

# Innovazione tecnologica ed intermediazione finanziaria

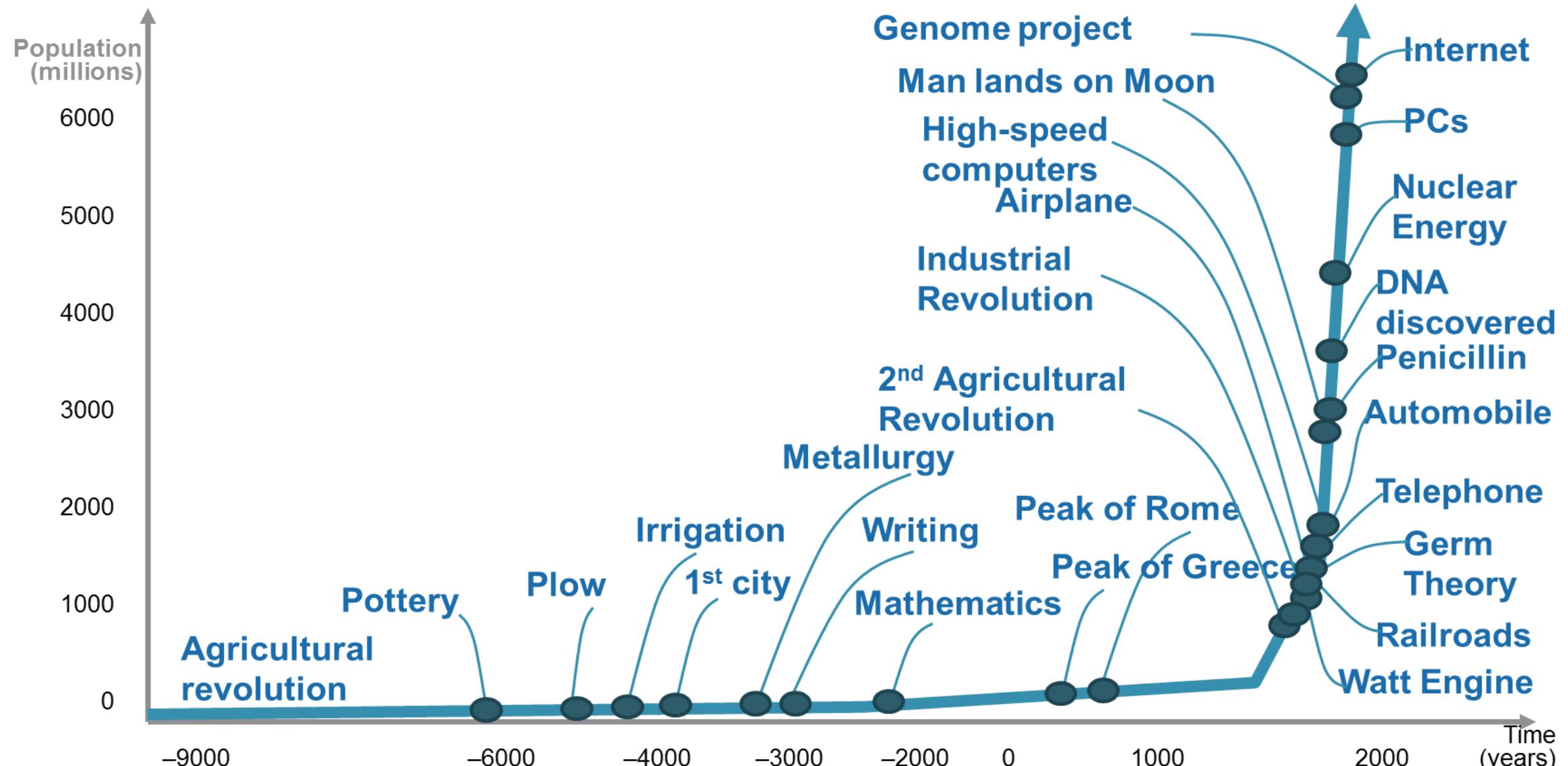
**PIETRO SELLA**  
Group CEO

# Sella

1

# LA RIVOLUZIONE DELL'INNOVAZIONE

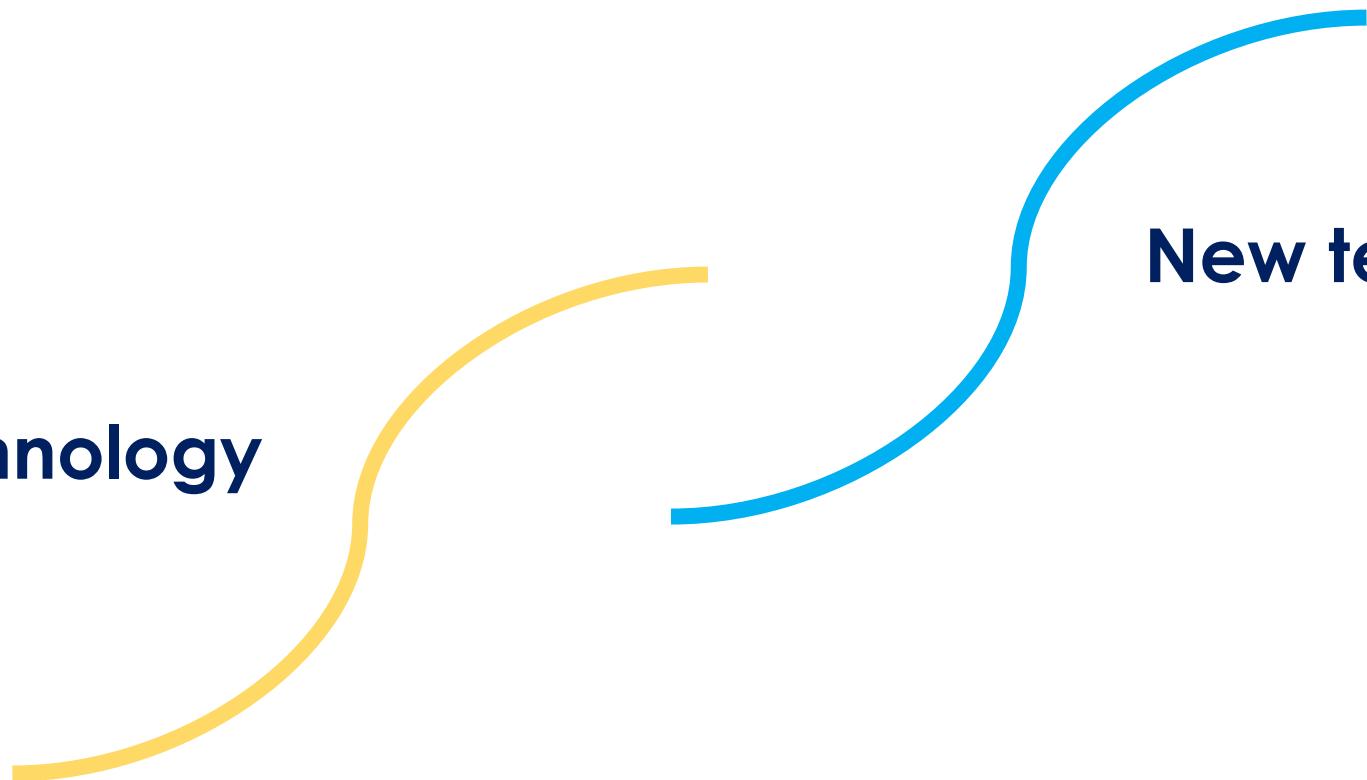


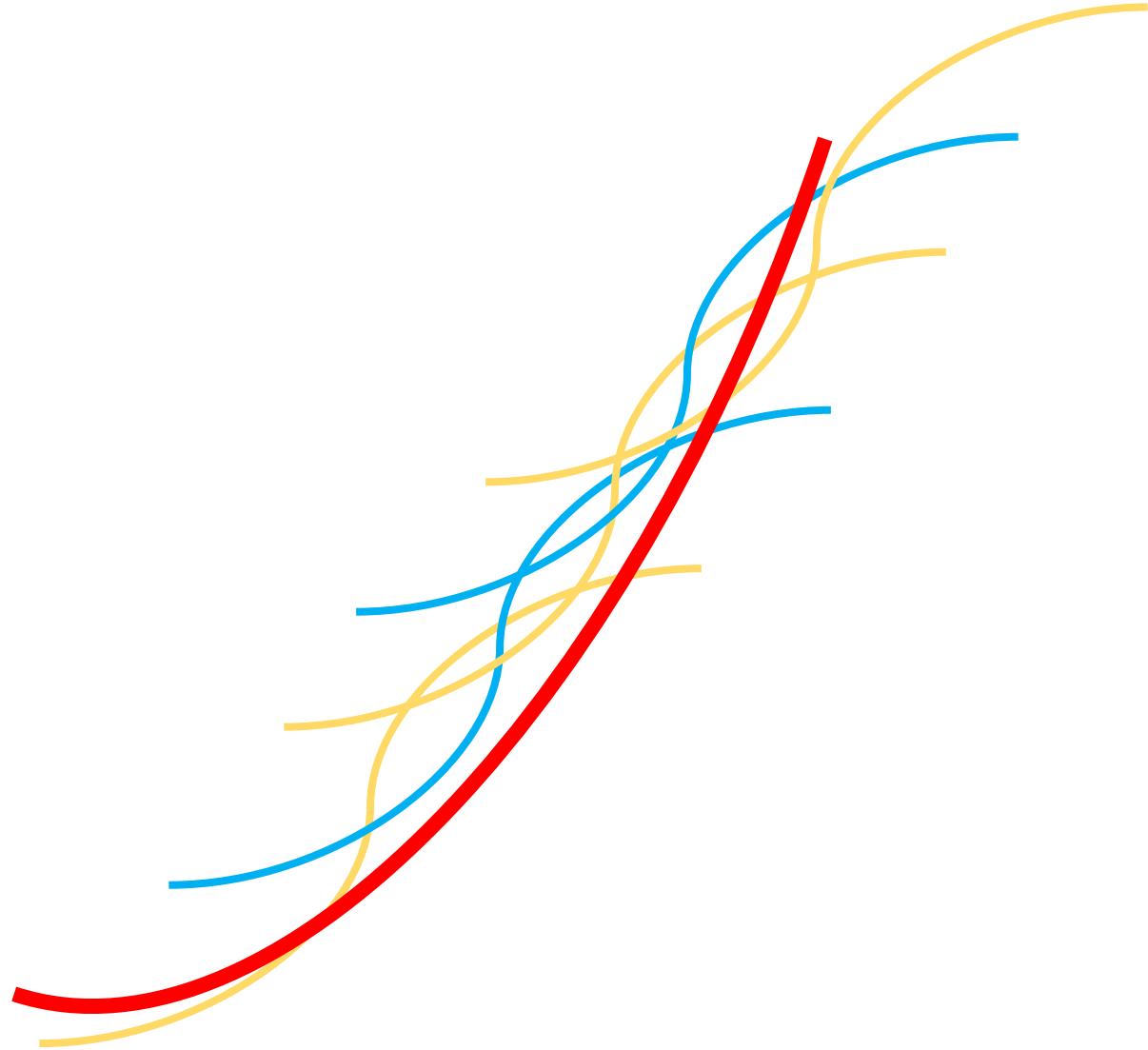


Sella

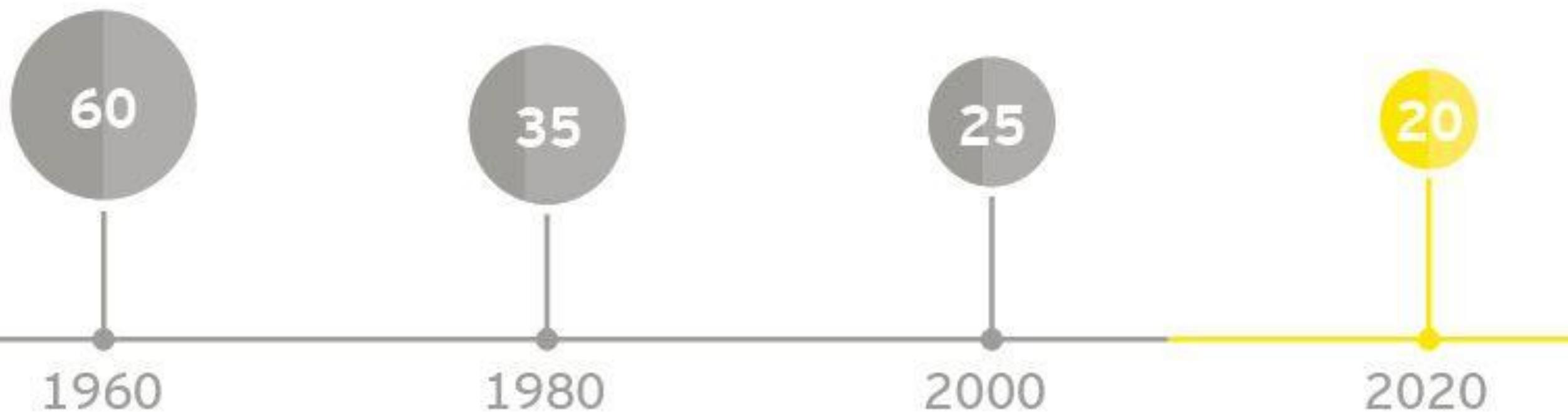
**Existing technology**

**New technology**





# Average Company Lifespan on S&P 500 Index (in years)



DATA: INNOSIGHT/Richard N. Foster/Standard & Poor's

# Digital Disruption



443 Million Users  
98,821 Employees



450 Million Users  
55 Employees



610,000 Rooms  
88 Countries  
93 Years old



650,000 Rooms  
192 Countries  
6 Years old

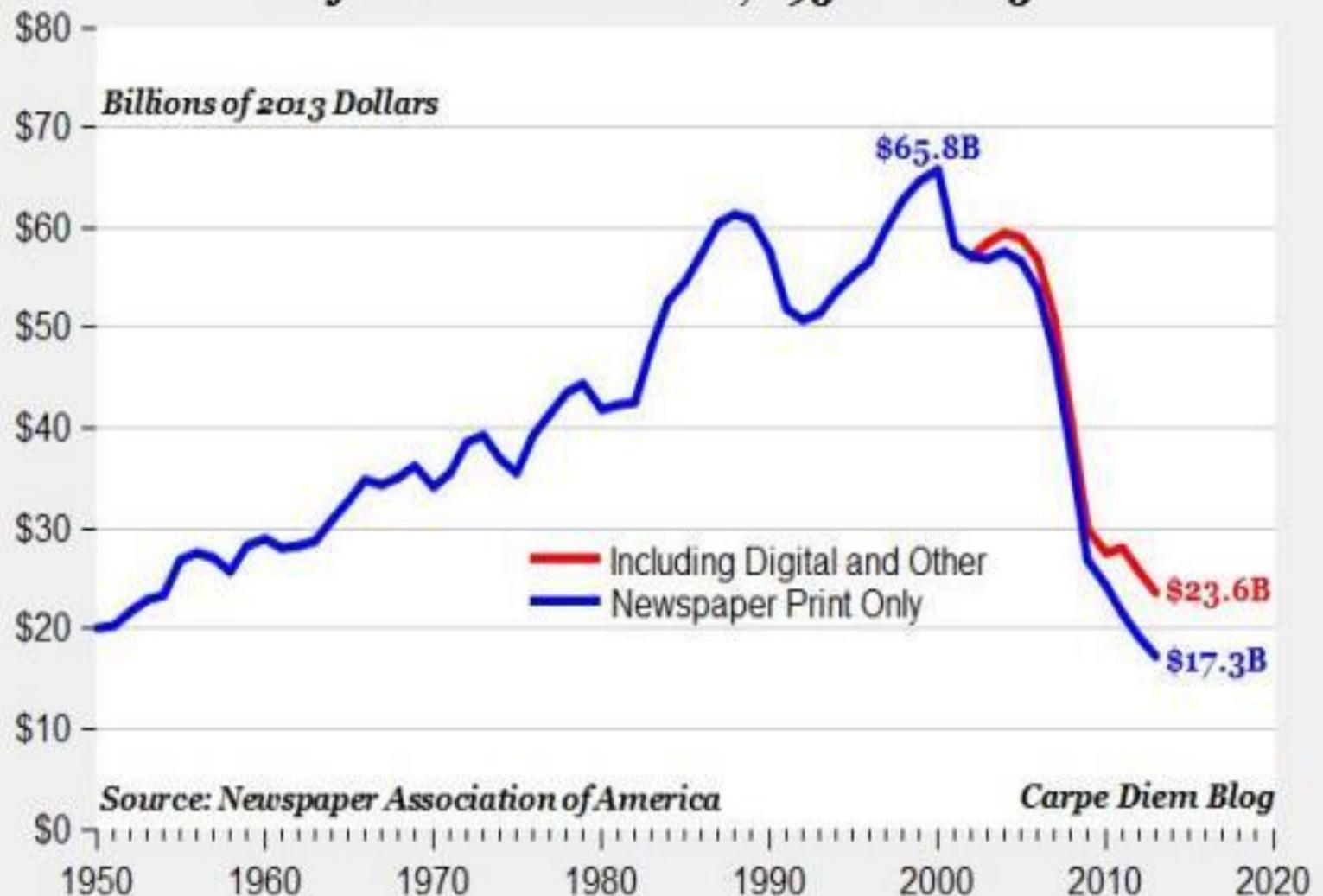
Source: Dedagroup

Sella

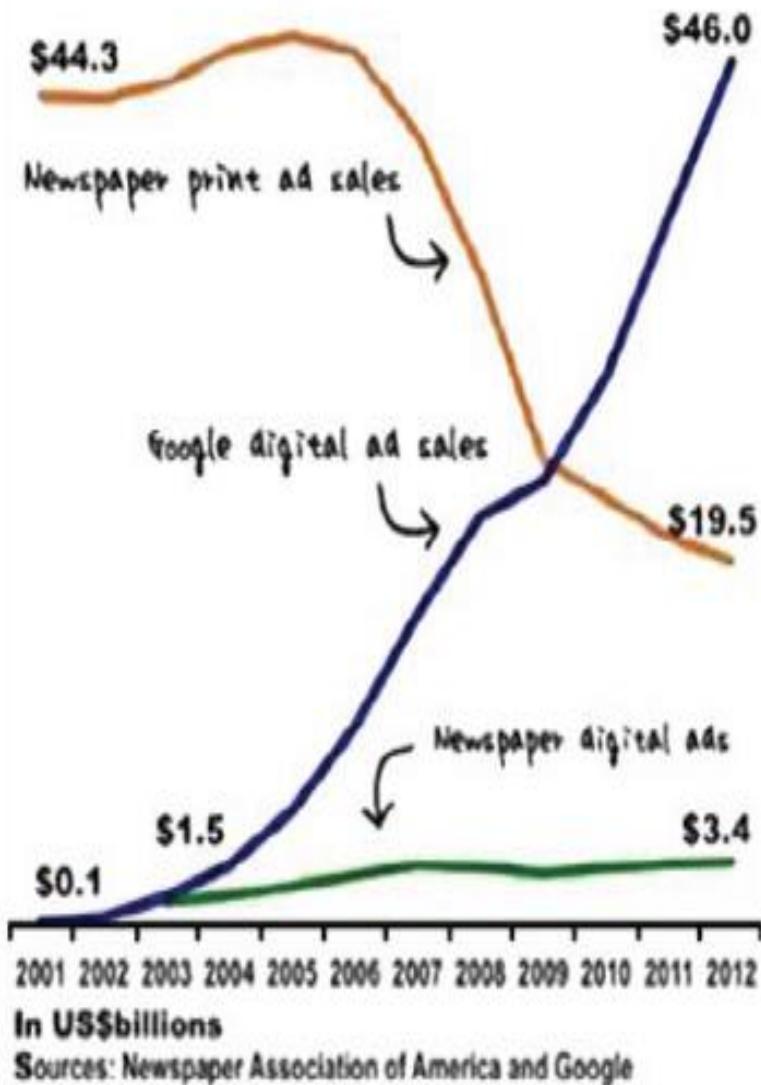
# Level Playing Field globale del talento

# Discontinuità

## Newspaper Advertising Revenue: Adjusted for Inflation, 1950 to 2013



## Newspaper vs. Google ad sales



Sella

2

## GLI IMPATTI DELL'INNOVAZIONE SULL'INTERMEDIAZIONE FINANZIARIA

# I fattori del cambiamento

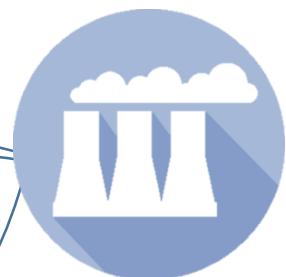
