



Innovazione tecnologica ed intermediazione finanziaria

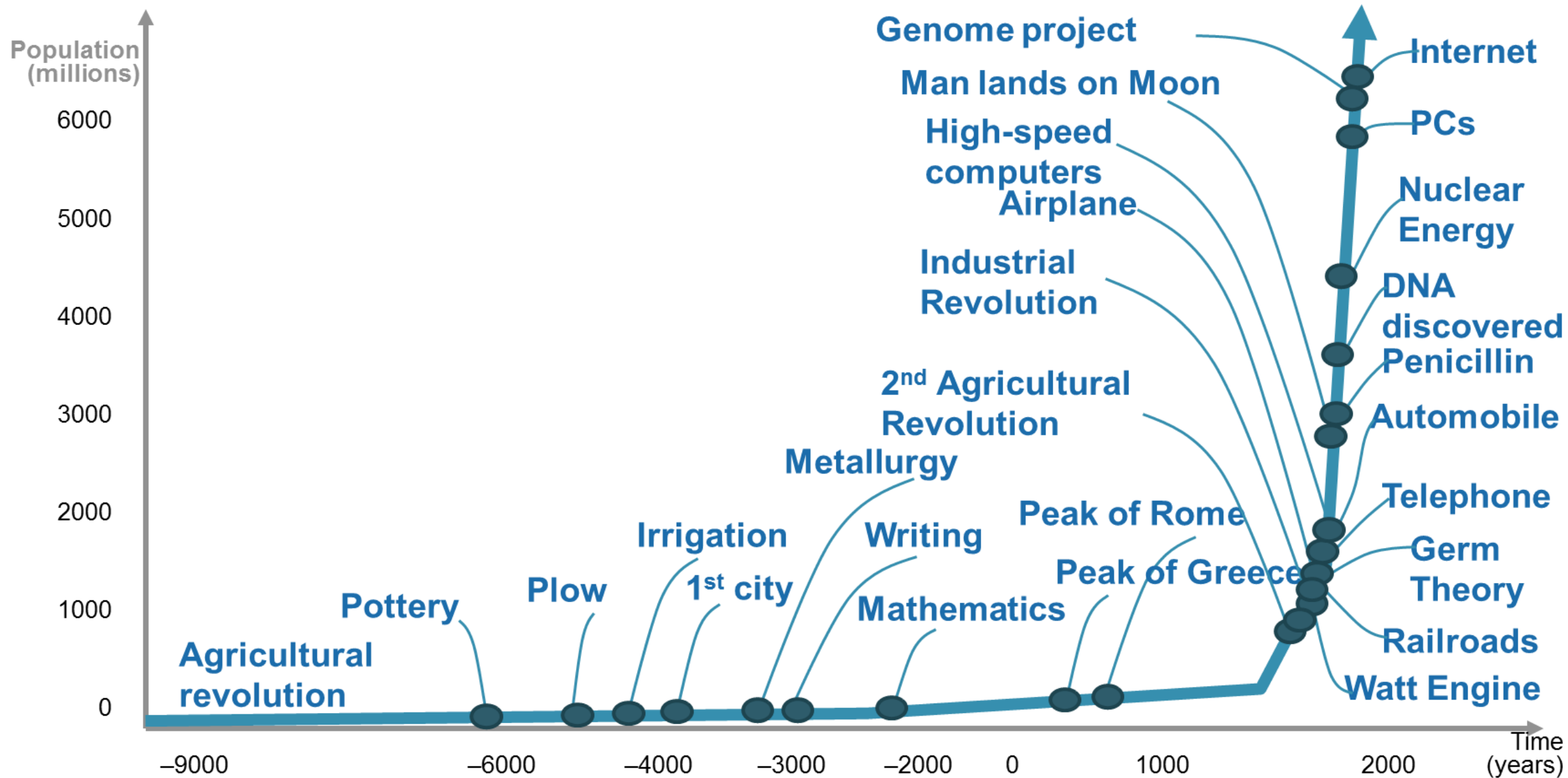
PIETRO SELLA
Group CEO

Sella

1

LA RIVOLUZIONE DELL'INNOVAZIONE

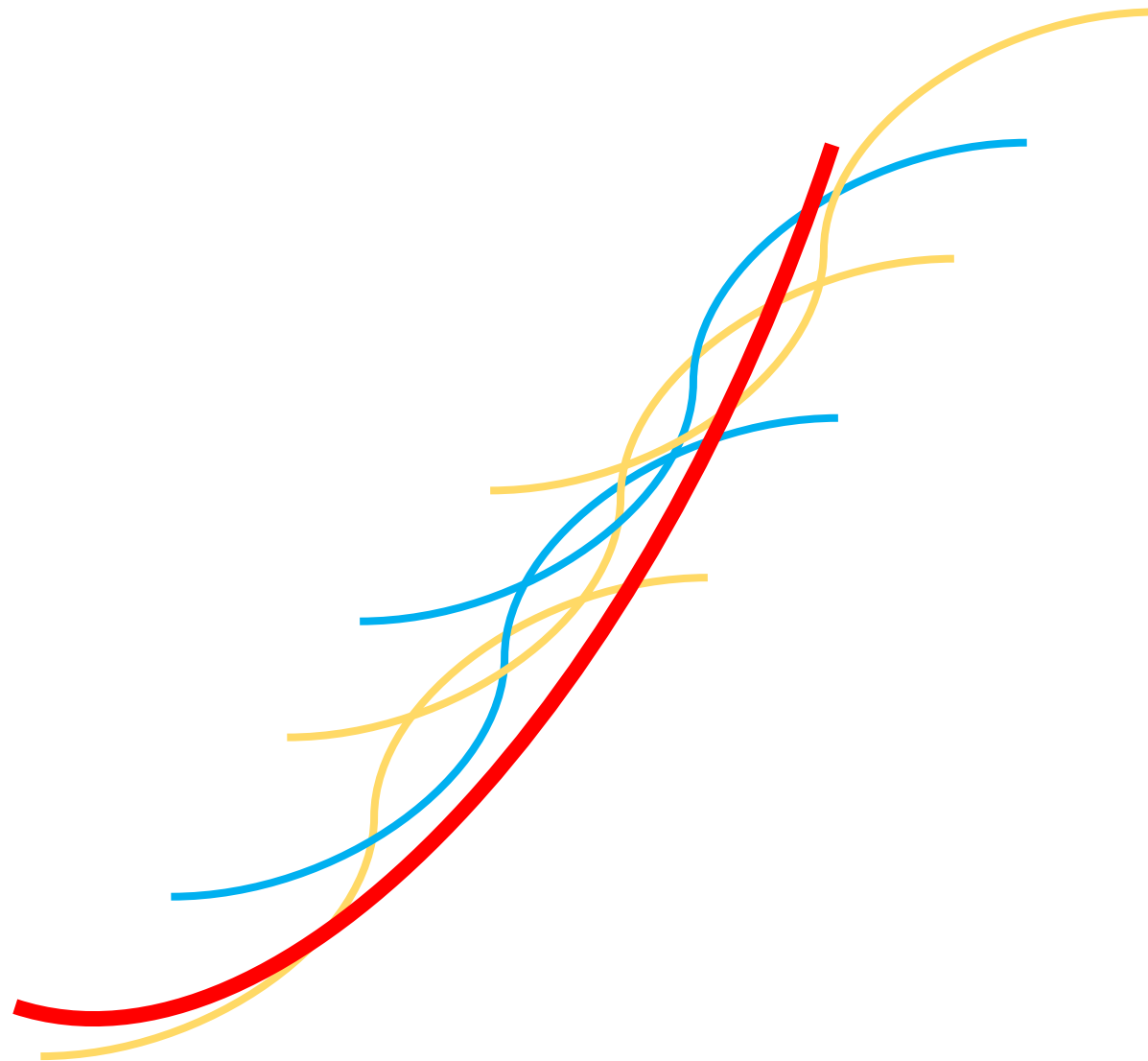




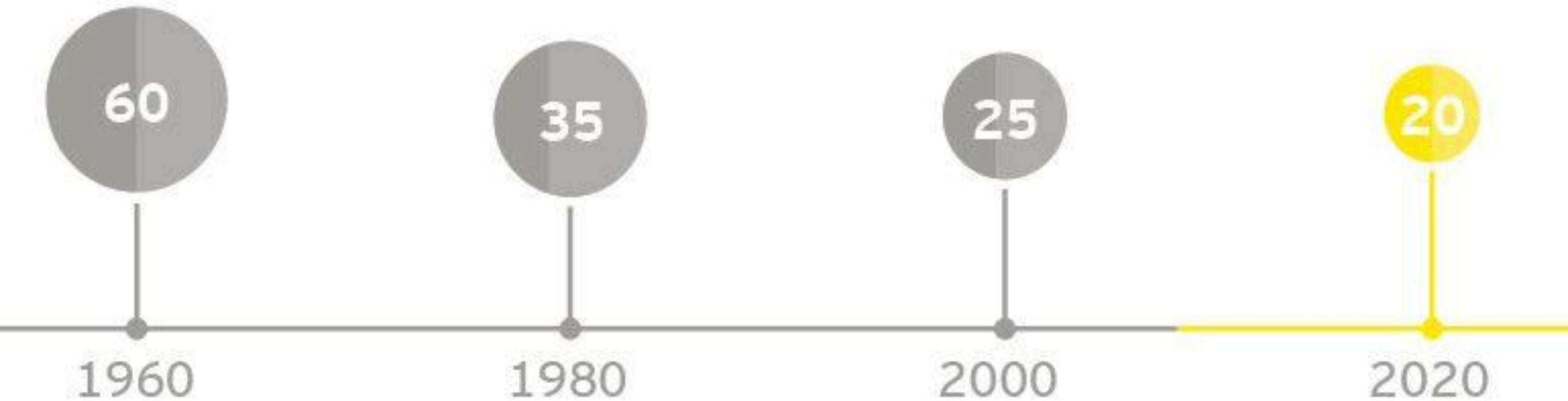
Existing technology



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



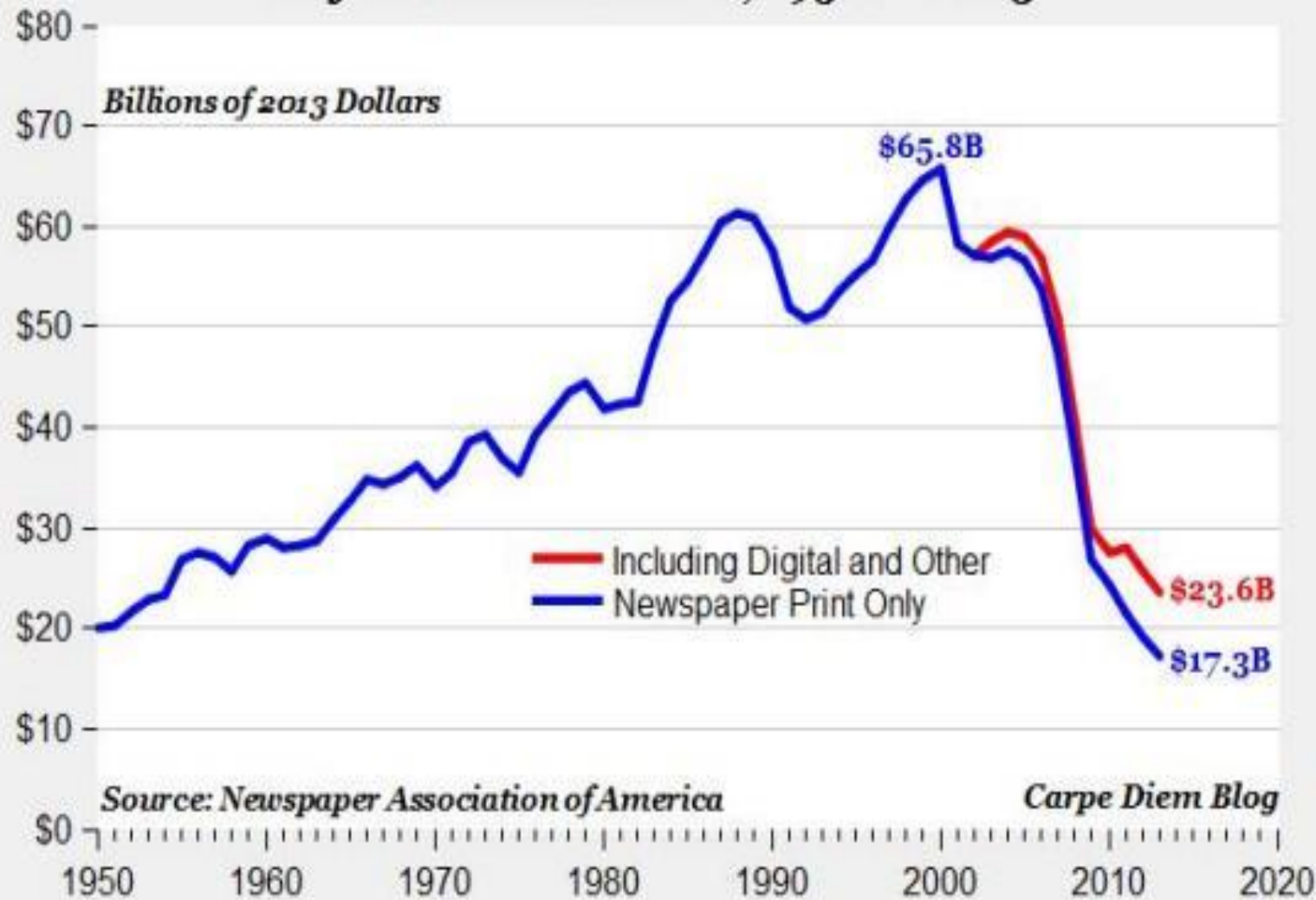
650,000 Rooms
192 Countries
6 Years old

Source: Dedagroup

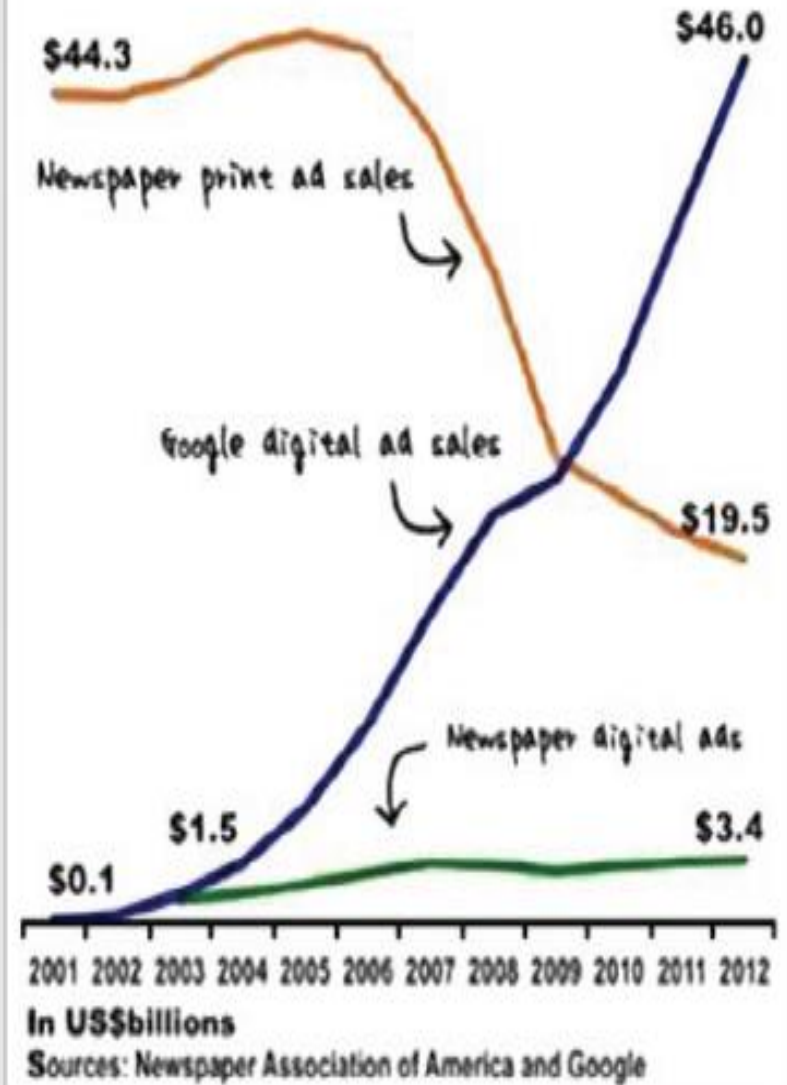
Level Playing Field globale del talento

