

# 07

## Transforming Our Product Delivery

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Delivery Operations



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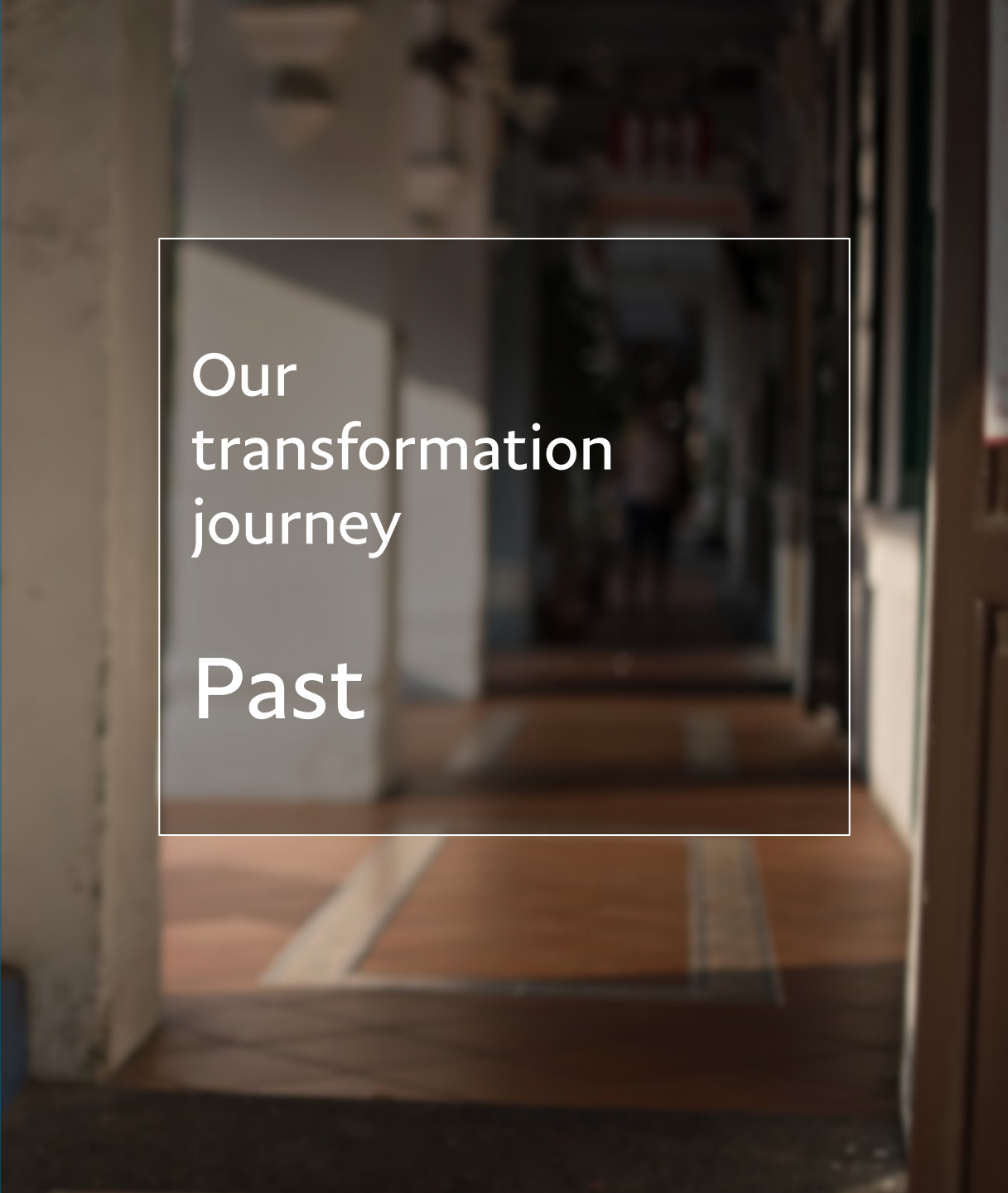