**La natura dell'intermediazione**

**L'innovazione dei bisogni  
dell'economia**

**Le norme**

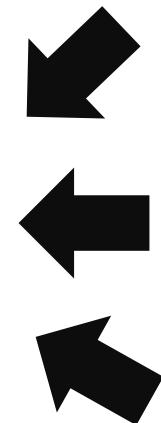
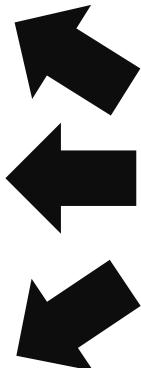


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**Sella**



BANKS >1850

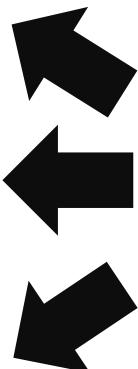




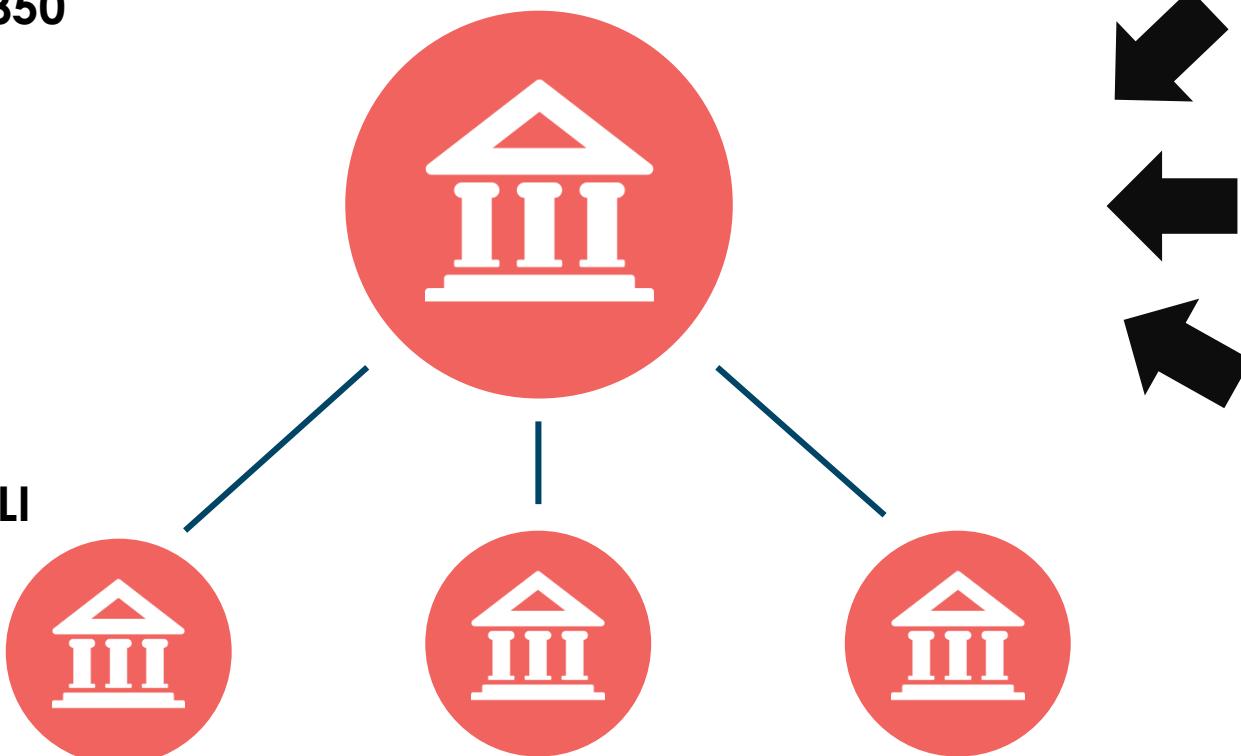
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**BANKS >1850**



**SUCCURSALI  
> 1930**



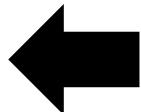


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## MARKETS > 1970

Azioni  
Bond



## BANKS > 1850



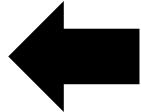


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### MARKETS > 1970

Azioni  
Bond



### RISPARMIO GESTITO



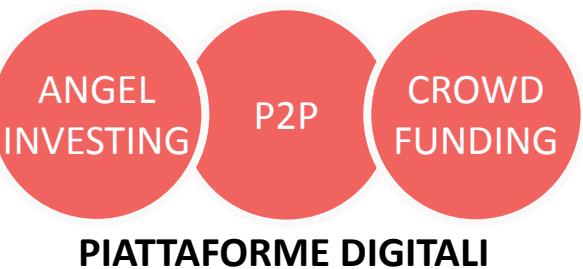
### BANKS > 1850



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DIRECT



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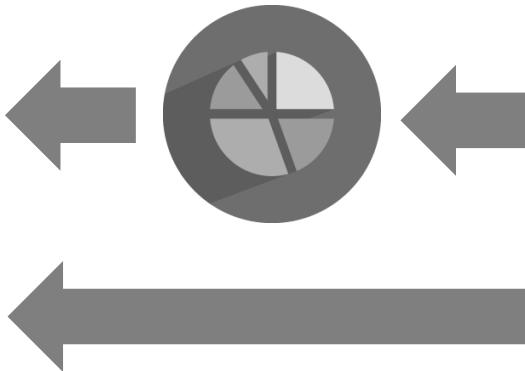