Discontinuità

Newspaper Advertising Revenue: Adjusted for Inflation, 1950 to 2013



Newspaper vs. Google ad sales





2

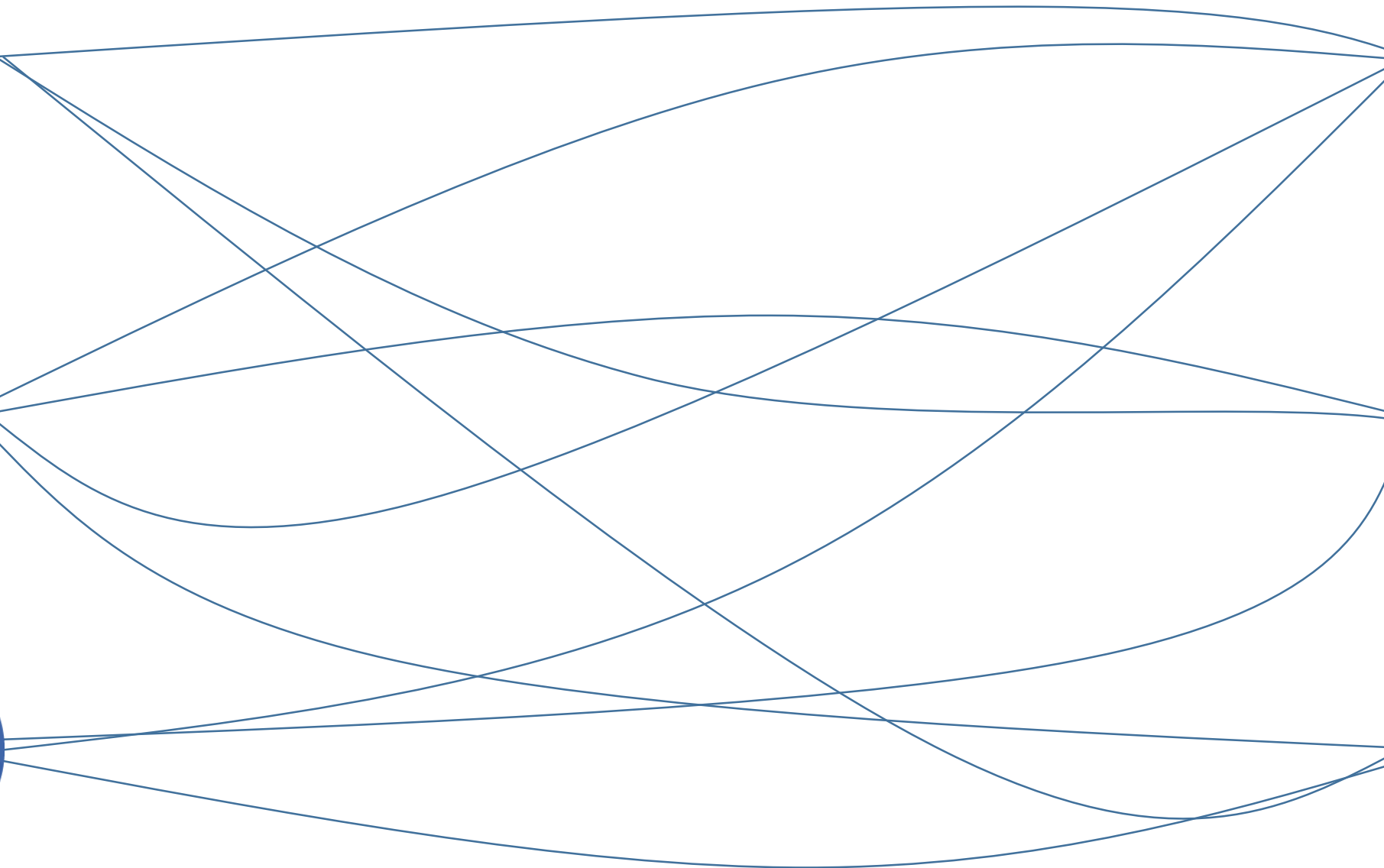
GLI IMPATTI DELL'INNOVAZIONE SULL'INTERMEDIAZIONE FINANZIARIA

I fattori del cambiamento

La natura dell'intermediazione

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

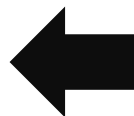
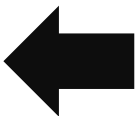
Le norme



-



BANKS >1850



+

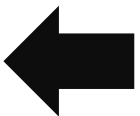


