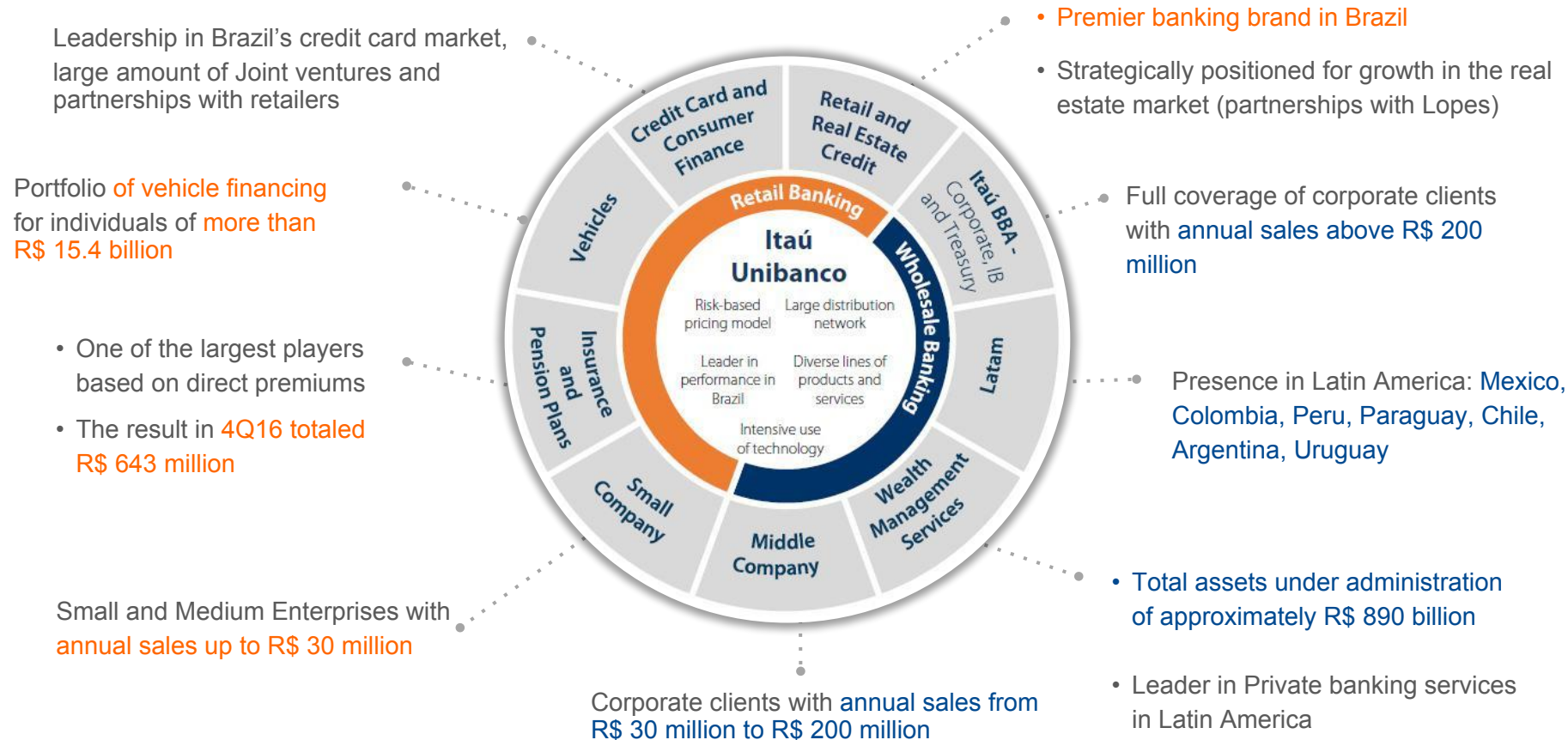
For the 13th consecutive time
elected by the Interbrand the
most valuable brand in Brazil

**R\$ 26,6 bln
in 2016**

Itaú Unibanco has an important
presence in key financial centers
supported by a unique recognition and
reputation



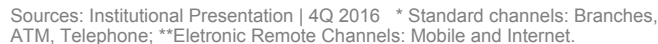
We want to be recognized as:
The bank expert in Latin America



**we always
build the
bank based
on the
needs
of clients_**



This is the basis of our transformation journey.