MARKETS > 1970

Azioni  
Bond



RISPARMIO GESTITO



BANKS > 1850



BANCHE

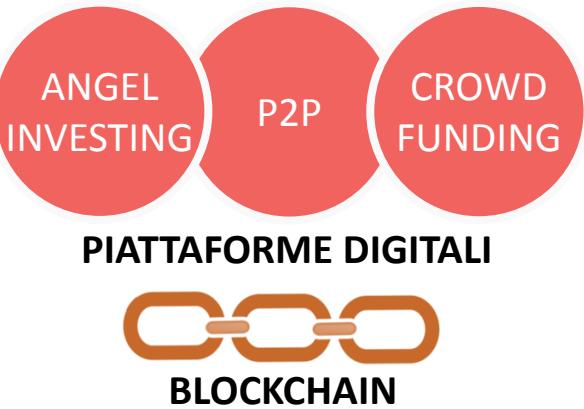


Sella

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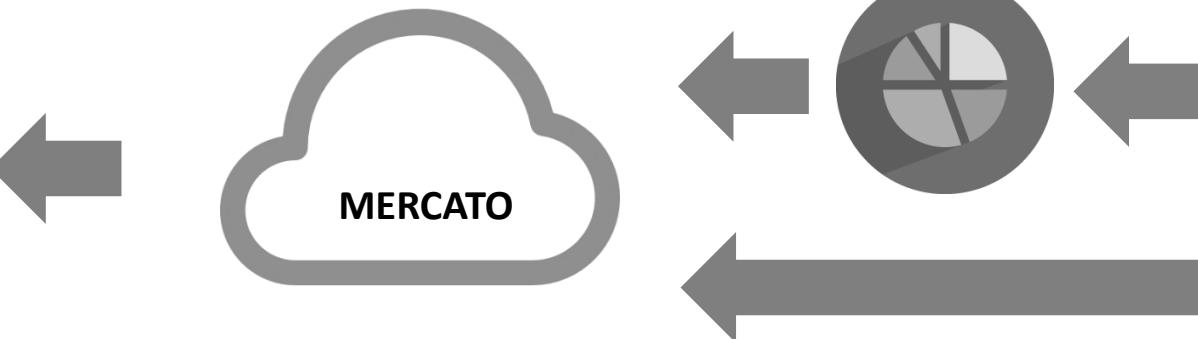


DIRECT



MARKETS > 1970

Azioni  
Bond



BANKS > 1850



BANCHE

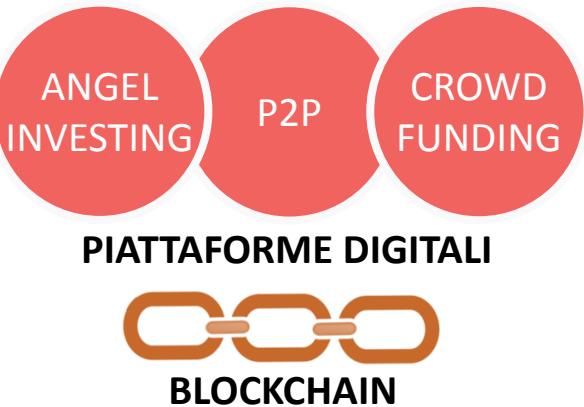


Sella

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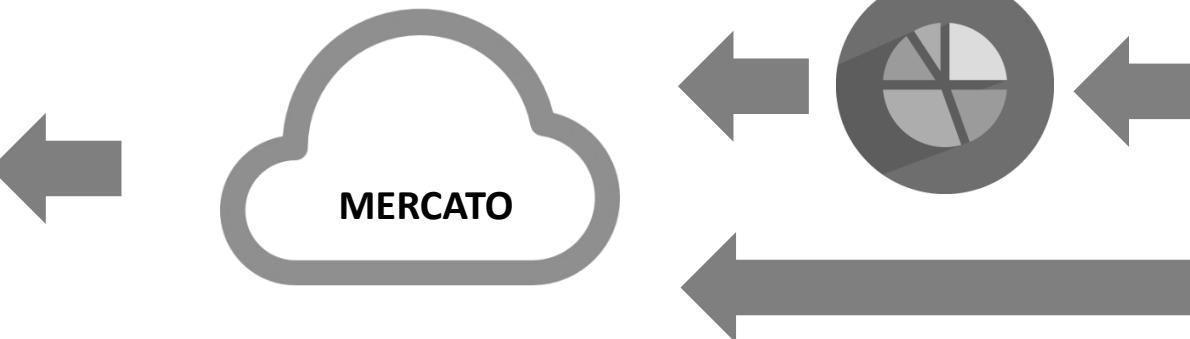