Sella

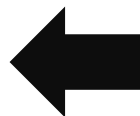
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BANKS >1850



**SUCCURSALI
> 1930**



+

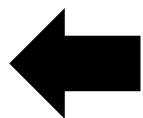


Sella



MARKETS > 1970

Azioni
Bond



BANKS >1850



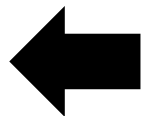
BANCHE



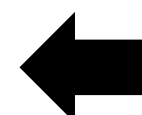
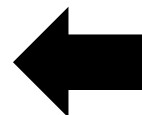


MARKETS > 1970

Azioni
Bond



RISPARMIO GESTITO



BANKS > 1850



BANCHE

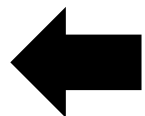




DIRECT



PIATTAFORME DIGITALI

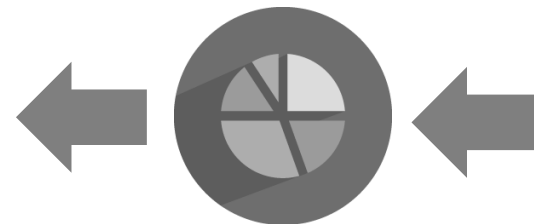


MARKETS > 1970

Azioni
Bond



RISPARMIO GESTITO



BANKS > 1850



BANCHE





DIRECT



PIATTAFORME DIGITALI

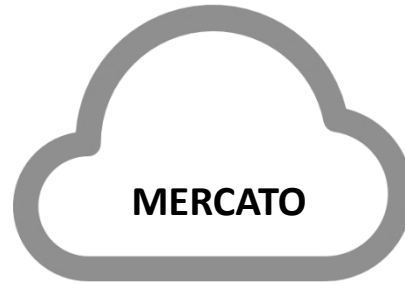
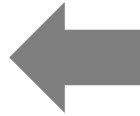


BLOCKCHAIN



MARKETS > 1970

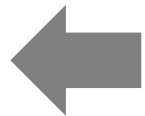
Azioni
Bond



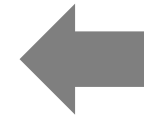
RISPARMIO GESTITO



BANKS > 1850



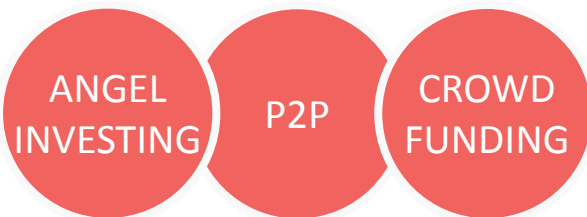
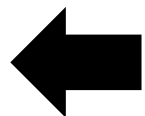
BANCHE