Building our digital bank



a truly digital bank

integrating digital resources in an innovative way to reinvent the whole business together (Traditional + Digital)



lead time

customer experience



cultural transformation

**The main
challenge
is to have
a strong
digital culture**

digital_

- # 1 Customer always in the center of everything_
- # 2 Collaboration_
- # 3 Focus on value creation_
- # 4 Genuine opening for experimentation_
- # 5 Data orientation to focus on the customer_
- # 6 Tireless search for the best business model_

Some of our references



Shared Goals Itaú & CI&T

10x software delivery
Leadership development
Process & Metrics



**LEAN managing system &
problem solving**

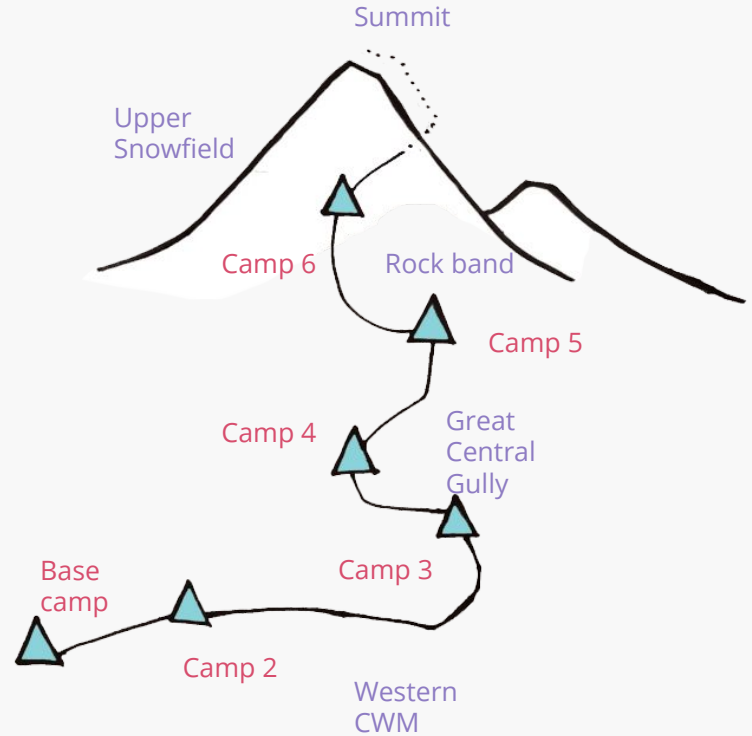
How to
change a culture
...the way you envision
your journey matters