DIRECT



MARKETS > 1970

Azioni  
Bond



BANKS > 1850

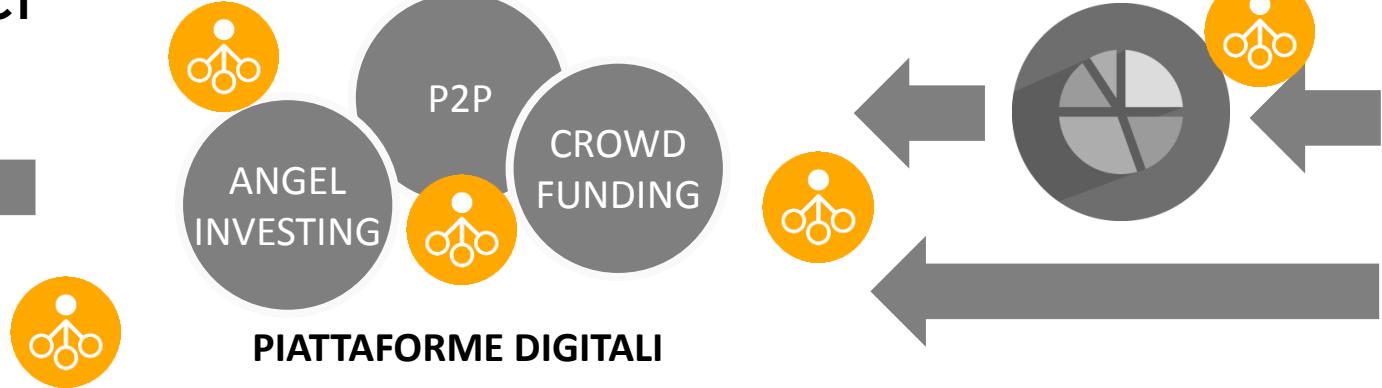


BANCHE

Sella

2

DIRECT



MARKETS > 1970

Azioni

Bond

MERCATO

RISPARMIO GESTITO

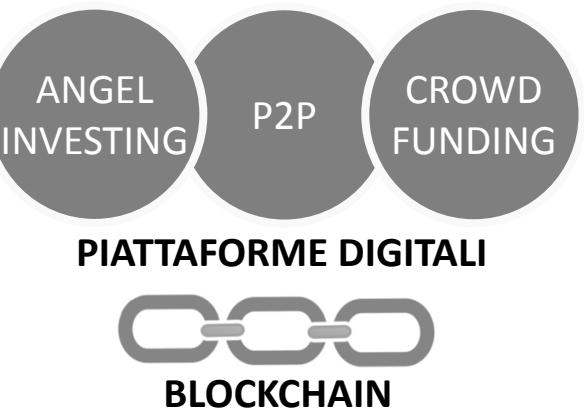
BANKS > 1850

BANCHE

Sella

3

DIRECT



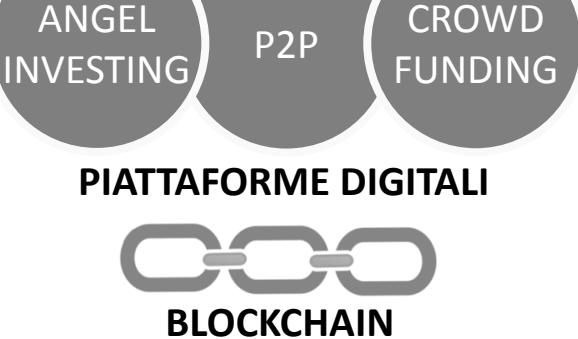
Azioni  
Bond

BANKS >1850

+

3

DIRECT



RISPARMIO GESTITO

+

# **PER LO SVILUPPO ECONOMICO**

**Una più efficace allocazione delle risorse**

**Tempi più rapidi**

**Costi più bassi**

**Servizi nuovi e migliori**

**Aumento inclusione finanziaria**

**Riduzione dei rischi**

**Nuove fonti di finanziamento**

**Supporto all'innovazione**

## **PER LE BANCHE**

**Un mercato più grande**

**Servizi e mercati nuovi**

**Clienti nuovi**

**Possibilità di fare efficienza**

**Migliore gestione del rischio**

**Accesso alle risorse**

**Nuovi modelli di business e opportunità da cogliere**

3

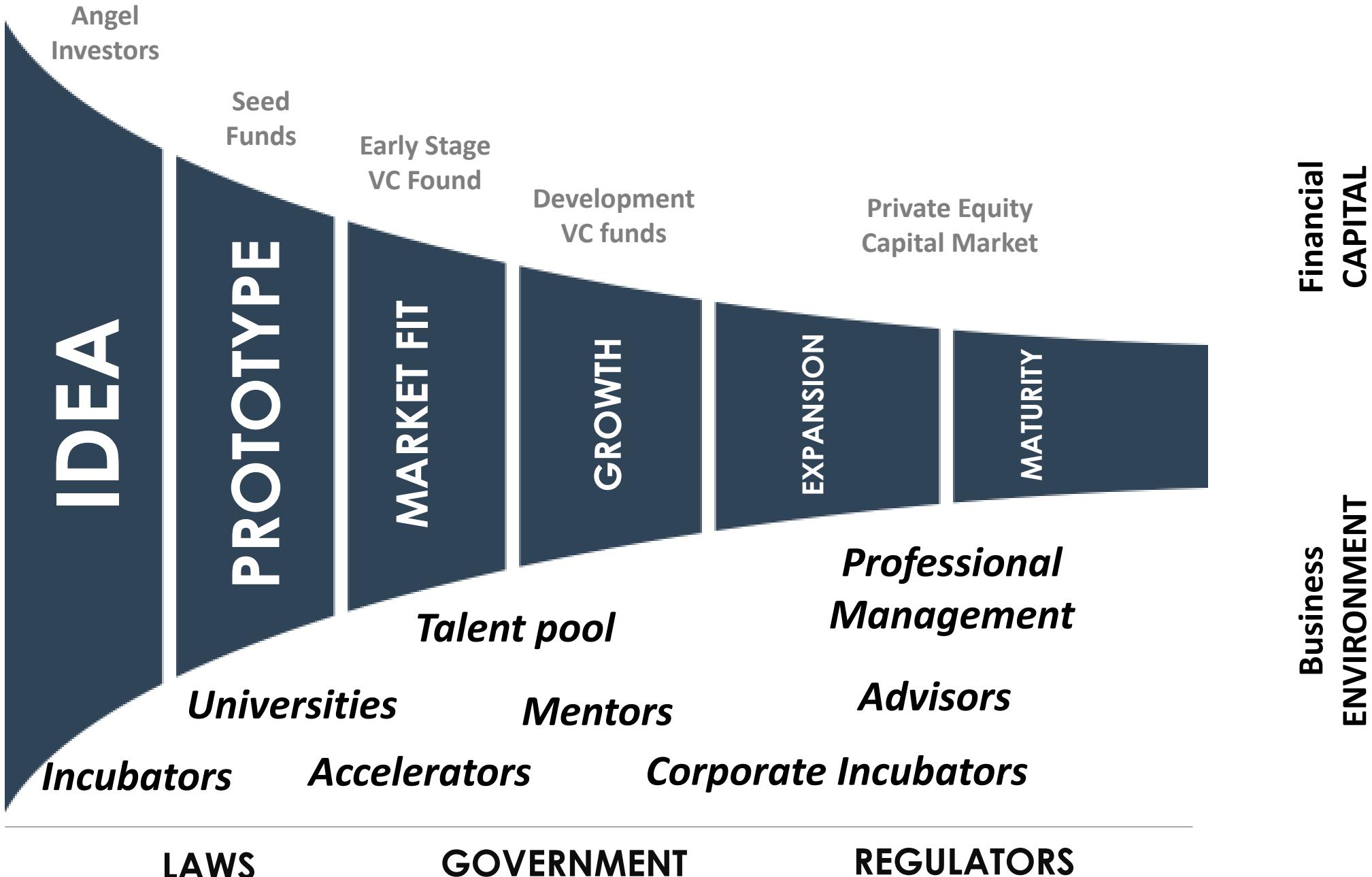
# LE NUOVE REGOLE DEL GIOCO

# Open Innovation

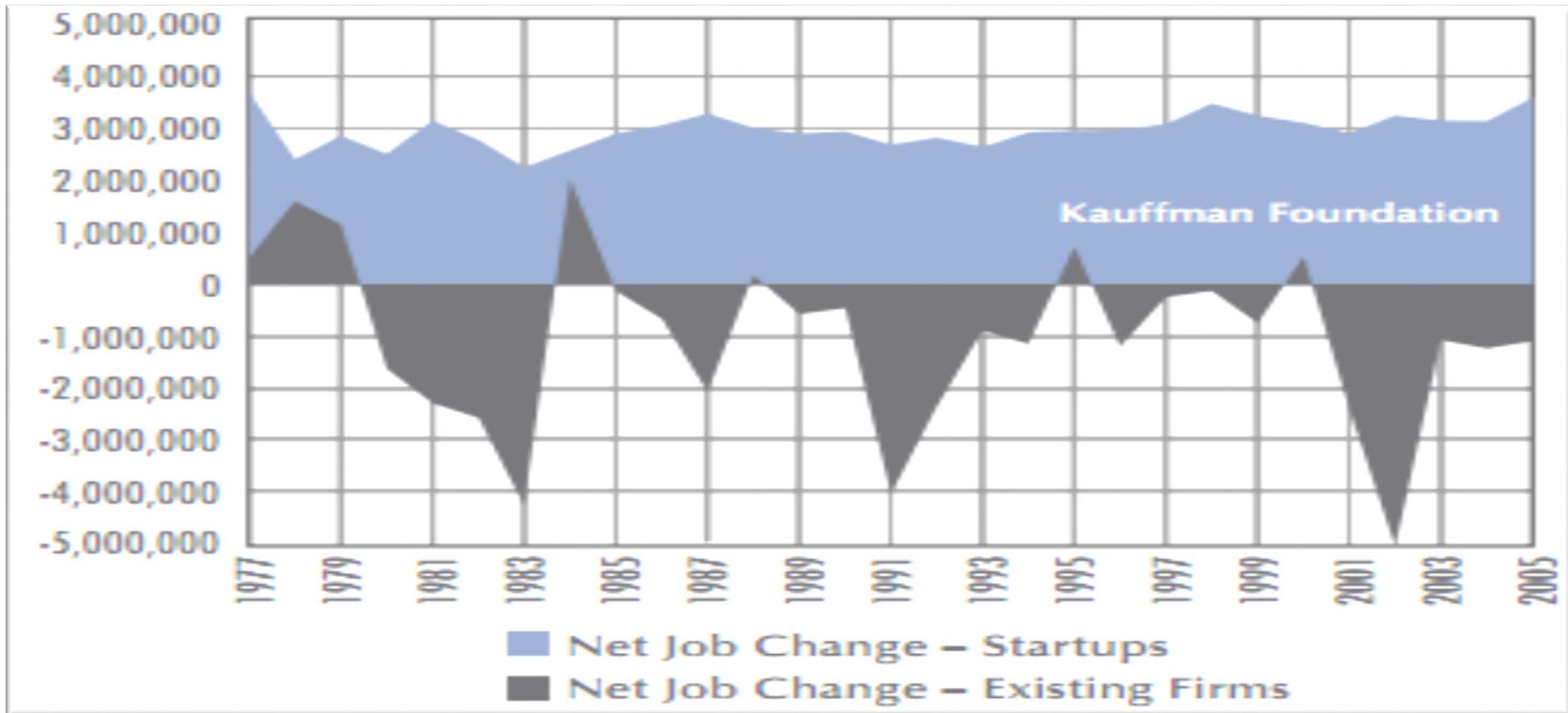
## Ecosistema dell'Innovazione

# Open Innovation

# Ecosistema dell'Innovazione



# Startups create the majority of new net jobs in the United States



3

## LE PRINCIPALI CONSEGUENZE PER UNA OPERATORE TRADIZIONALE

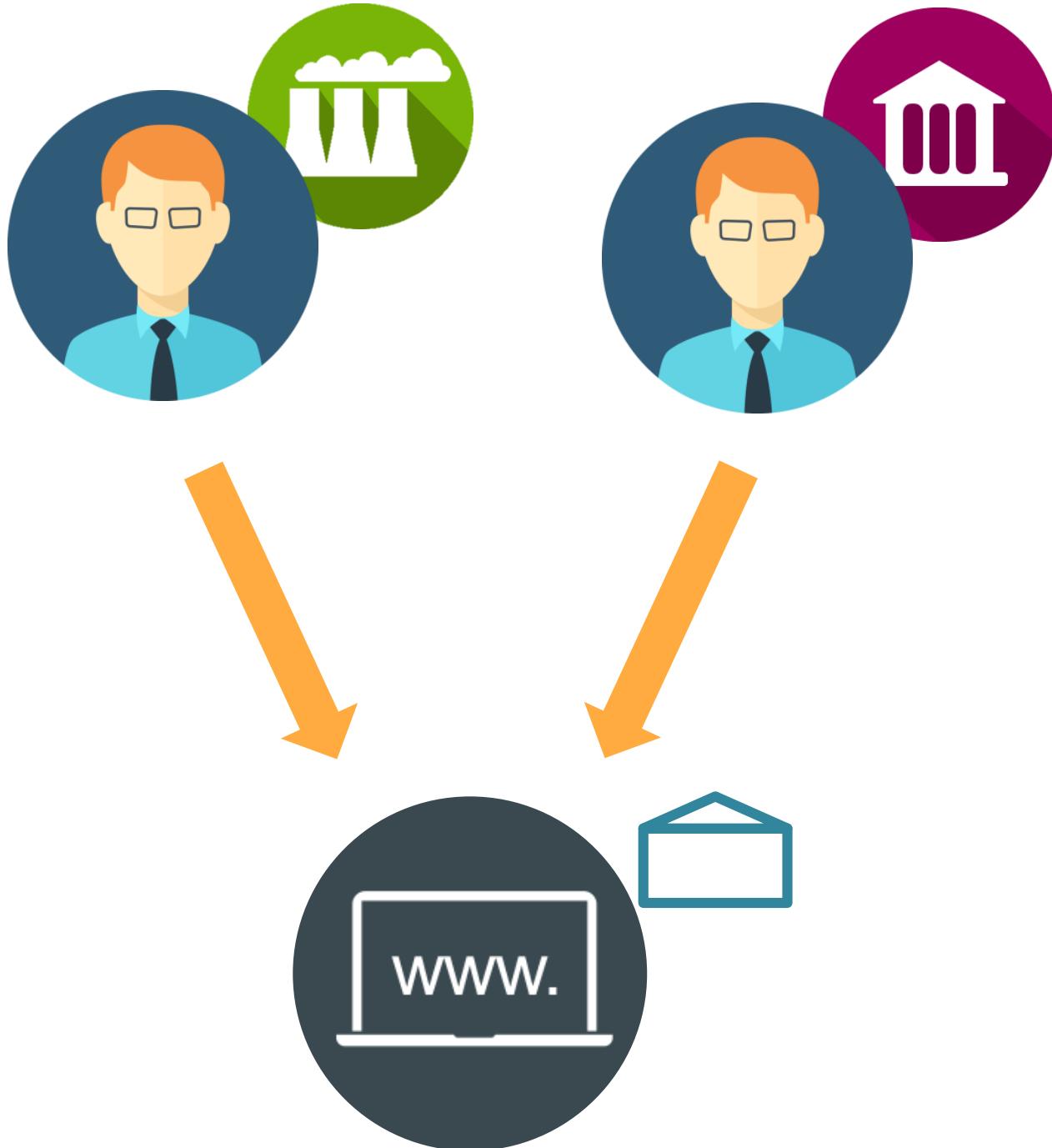
< 1995

Originariamente la  
**relazione commerciale**  
con la clientela  
imprese ed istituzionale  
era **intermediata da**  
**una relazione umana**



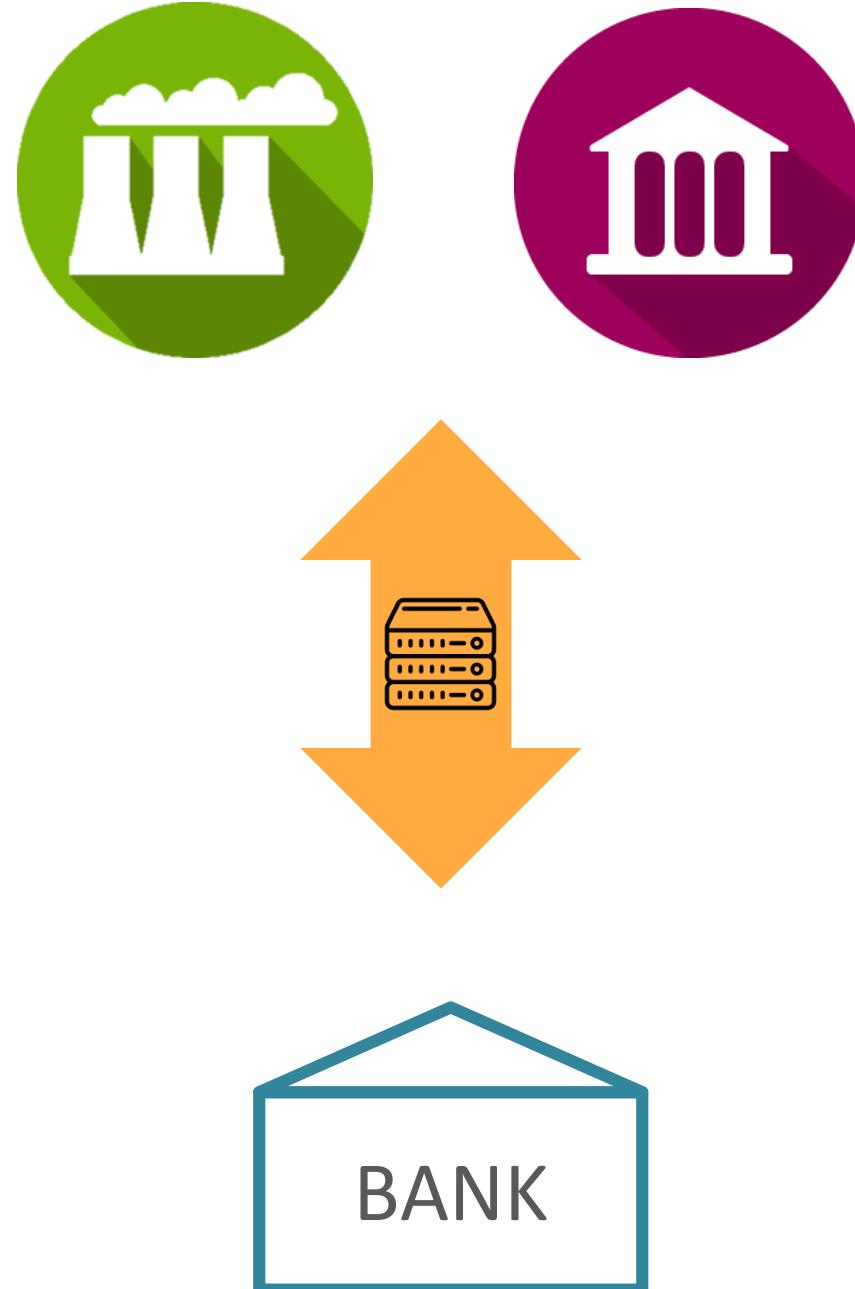
> 1995

Tramite lo sviluppo della multicanalità si sviluppa un accesso alla banca in cui **un operatore** **manualmente** interagisce con una interfaccia tecnologica sviluppata ad hoc dalla banca

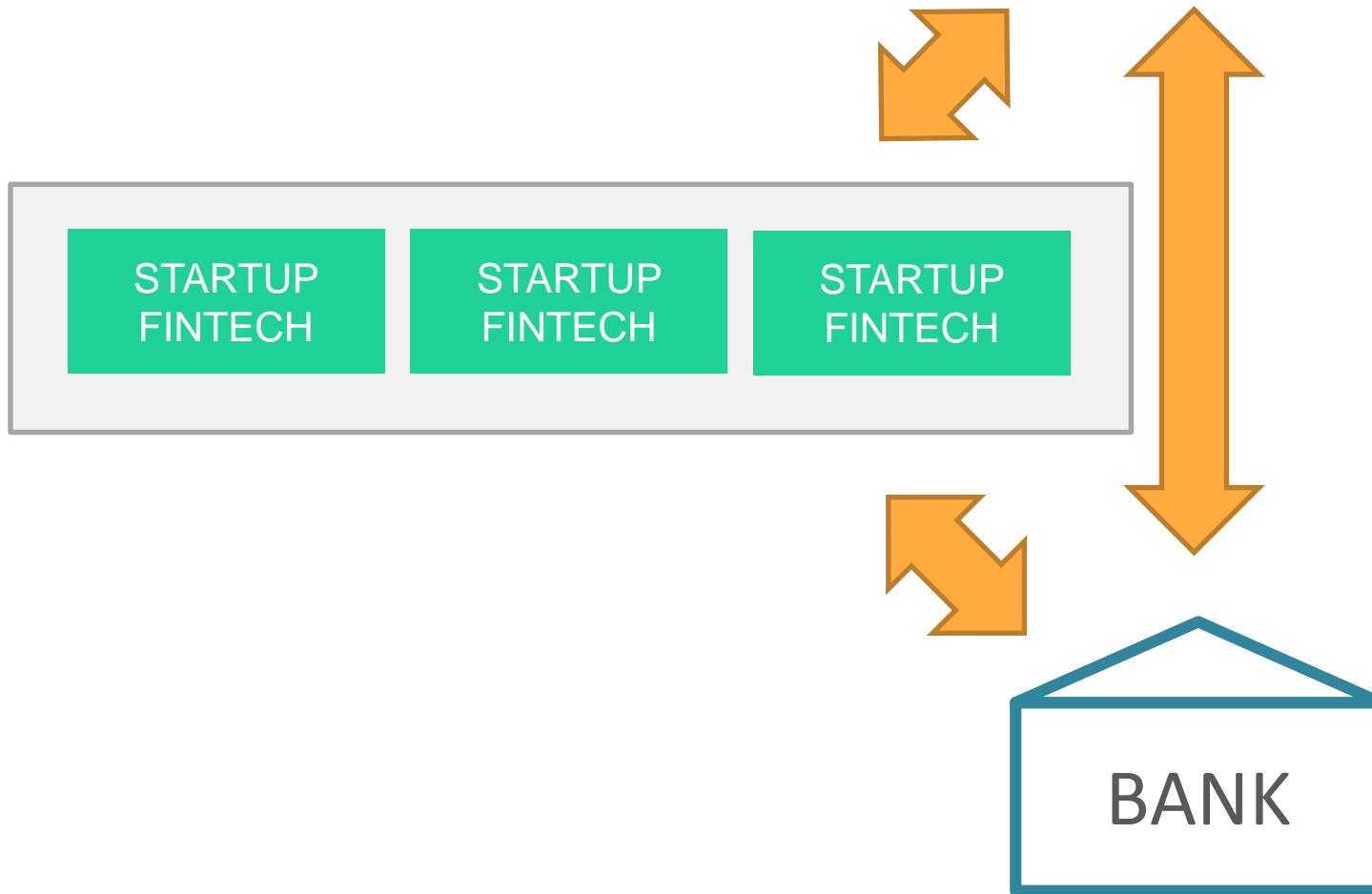


> 1997

Lo sviluppo  
tecnologico ha  
avviato modelli di **IT**  
**banking** con clientela  
interconnessa  
**server-to-server** con  
la banca  
(Es ecommerce)