1



DIRECT



PIATTAFORME DIGITALI



BLOCKCHAIN

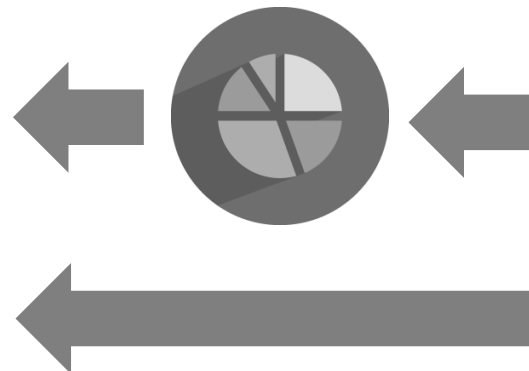


MARKETS > 1970

Azioni
Bond



RISPARMIO GESTITO



BANKS > 1850



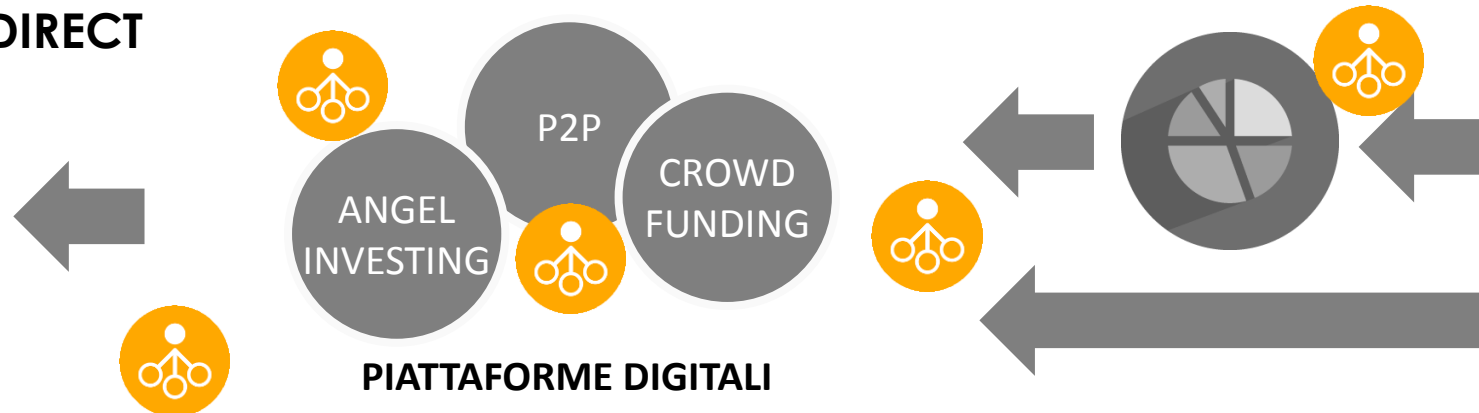
BANCHE



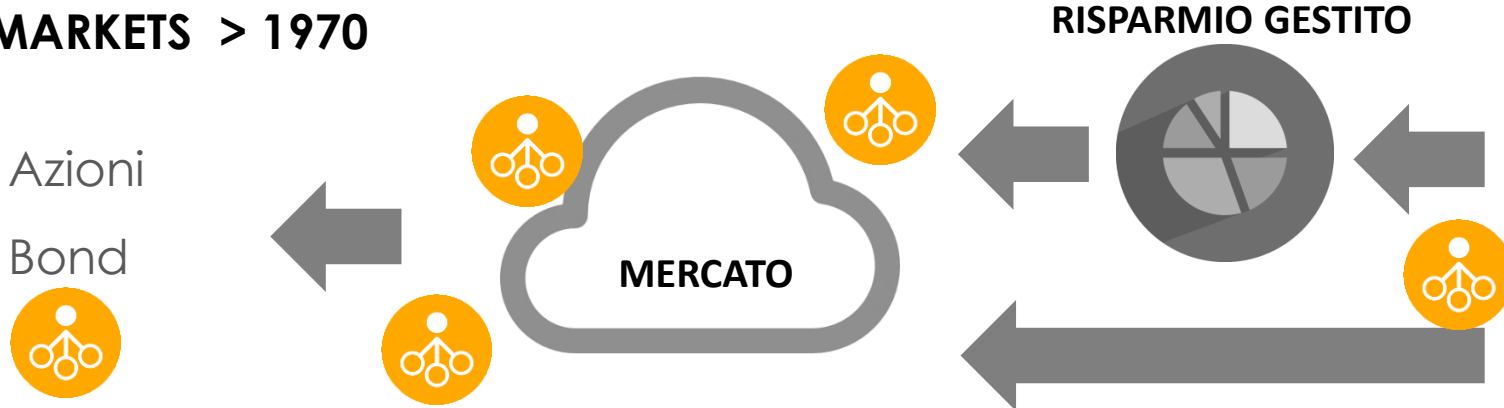
2



DIRECT



MARKETS > 1970



BANKS > 1850



3



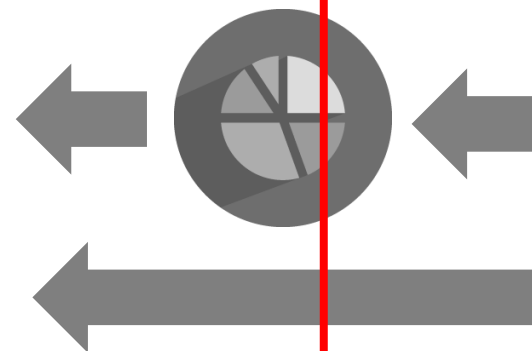
DIRECT



PIATTAFORME DIGITALI



BLOCKCHAIN



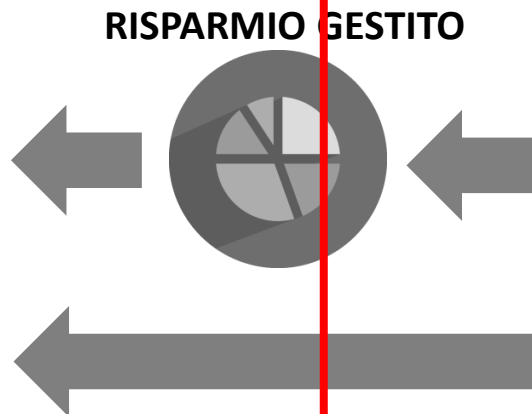
MARKETS > 1970



Azioni
Bond



MERCATO



RISPARMIO GESTITO

BANKS > 1850



BANCHE



3



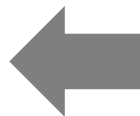
DIRECT



MARKETS > 1970

Azioni

Bond



BANKS > 1850



PIATTAFORME DIGITALI



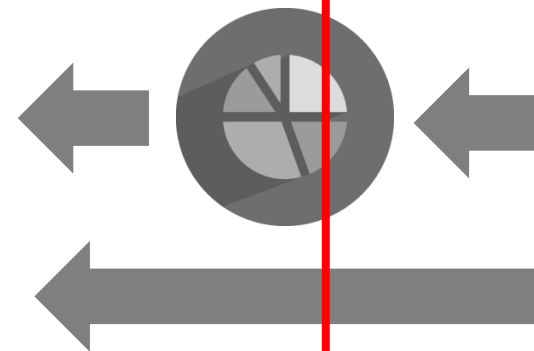
BLOCKCHAIN



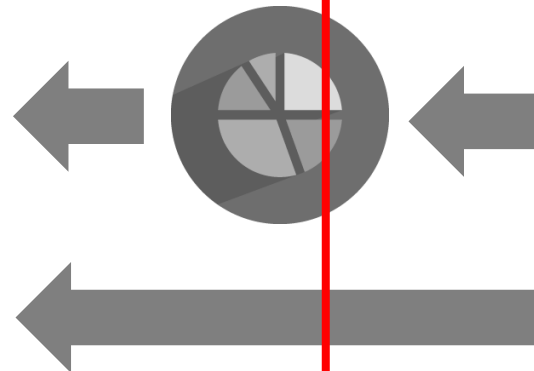
MERCATO



BANCHE



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

A close-up, low-angle shot of several white chess pieces on a dark, reflective chessboard. The pieces are slightly out of focus, with the king and queen being the most prominent. The lighting is dramatic, highlighting the textures of the pieces and the sheen of the board.