Internally-focused design

Proprietary capabilities competing  
with ecosystem players

Bespoke solutions by market

Long lead times with  
variable quality



Our  
transformation  
journey

Past

Our  
transformation  
journey

Present



Customer-centric product  
design and delivery



Open stack enabling  
ecosystem players



Products designed globally –  
optimized locally



Improved efficiency  
and quality

# Our transformation journey | From good to great

2015

Understand our customers, partners and ecosystem needs

2016

Product and partner strategies

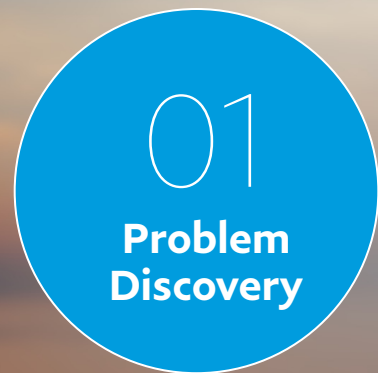
2017

Company-wide transition to Durable Teams

# Durable Teams to build great platforms and products



# Customer-centric product design and delivery



Iterative Product  
Development

# Customer-centric product design and delivery



## One Touch

96M

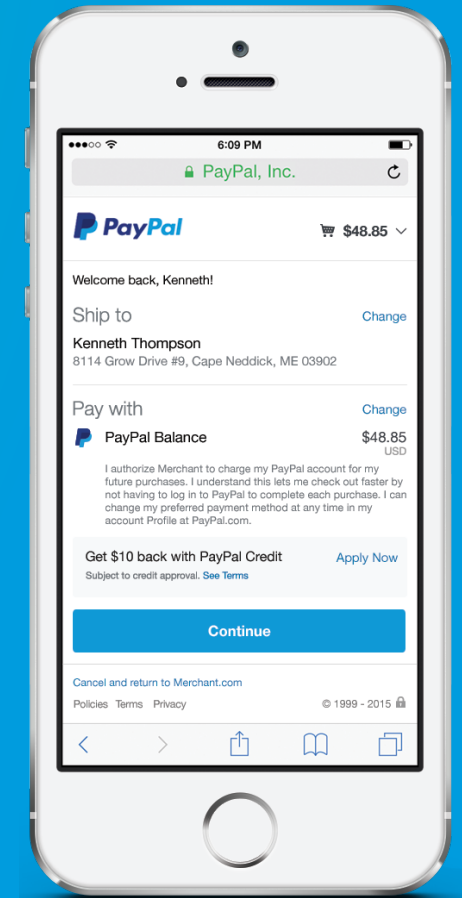
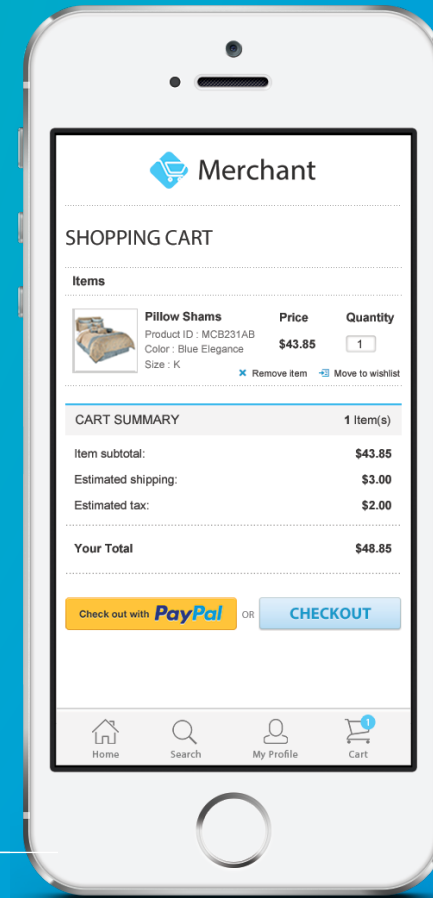
Consumers  
opted in\*