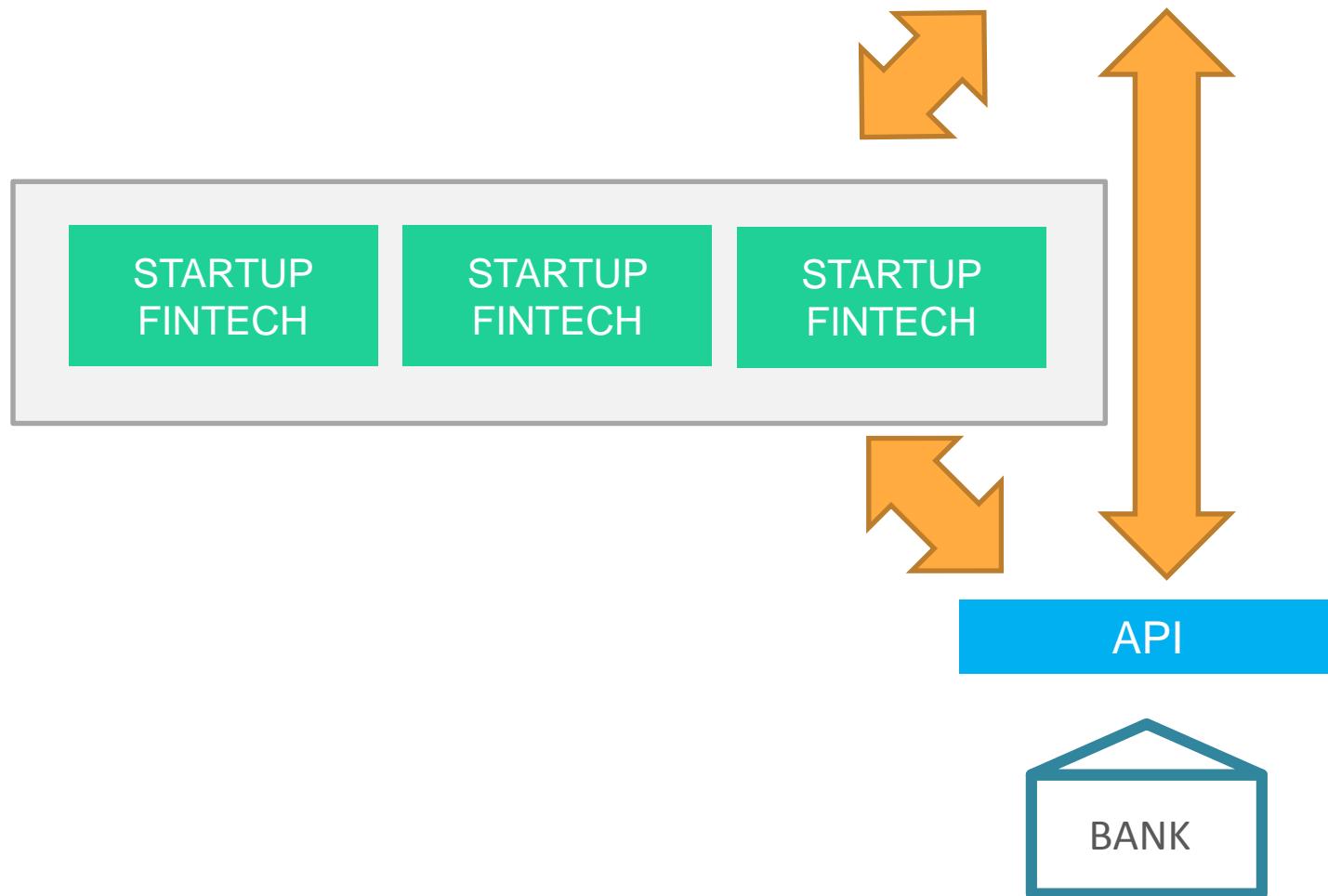


> 2010



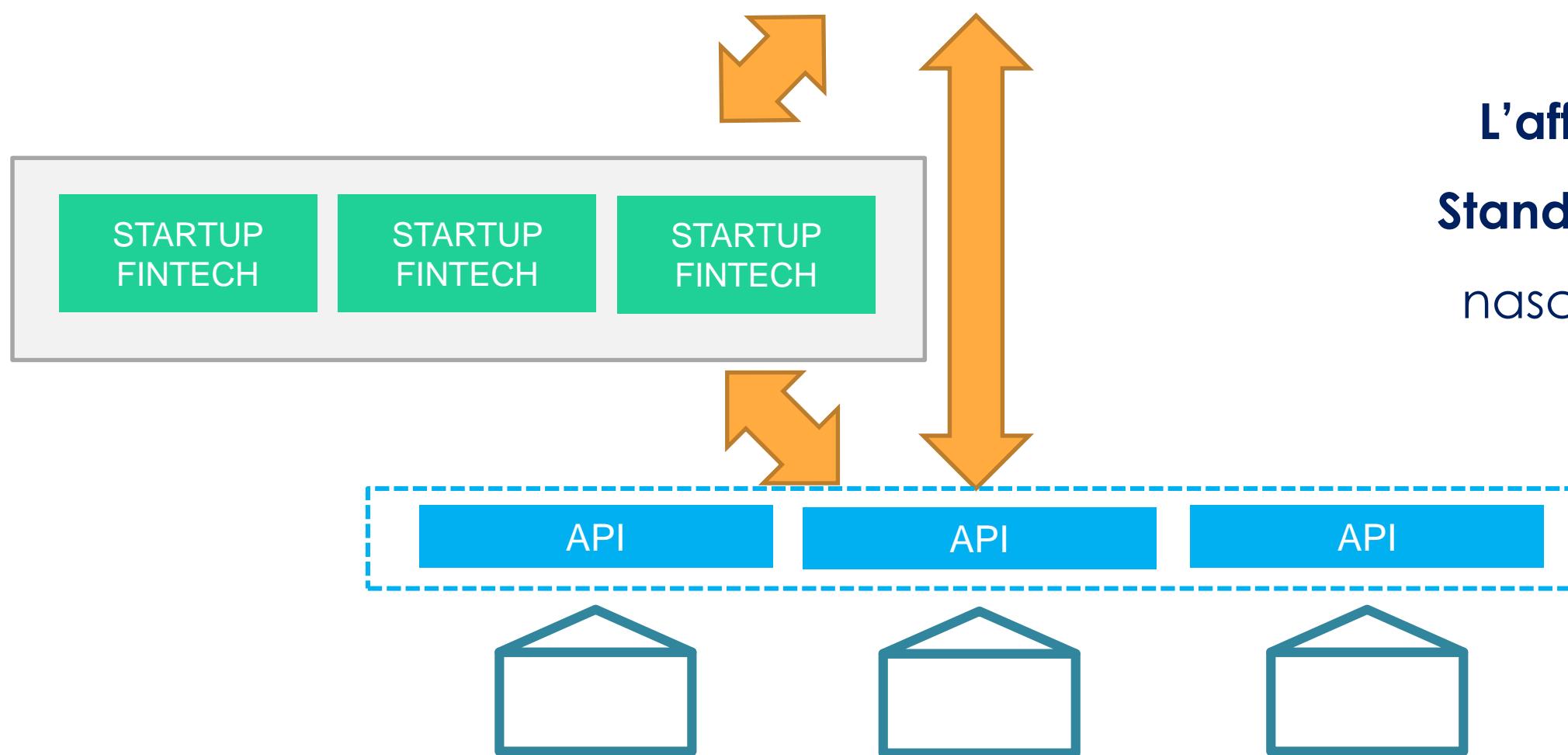
La nascita del settore fintech ha consentito a **nuovi entranti** di affermarsi in tale relazione

> 2015



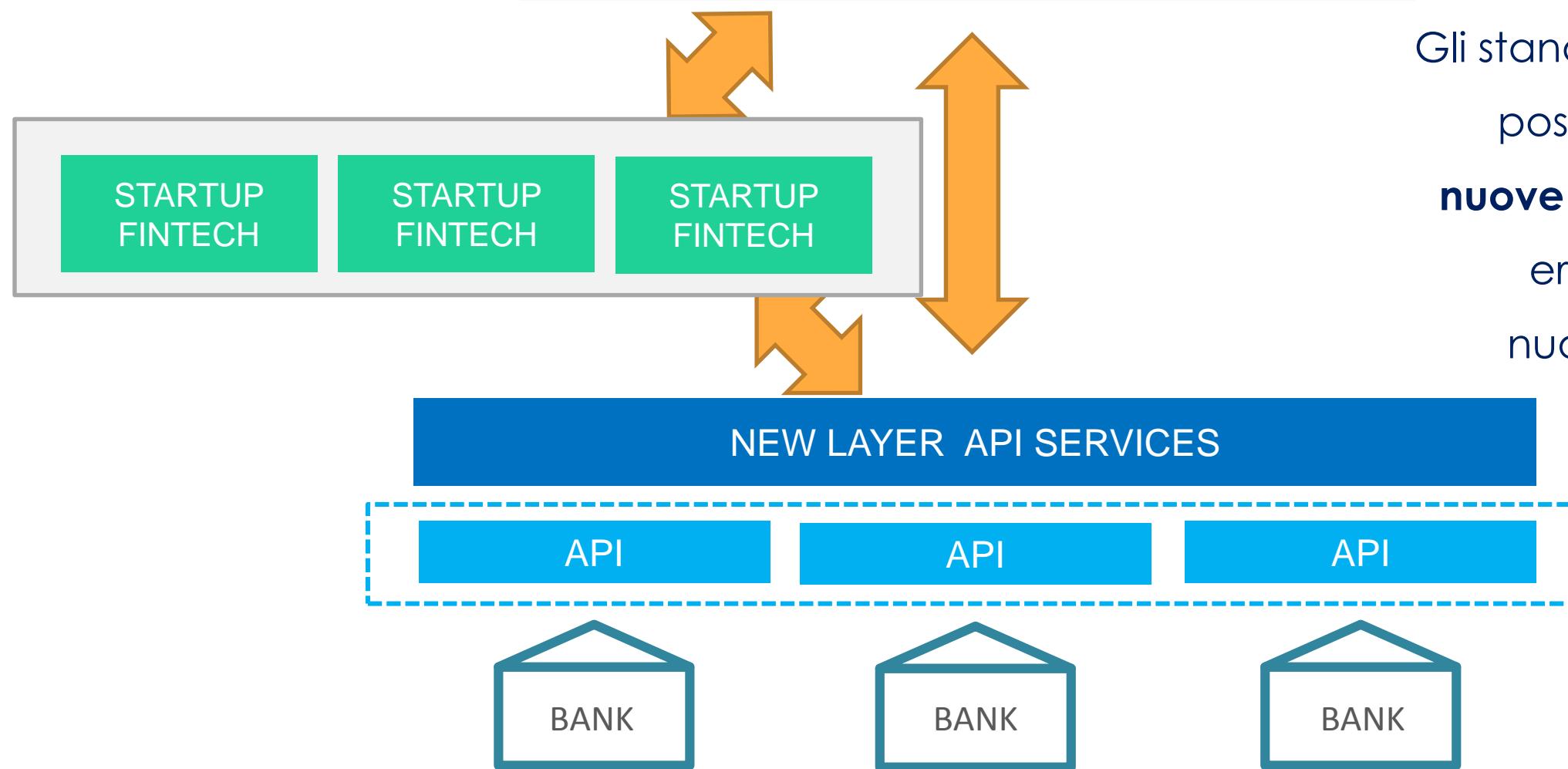
**L'obbligo di API  
previsto da PSD2**  
facilita la connessione  
tecnologica