3

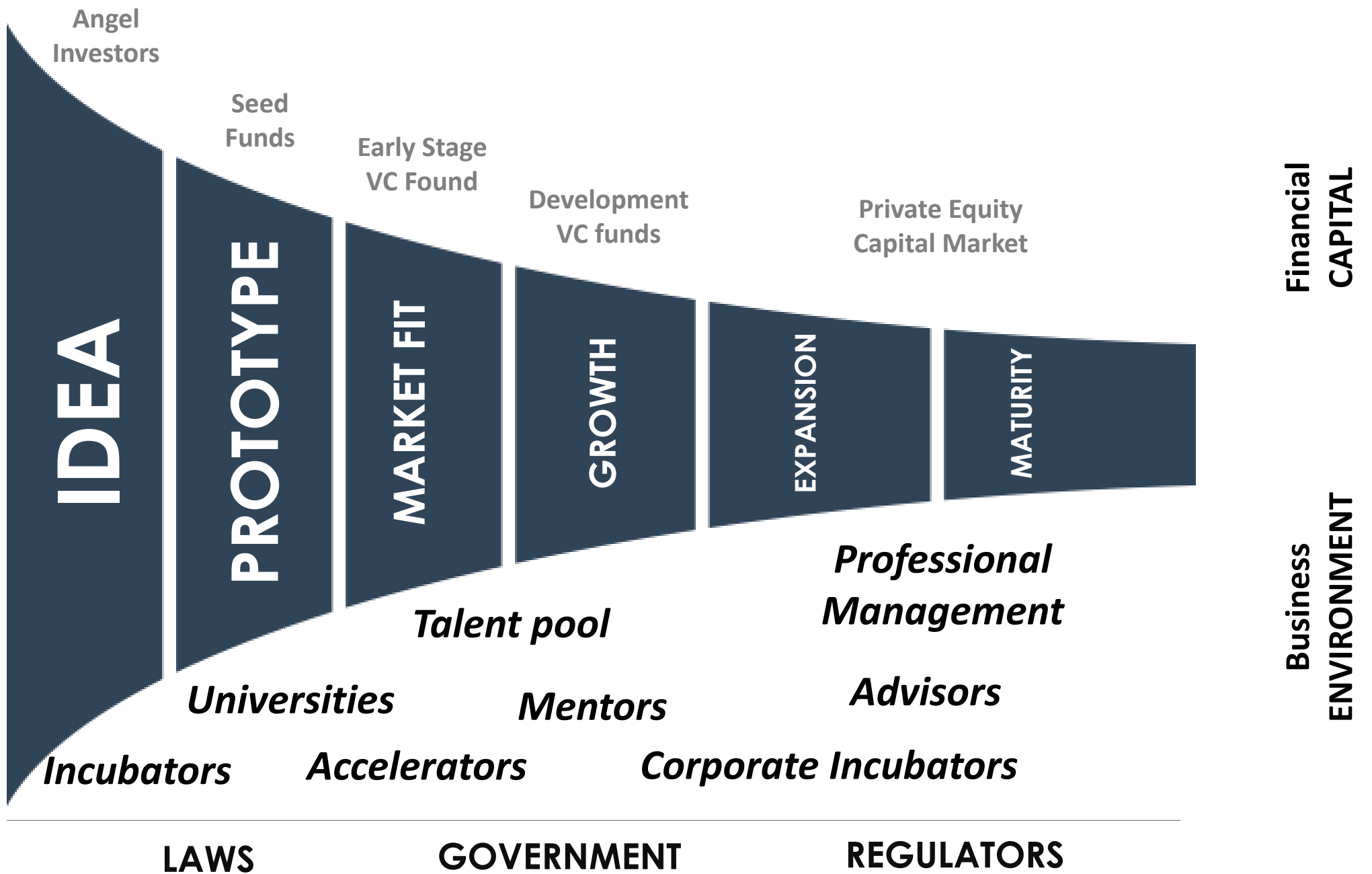
LE NUOVE REGOLE DEL GIOCO

Open Innovation

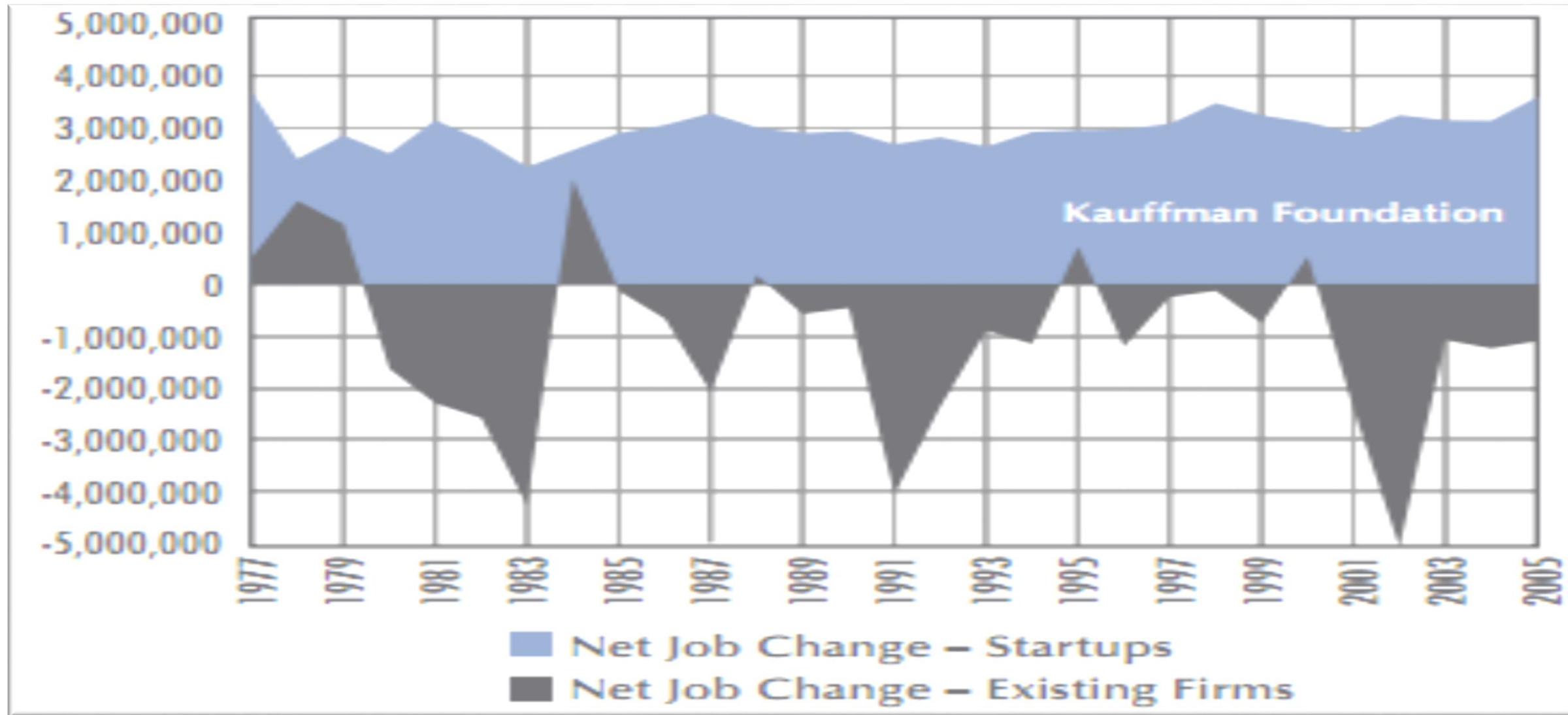
Ecosistema dell'Innovazione