9.1M

Merchants  
globally\*

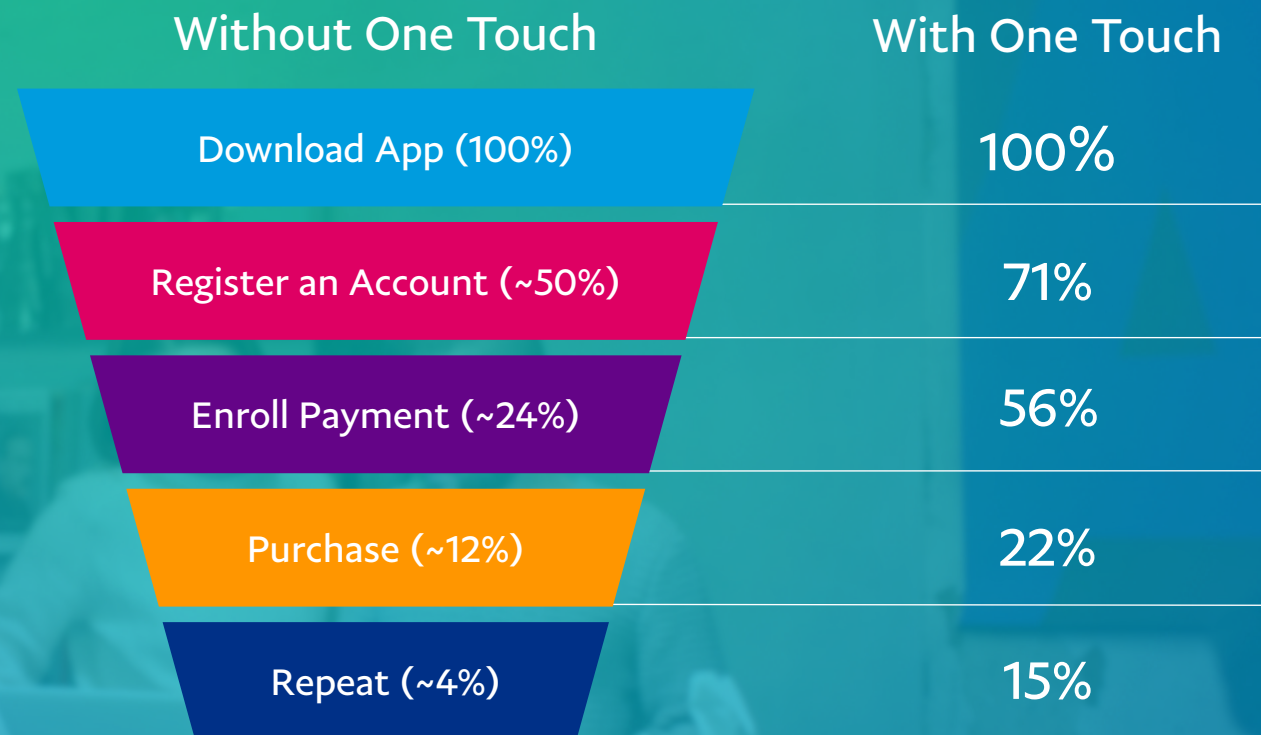
79%

Of the US Internet  
Retailer 100



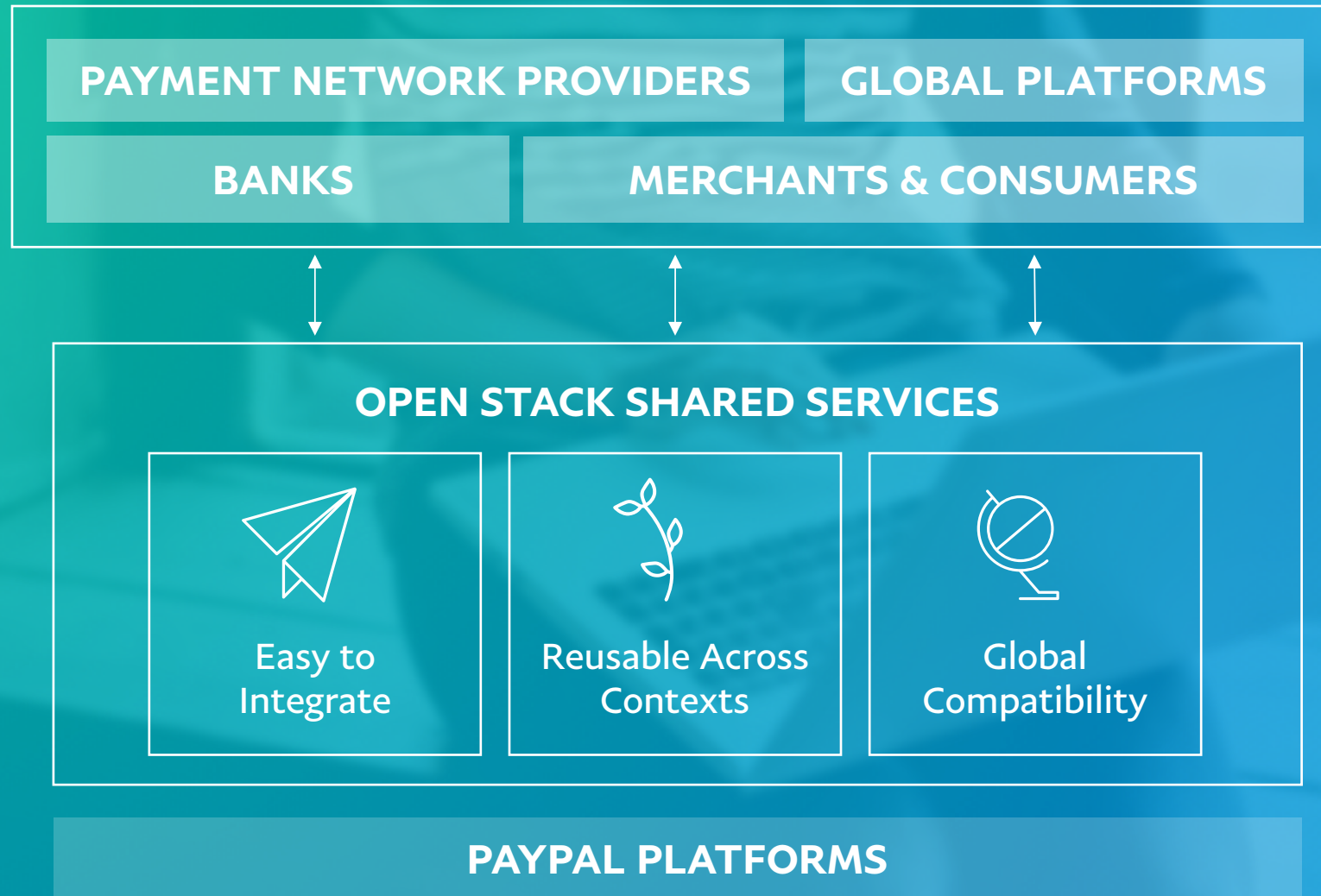
# Customer-centric product design and delivery