> 2018



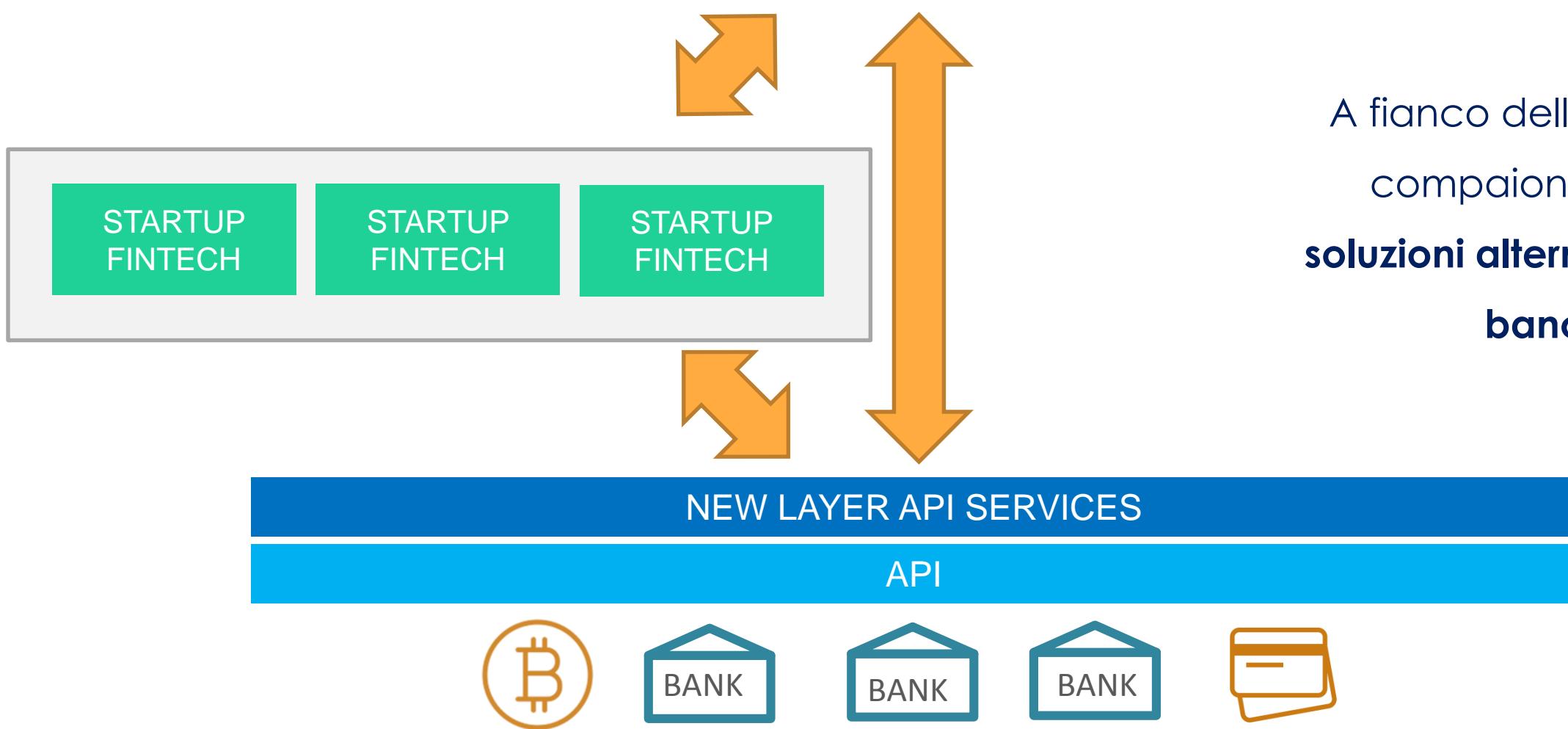
L'affermazione di  
**Standard** facilita la  
nascita di accessi  
multibanca

> 2018



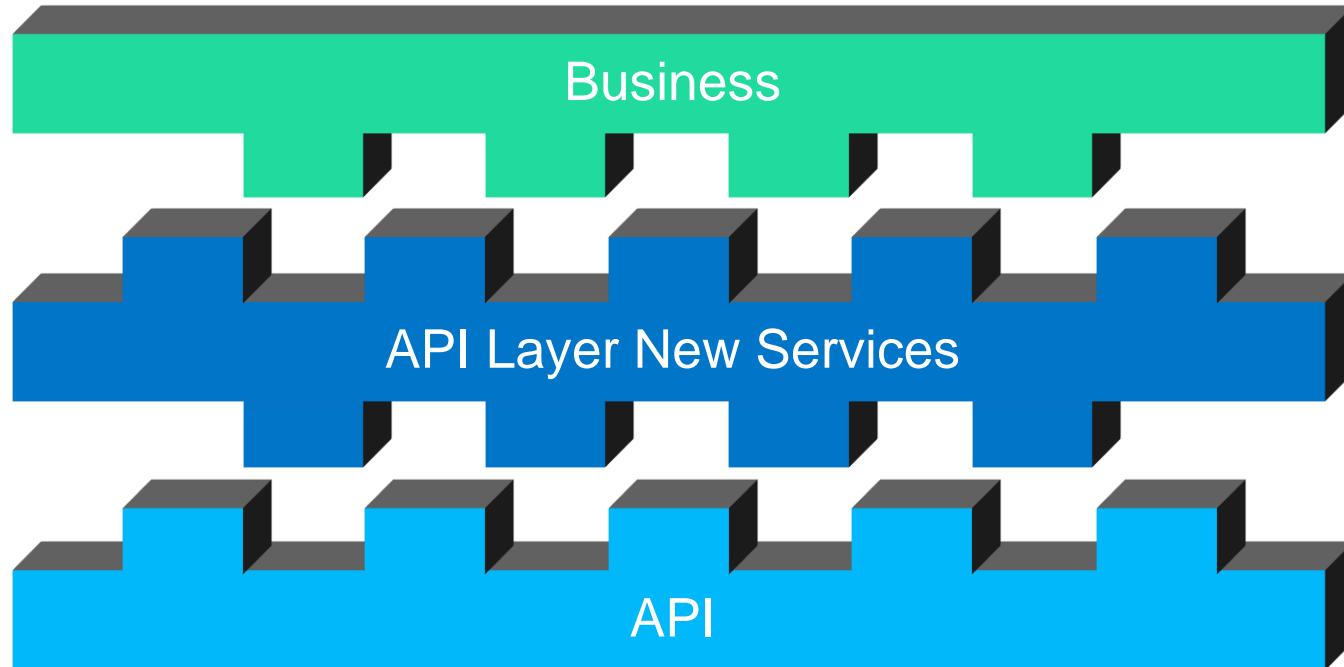
Gli standard API rendono  
possibile la nascita di  
**nuove soluzioni B2B** che  
erogano servizi con  
nuove funzioni d'uso

> 2015



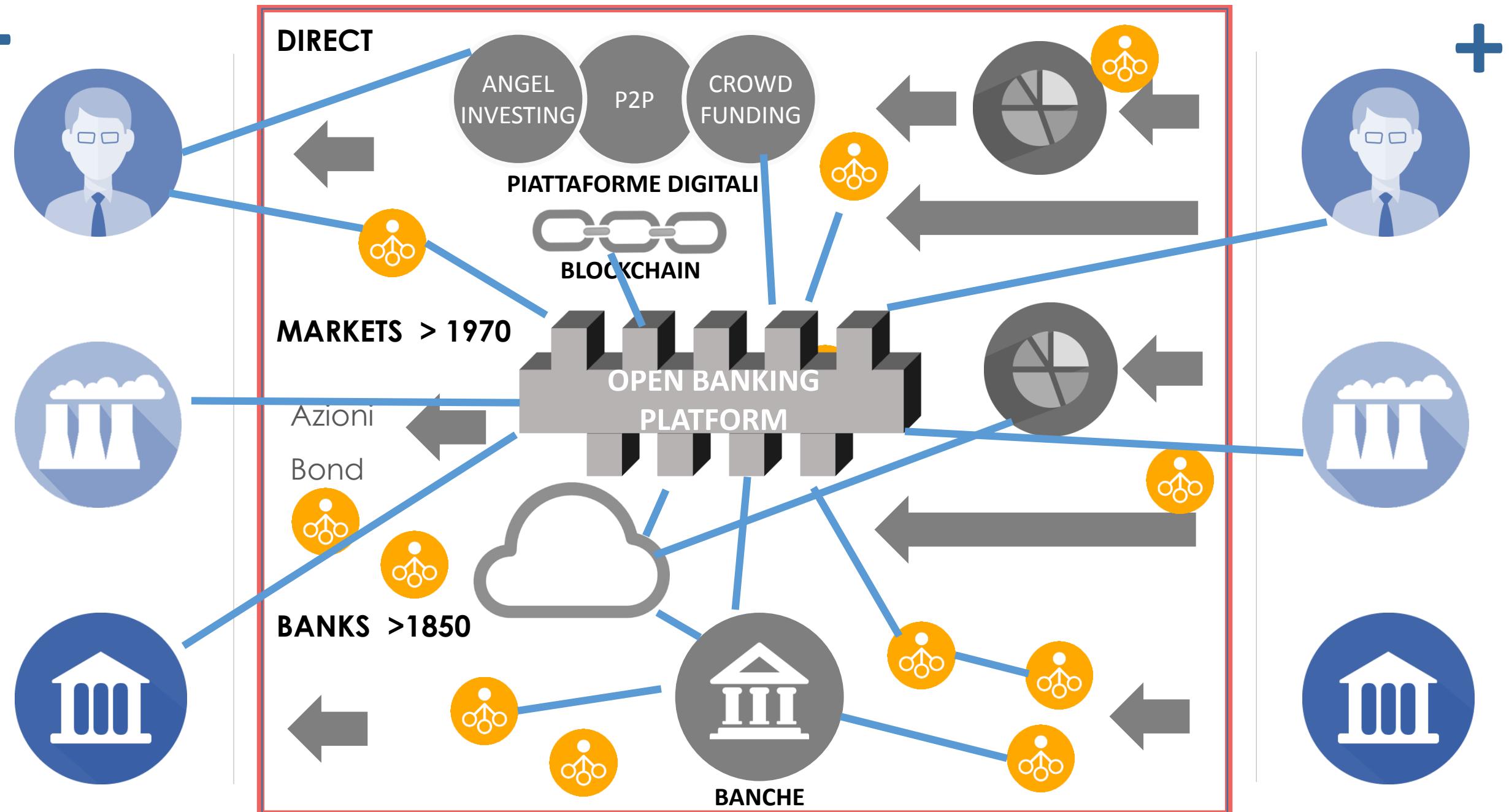
A fianco delle banche  
compaiono le prime  
**soluzioni alternative alle  
banche stesse**

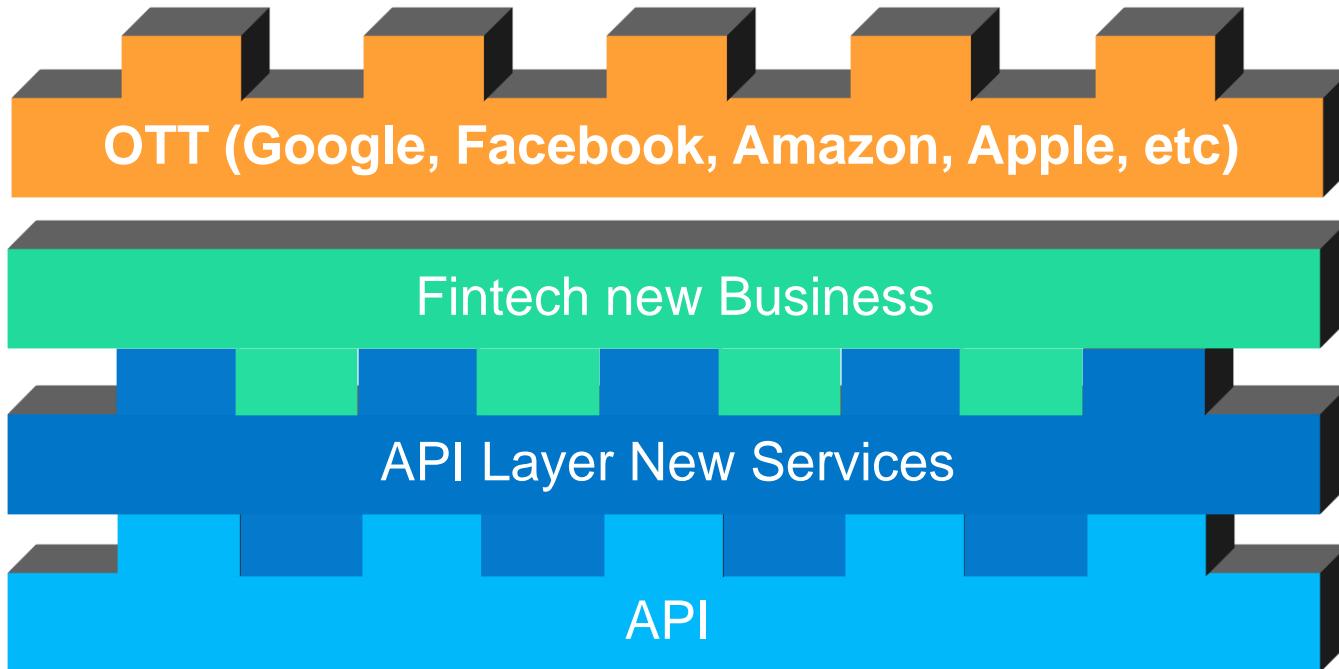
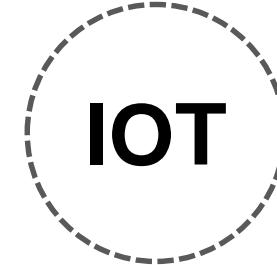
> 2020