Deliver **value** continuously

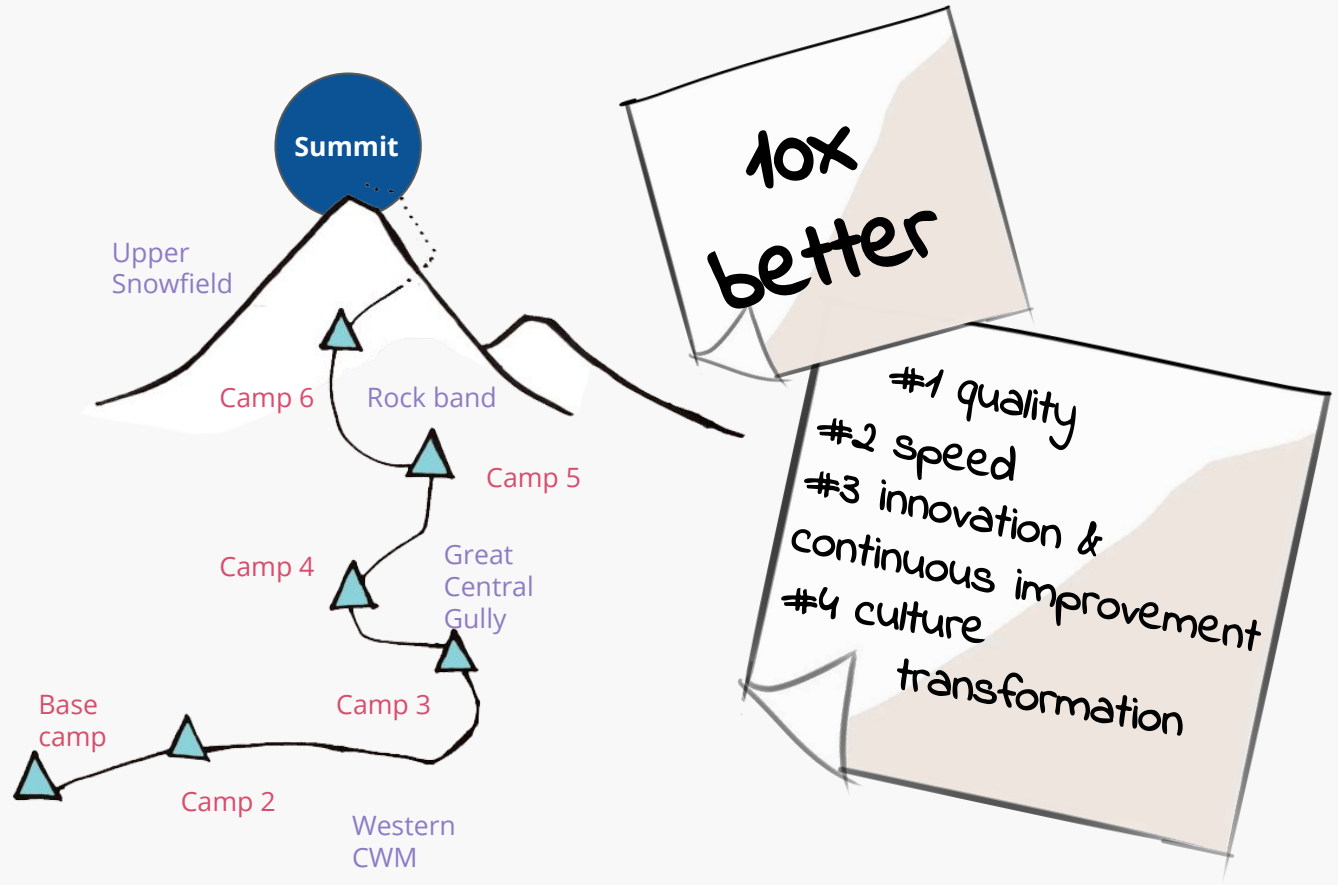
Make **safety** a prerequisite

Experiment & **learn** rapidly

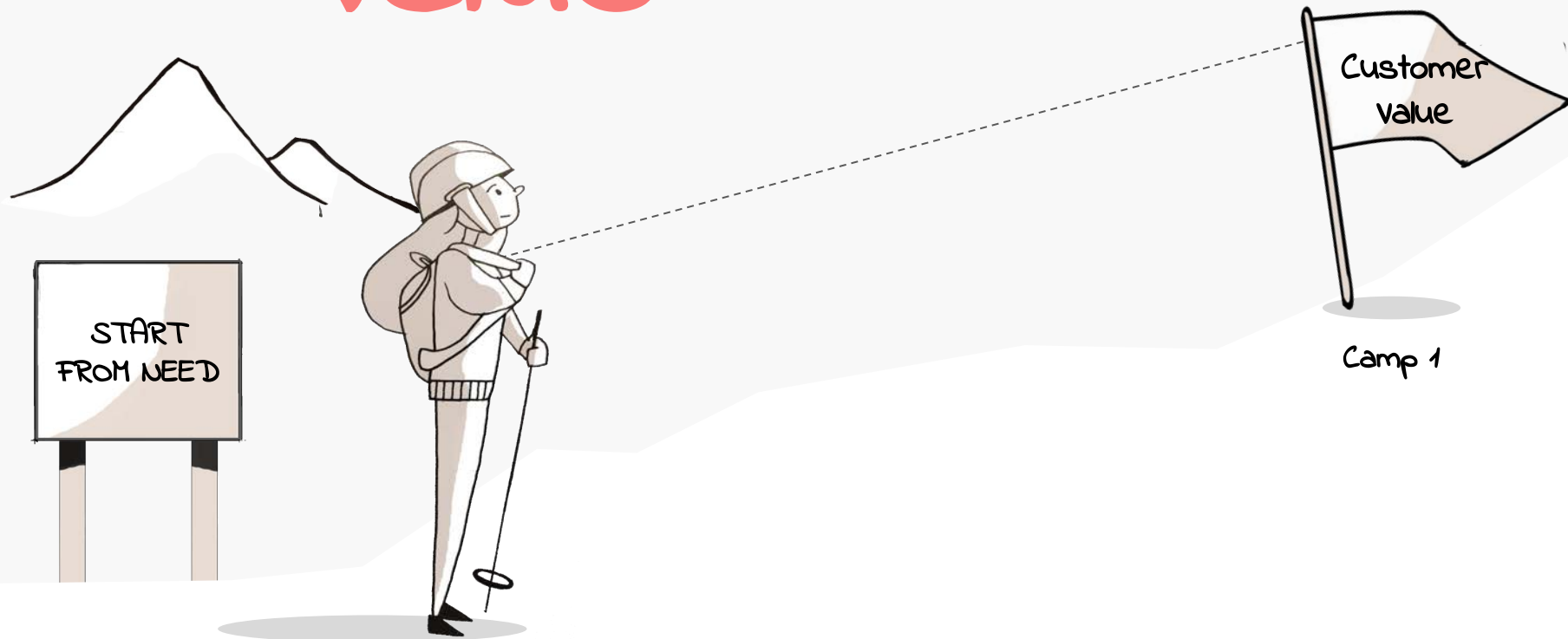
Make **people** awesome



Envision the
end state



Deliver **value** continuously



Quarterly Transformation PDCA - powered by OKRs

Future Quarters

Value Engineering supporting
Portfolio Management