## Case Study



3X increase in repeat users

# Open stack enablement of ecosystem players



# Smart Buttons: A single integration to drive engagement and sales

01

Personalization

02

Flexible Configuration

03

Venmo and Credit\*

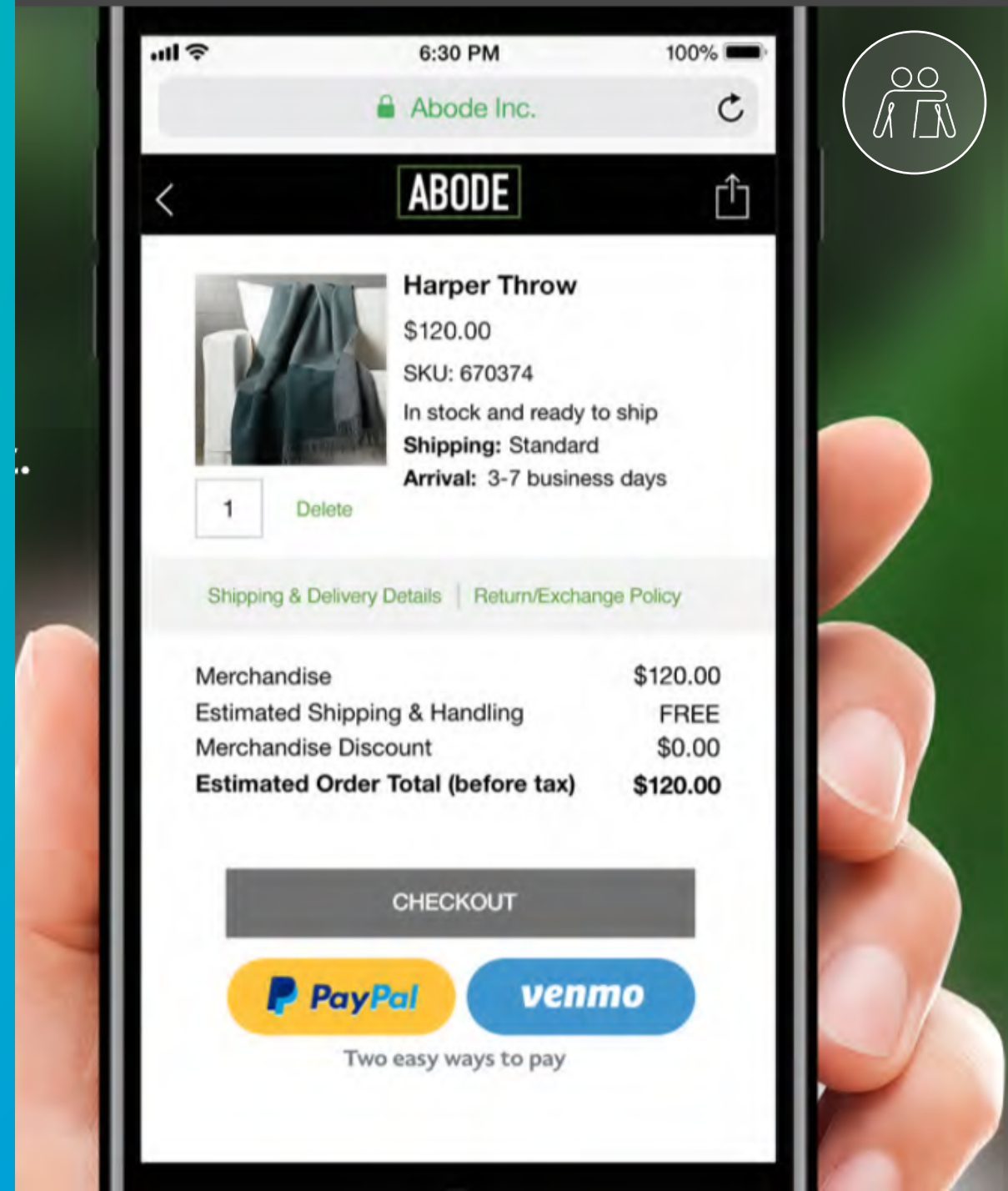
04

Cross-border\*



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\* Where available/ applicable



# Products designed globally – optimized locally



**AliExpress**  
Multi-Country Rollouts  
(US, DE, UK, FR, IT, ES)



**Facebook Messenger**  
Enabling Customers where  
they want by leveraging  