Financial Institutions &  
New non banking  
solutions

**Open Banking Platforms** si  
affermeranno a supporto  
di uno sviluppo del  
mercato prima  
inimmaginabile  
**A supporto di nuovi  
modelli di business**

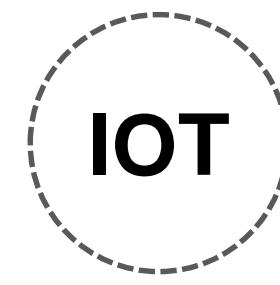




IOT e gli OTT (GAFA)  
assumono un ruolo  
sempre maggiore nel  
governo della relazione



Financial Institutions &  
New non banking  
solutions



OTT (Google, Facebook, Amazon, Apple, etc)

Fintech new Business

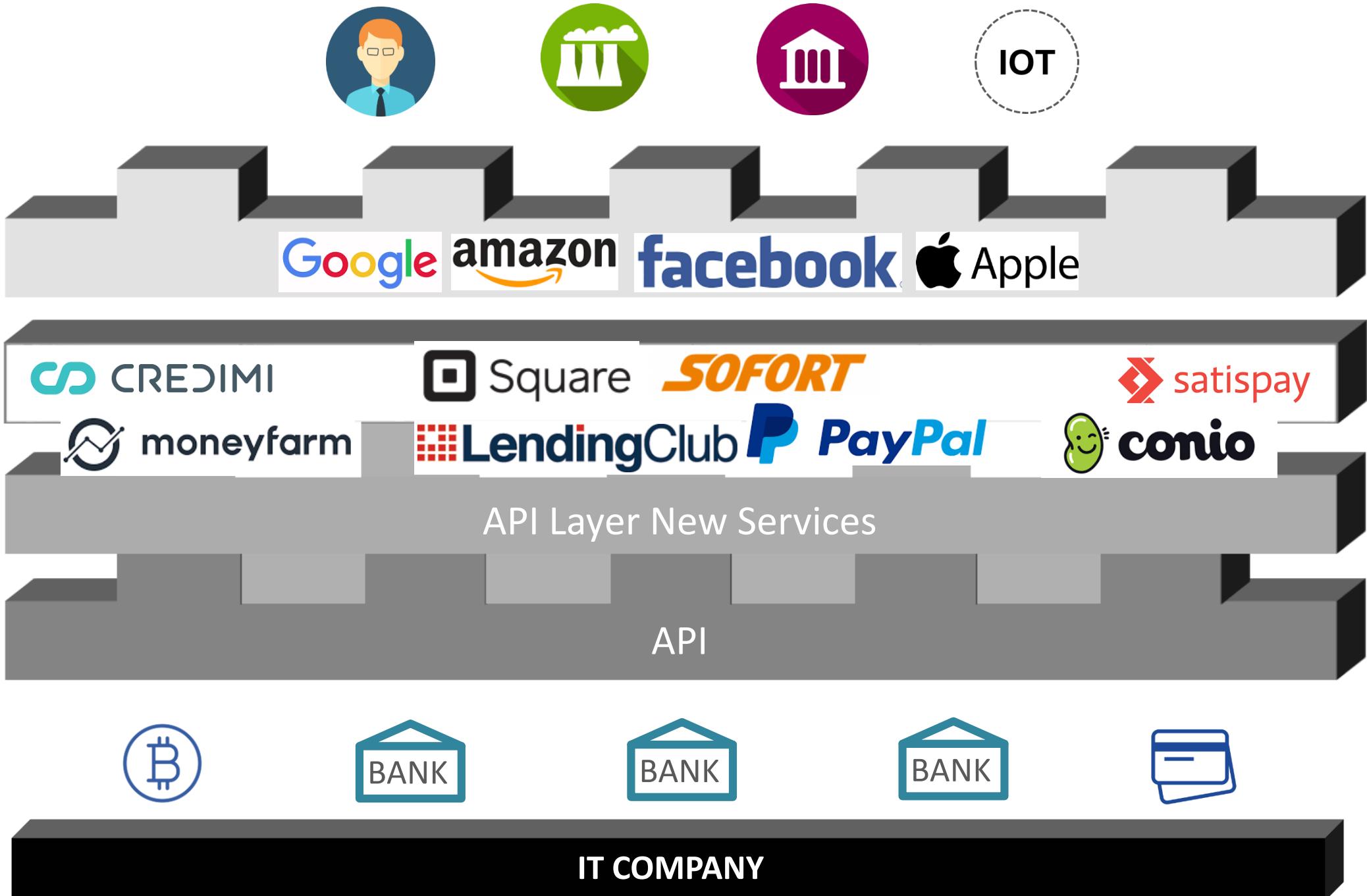
API Layer New Services

API

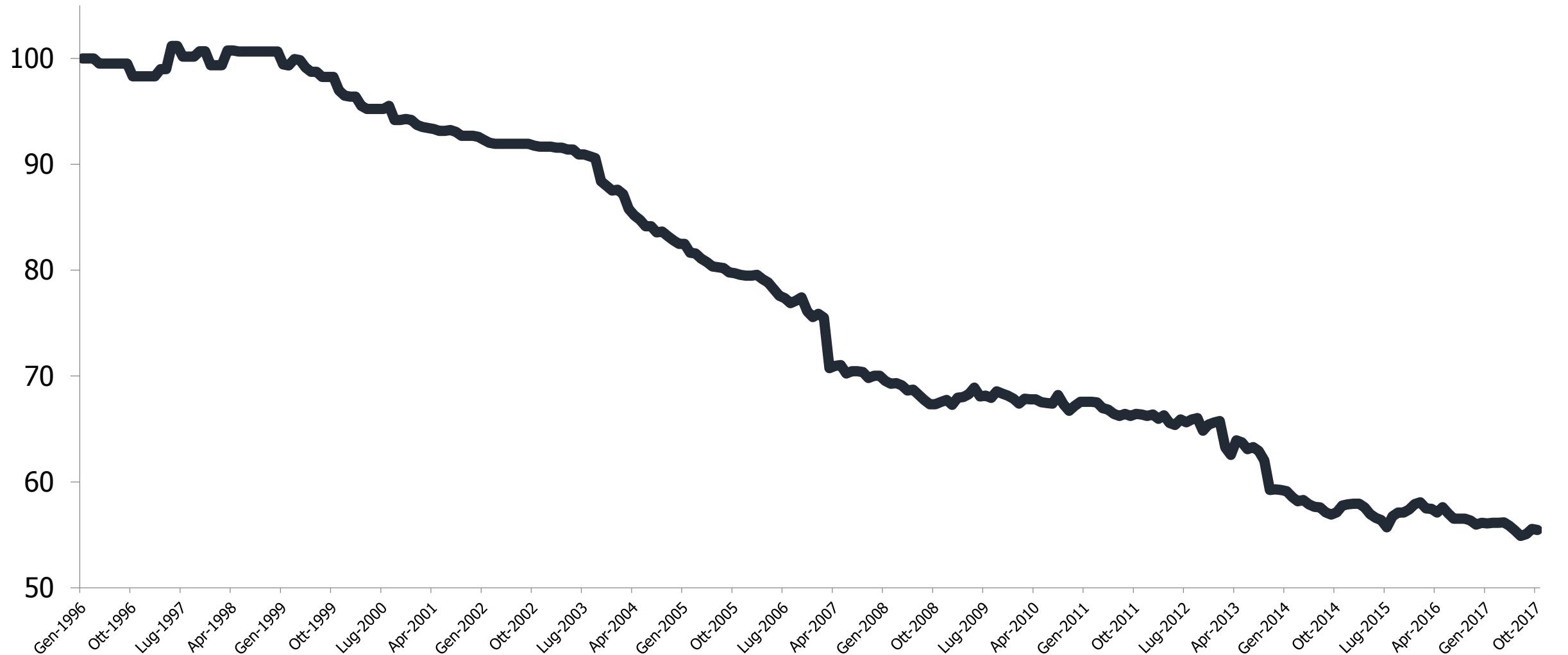


IT PROVIDER & OUTSOURCER

Gli outsource ed i  
fornitori di Tecnologia  
assumono un ruolo  
rilevante nel  
condizionamento delle  
strategie



# CALO DEI PREZZI TELECOMUNICAZIONI



## **LE OPPORTUNITÀ PER LE BANCHE**

**Un mercato più grande**

**Servizi e mercati nuovi**

**Clienti nuovi**

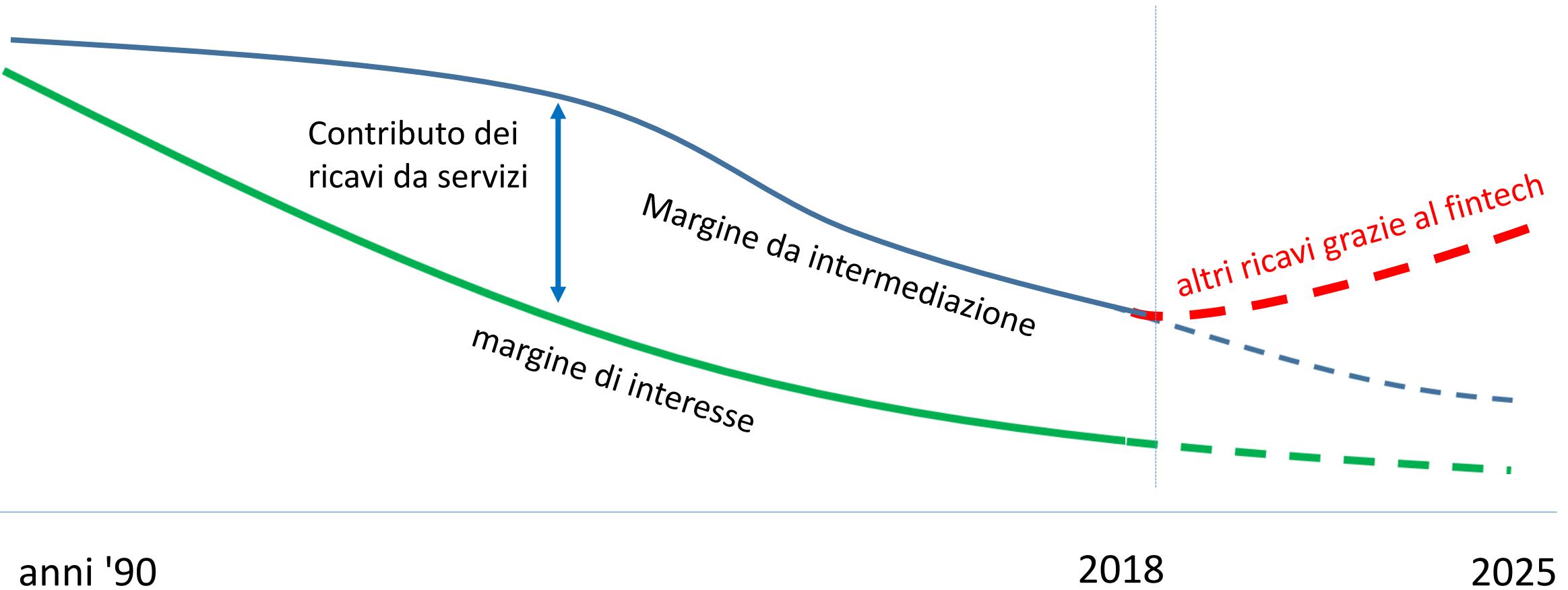
**Possibilità di fare efficienza**

**Migliore gestione del rischio**

**Accesso alle risorse**

**Nuovi modelli di business e opportunità da cogliere**

# Evoluzione del margine di intermediazione



**Appare necessaria una  
“TRASFORMAZIONE”**

- ✓ Quale Business Model?
- ✓ Che tipo di partecipazione all'ecosistema dell'Innovazione?
- ✓ Quale Organizzazione?
- ✓ Quale Tecnologia?