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

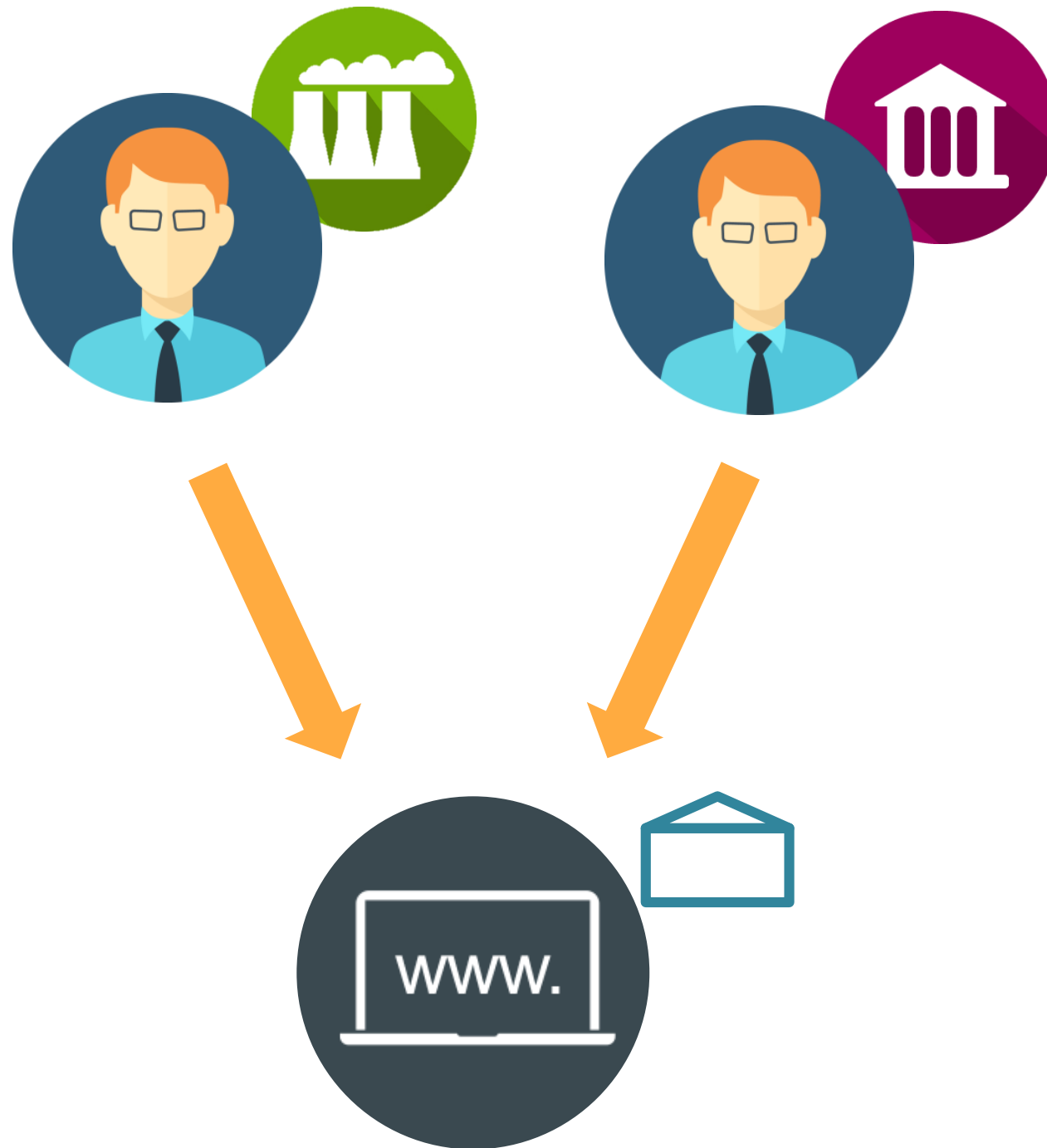
< 1995

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



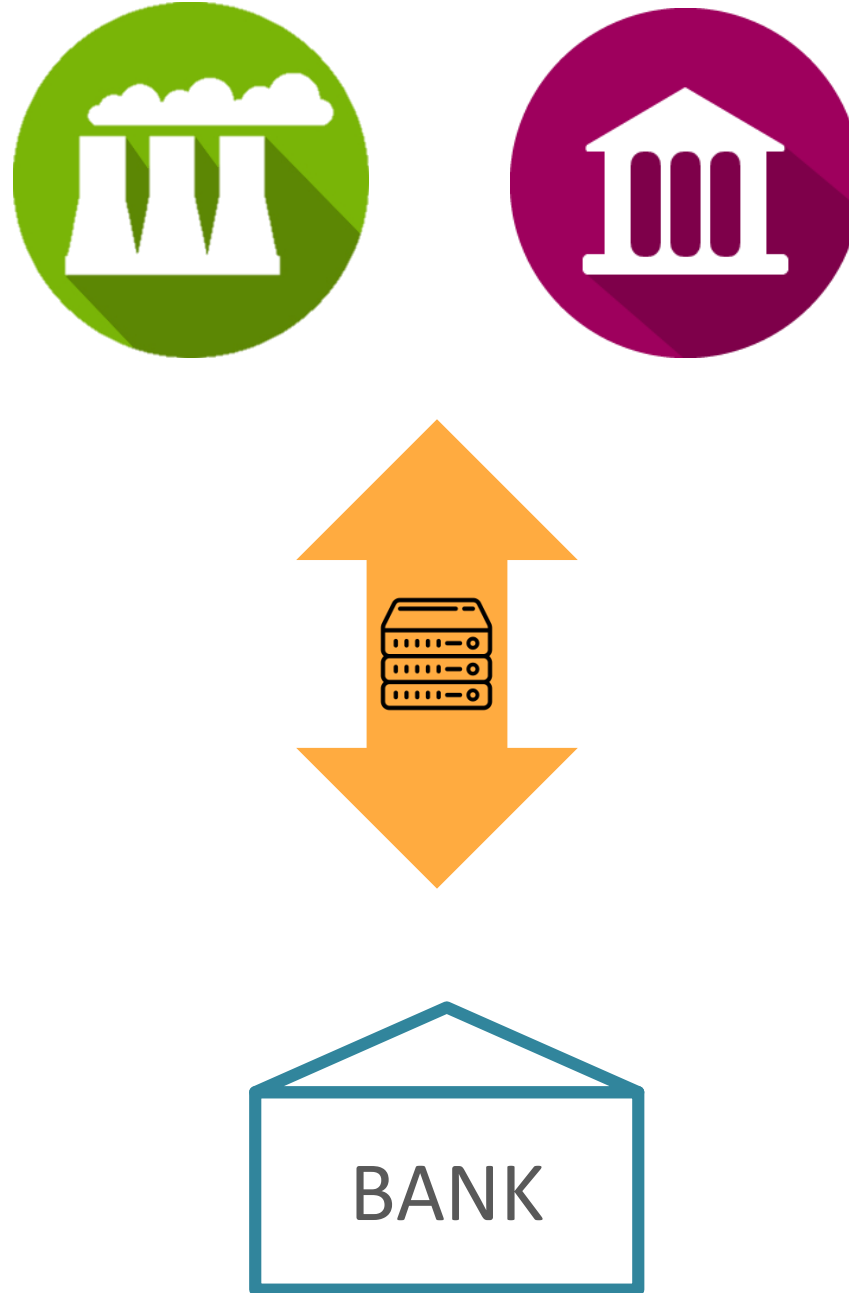