PayPal's commerce identity



**PayPal App**  
Simultaneously launched  
redesigned PayPal app in  
145 markets

Improved quality and efficiency



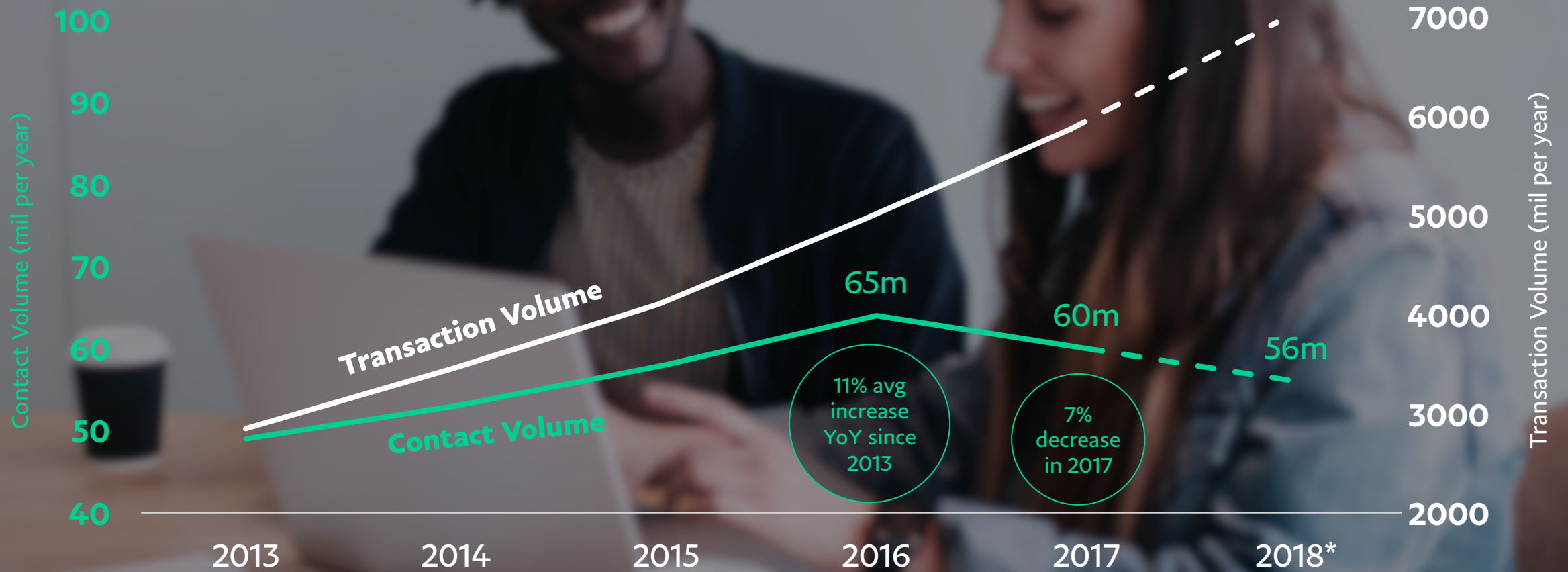
75%

Reduction in  
Daily Failures<sup>1</sup>

40%

Faster Time  
to Market<sup>2</sup>

# Improved quality and efficiency | Contact rates



Our  
transformation  
journey

Present



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design and delivery



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ecosystem players



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Improved efficiency  
and quality