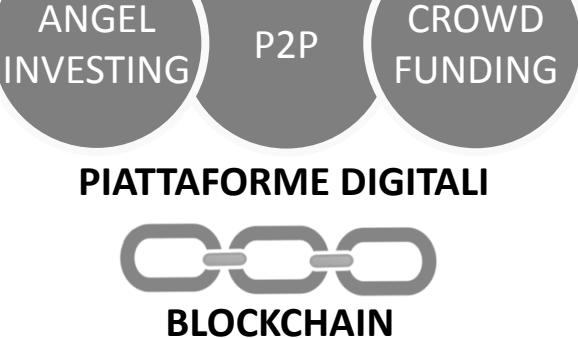
# **La scelta del MODELLO DI BUSINESS**

**Advise?**

**Risk Taking?**

**Transaction?**

DIRECT



MARKETS > 1970

Azioni  
Bond

BANKS >1850

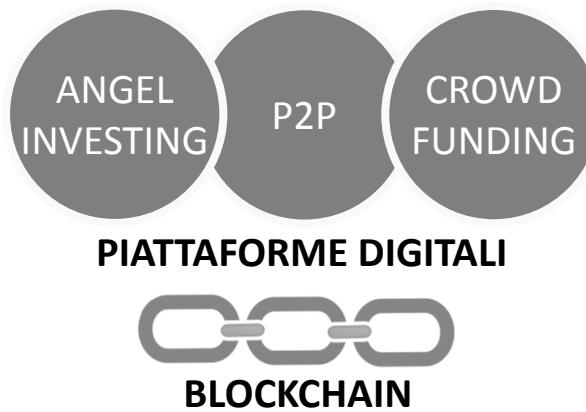


RISPARMIO GESTITO





DIRECT



MARKETS > 1970

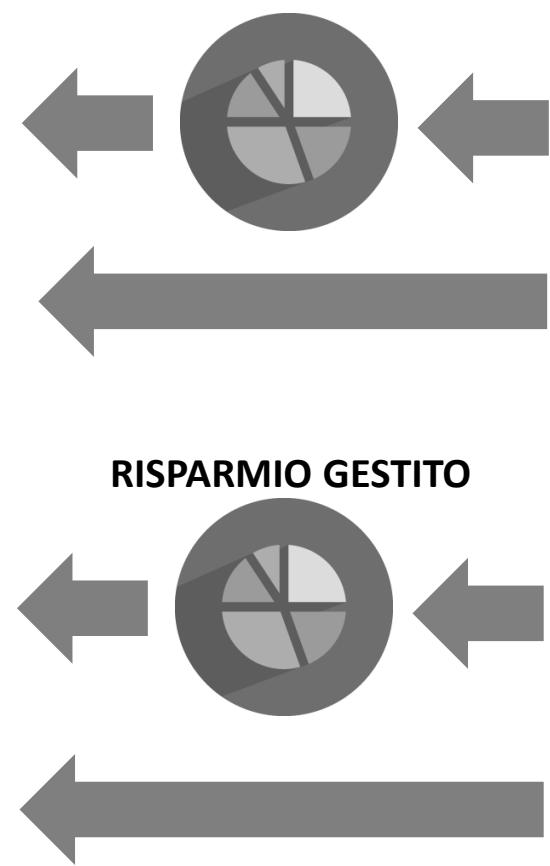
Azioni  
Bond



BANKS > 1850



BANCHE

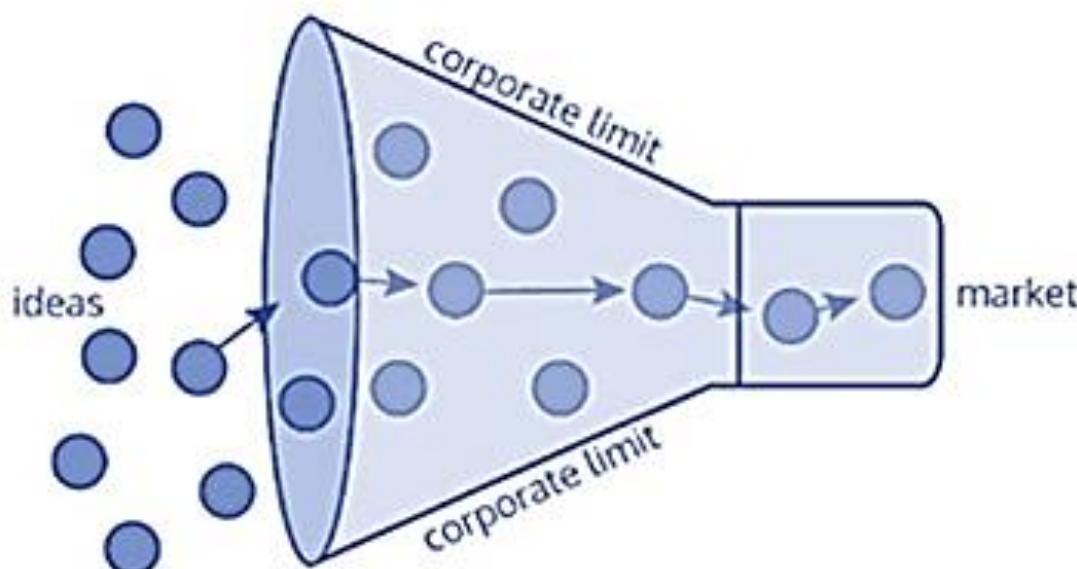


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# Il modello di INNOVAZIONE

# Quale modello?

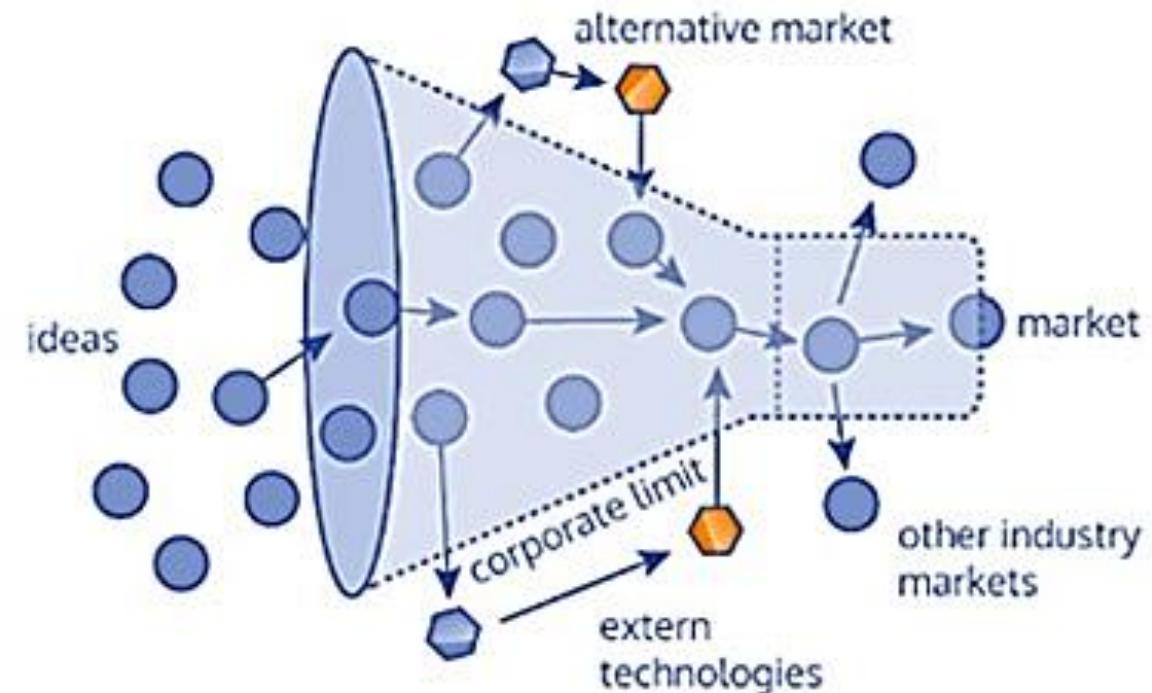
Closed Innovation Model



Past

L'innovazione arriva solo dall'interno dell'azienda

Open Innovation Model



Present

L'innovazione arriva sia dall'interno sia dall'esterno e, in alcuni casi, può prendere strade nuove sul mercato

*Quale rapporto con  
Startup ed Operatori Fintech?*

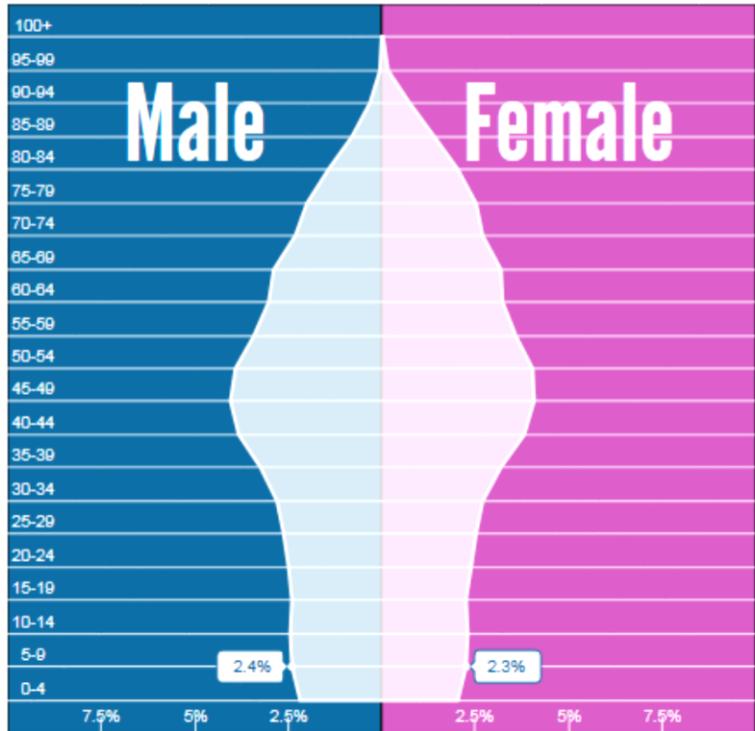
Il tipo di  
**ORGANIZZAZIONE**

# Population

Italy  
2016

Population:

**59.801.000**

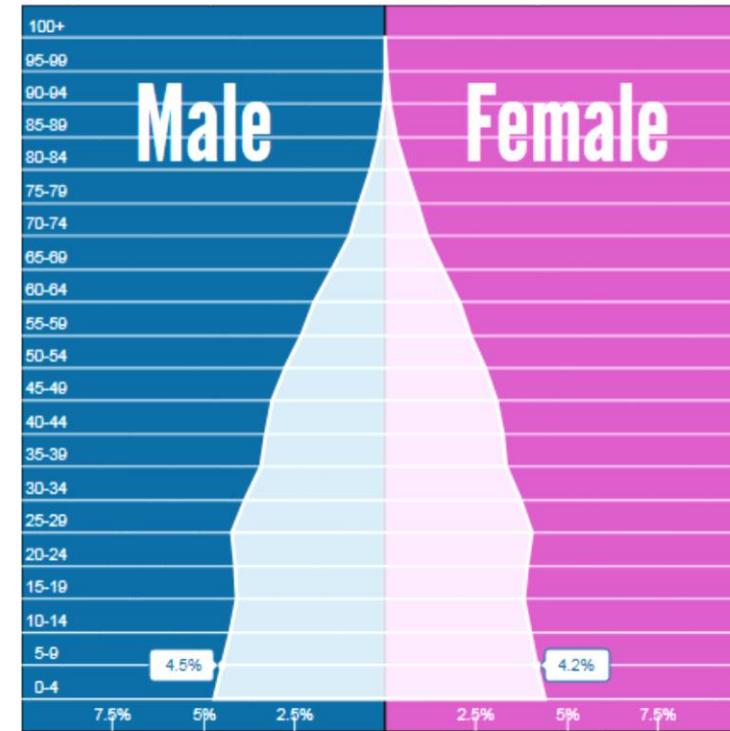


**23.3% (0-24)**

WORLD  
2016

Population:

**7.432.663.000**

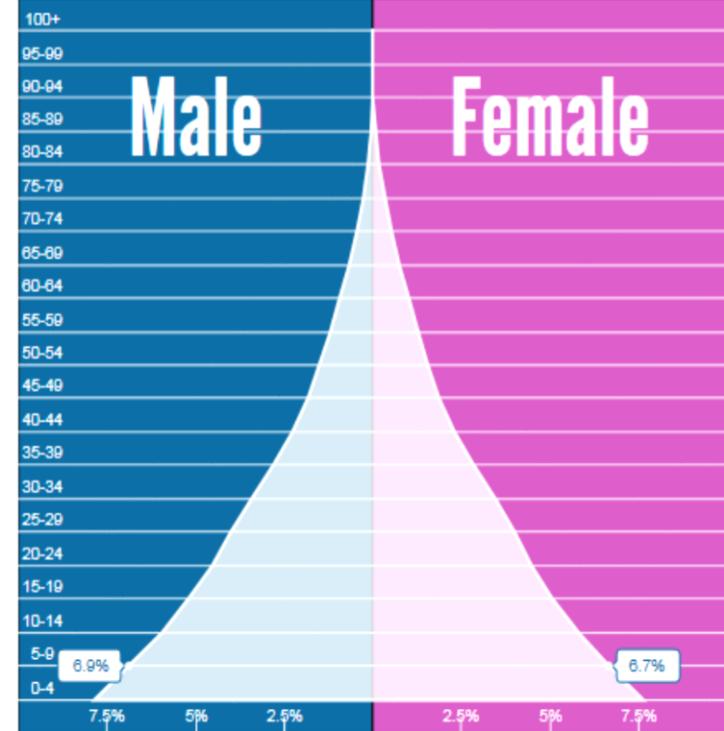


**42.3% (0-24)**

AFRICA  
2016

Population:

**1.216.129.000**



**60.3% (0-24)**

**Il fattore  
TECNOLOGIA**

**Quale interconnessione  
con le piattaforme?**

**Quale il grado di apertura?**

The background of the slide features a complex, abstract network structure. It consists of numerous small, light-colored hexagonal nodes connected by thin lines, creating a mesh-like pattern that suggests a global or interconnected system. This pattern is set against a dark blue gradient background.

**PIETRO SELLA**  
Group CEO

**Sella**