Across-the-board perception
of agility and control by
business units

Itaú's Lean Leadership
formation

Culture pollination: scale and
transformation

2nd Quarter

Value Stream's cornerstones
Visual Management

DevOps

Establish NPS usage

Quality and lead time
improvement goals

Determination of offenders
to extended KPIs

1st Quarter

Identify value stream

Establish agile delivery
stable squads

Basic squad's visual
management

Experiment pulled operation

Baseline of lean indicators

Identification lead time and
quality offenders

PDCA routines

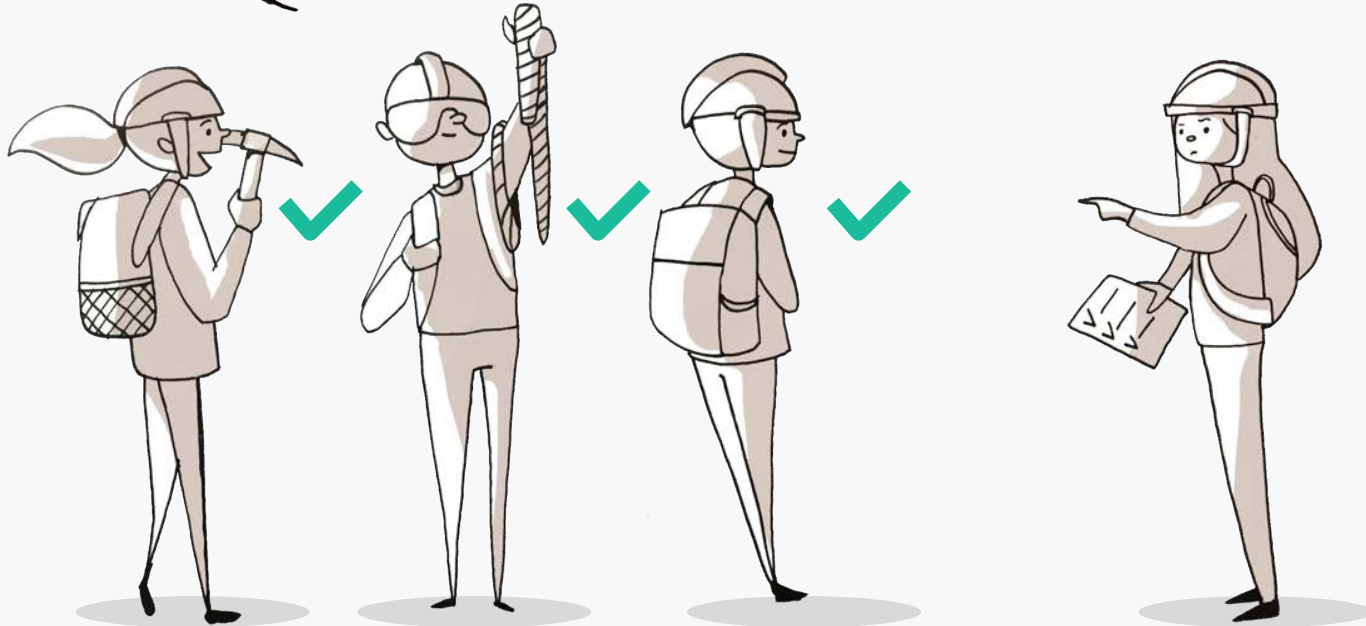


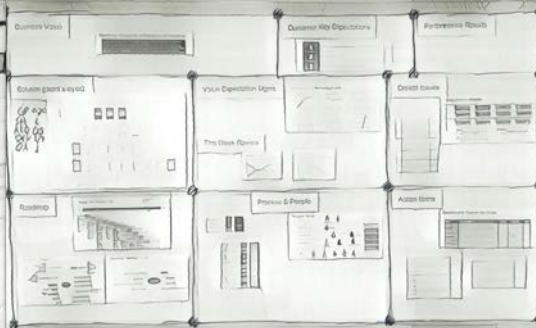


Make

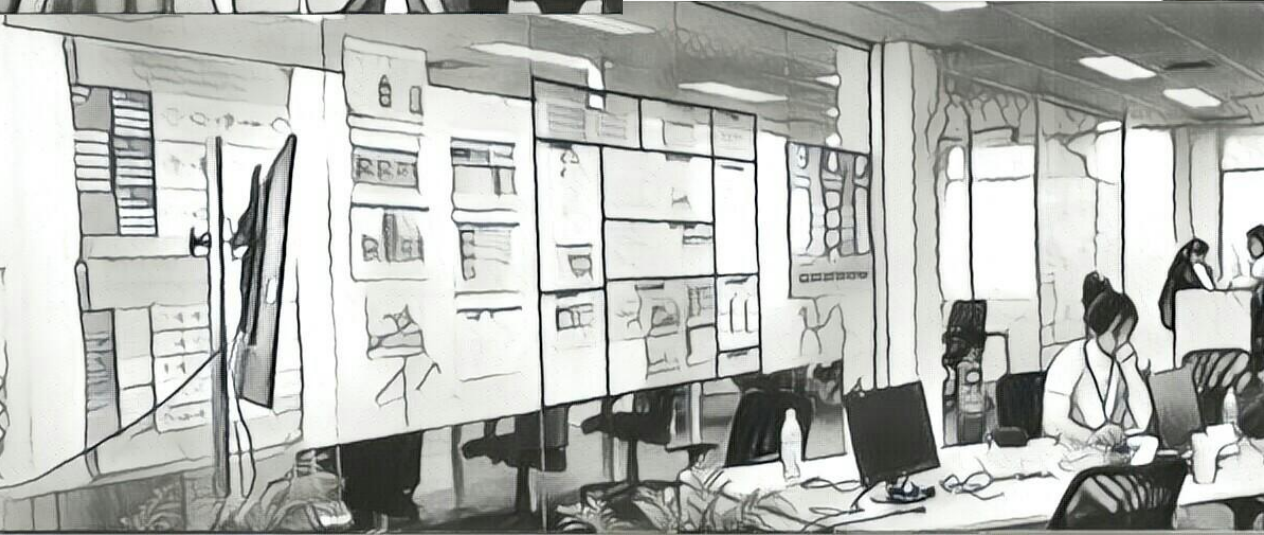
Safety

a prerequisite





Make it concrete!



