Financial services as it used to be
Financial services as it is today
An industry in transition
An industry in transition
An industry in transition

Payment Services Directive (PSD2)
The attacking armies
Fintech 1.0

Targeting discrete parts of the value chain
Internet platforms

The disintermediators

Google  comparis.ch  NUMBER26
Strategic Choices
We believe banks have to pursue one of 4 strategies:

1. **Fully-fledged aggregators**
2. **E2E, open platforms**
3. **Infrastructure providers**
4. **Traditional universal banking**
Infrastructure players

API Layer

Settlement  Reporting  Payments processing  Product servicing

Hosting
Fully-fledged aggregators

Customers

Digital Channels
Engagement (gamification, PFM, etc.)
Decision engine, CRM
Data
Open product catalogue
API Layer

Non-Financial Products
Fintech Products
Banks
E2E, open platform
Capitalize on FIs’ primary assets

To become trusted advisor

In turn boosting profitability

The opportunity
FIs strengths
The opportunity

APIs & App Store

Fintech Firms

Incumbent banks

INNOVATION
The opportunity

Source: Disruptivefinance
Experience-driven banking

- Right products & services
- Delivered at the right place and time
- Through the right channel

Personalised for individual needs

Right products & services
Experience-driven banking

Bank as facilitator and trusted advisor

- Partner network
- Social Media
- Location
- Transaction Data
- Contextual info (e.g. saving ambitions)

- Help achieving financial goals
- Real-time location-based offers
- Access to best rates on financial services across market
- Access to complementary services (e.g. legal advice) at preferred rates
- Frictionless payments
- Peer advice
- Digital vaults & wallets
- Loyalty rewards
Getting there
Ditching the legacy
Efficiently managing the customer lifecycle…

Decision Platform

- CRM
- Customer
- Product
- Core Banking
- Channel
- PFM

Branch
Contact Centre
Internet
Mobile
Email
Post
Making innovation possible

Facebook 2
Amazon 11.6
Google 130
A bank (anonymous) 3

?
Products are built around solving customer problems.

No customer feedback; No solution delivered

Defects likely to occur
Not loveable first time
Takes too long to solve problem

Earliest testable
Earliest usable
Earliest loveable
The internet of hackable things

Everything online

Everything hackable

Fast

Undetected
Realizing experience-driven banking

Cultural change required

- Opening up existing platforms
- Selling third party products
- Sharing customer data