Experiment &

learn
rapidly



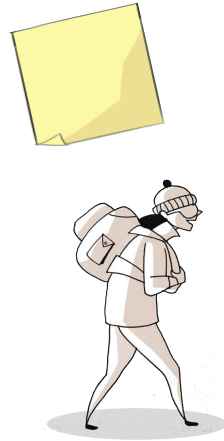
Connecting cornerstones to the value stream...

a minimal set of processes that once implemented promote a consistent set of positive behaviors inside an organization.

STRATEGY



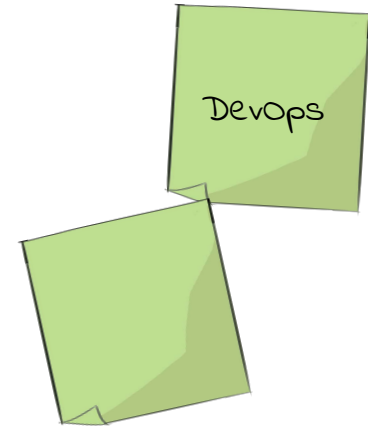
DESIGN



IT BUILDING



VALUE
ACTIVATION



LEAN PRINCIPLES

Pull/Flow

Short Cycles

Scarcity

Metrics & PDCA

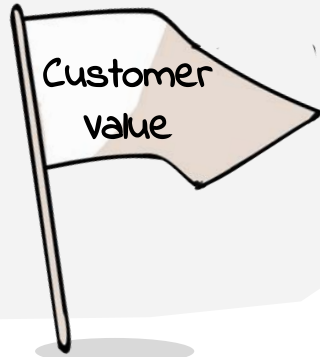
Single Purpose
Collaboration

Coaching
Leadership Dev

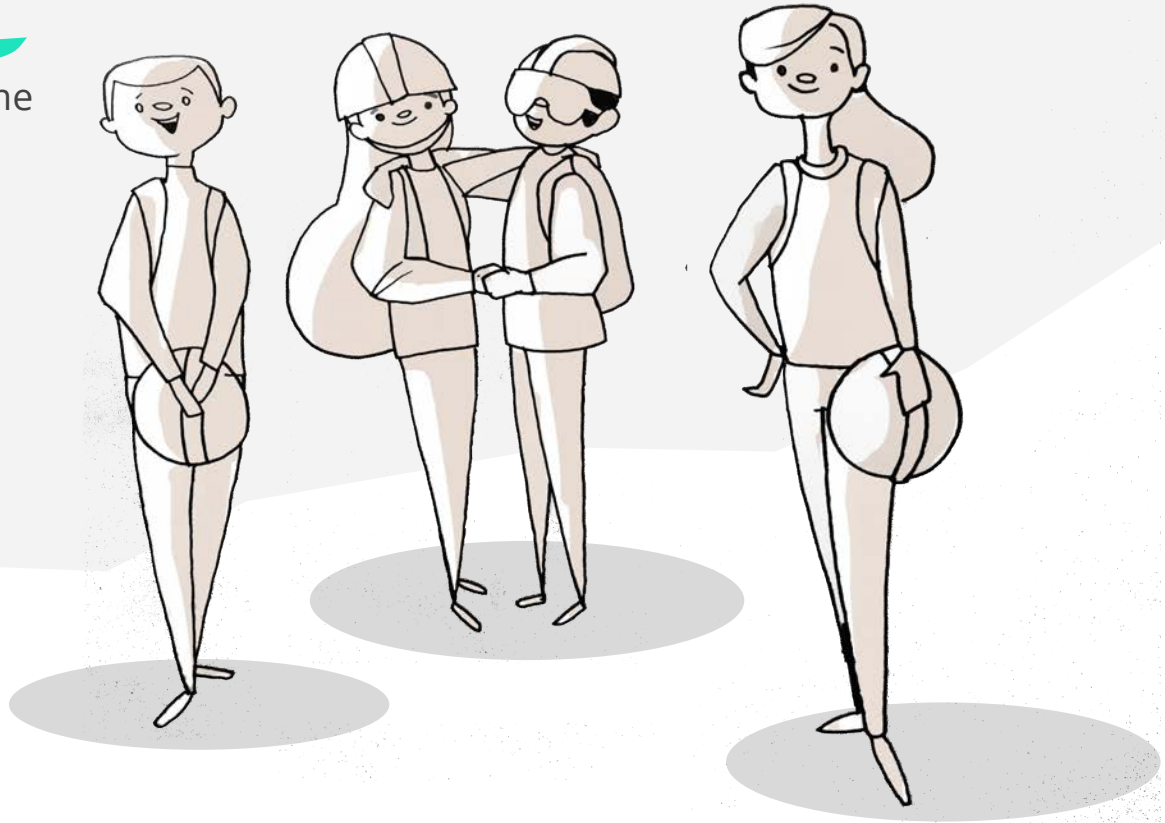


Make

people
awesome

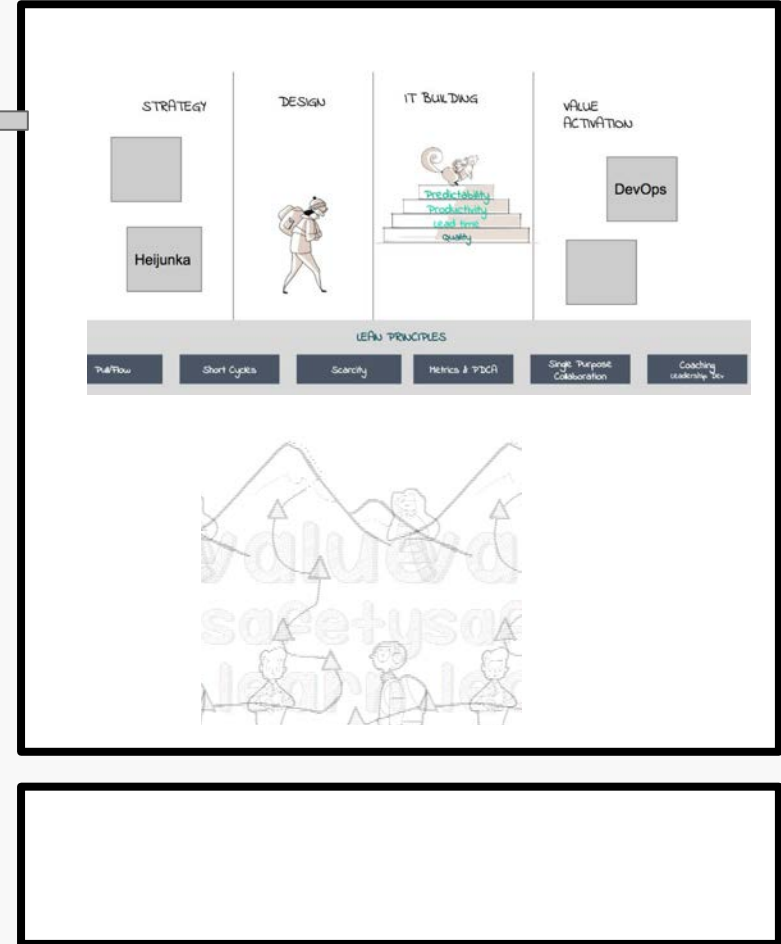


Camp 1





A line of sight for a Lean Digital Transformation



Q&A



Thank you!