> 1995

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

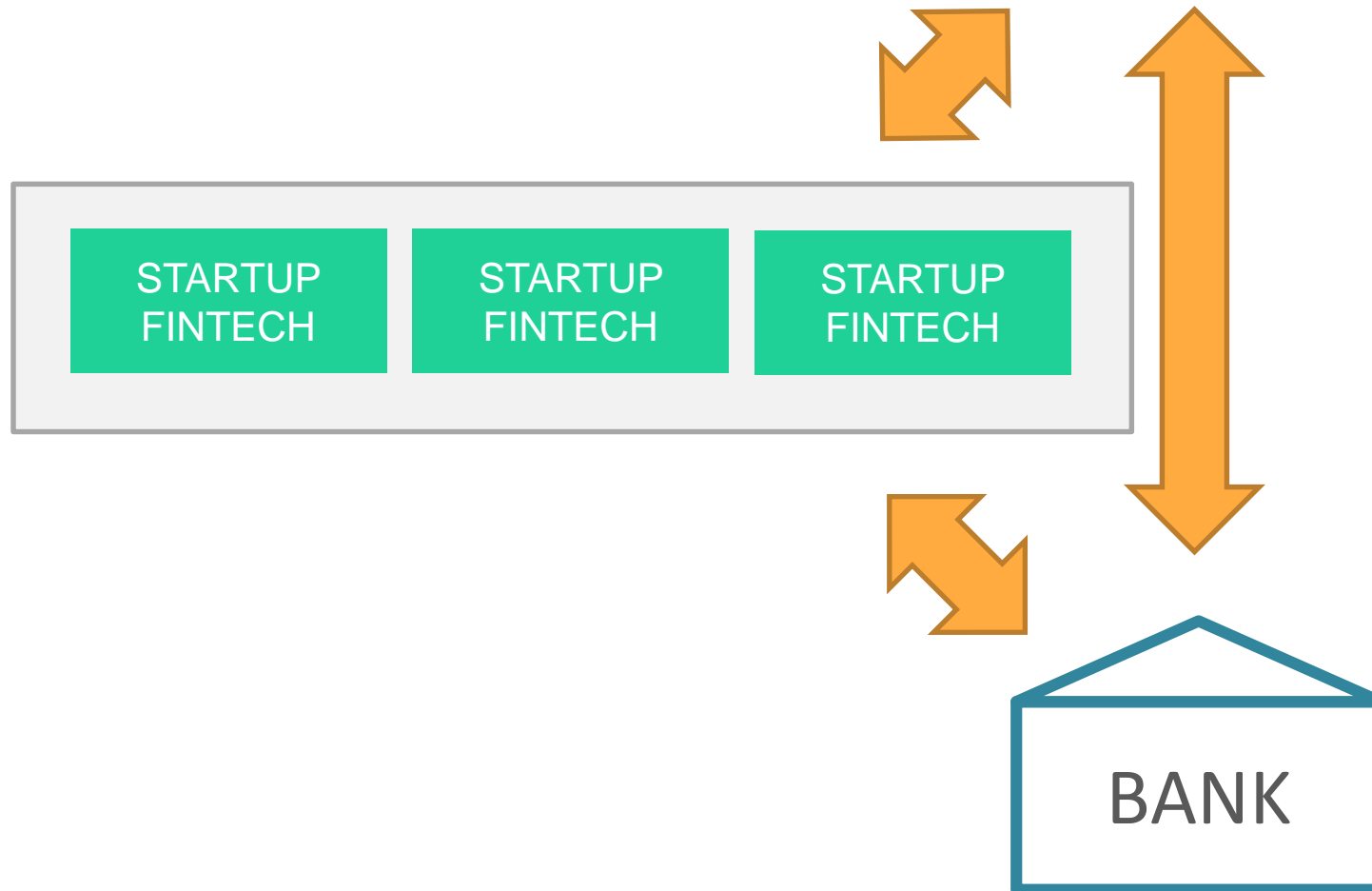


> 1997

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

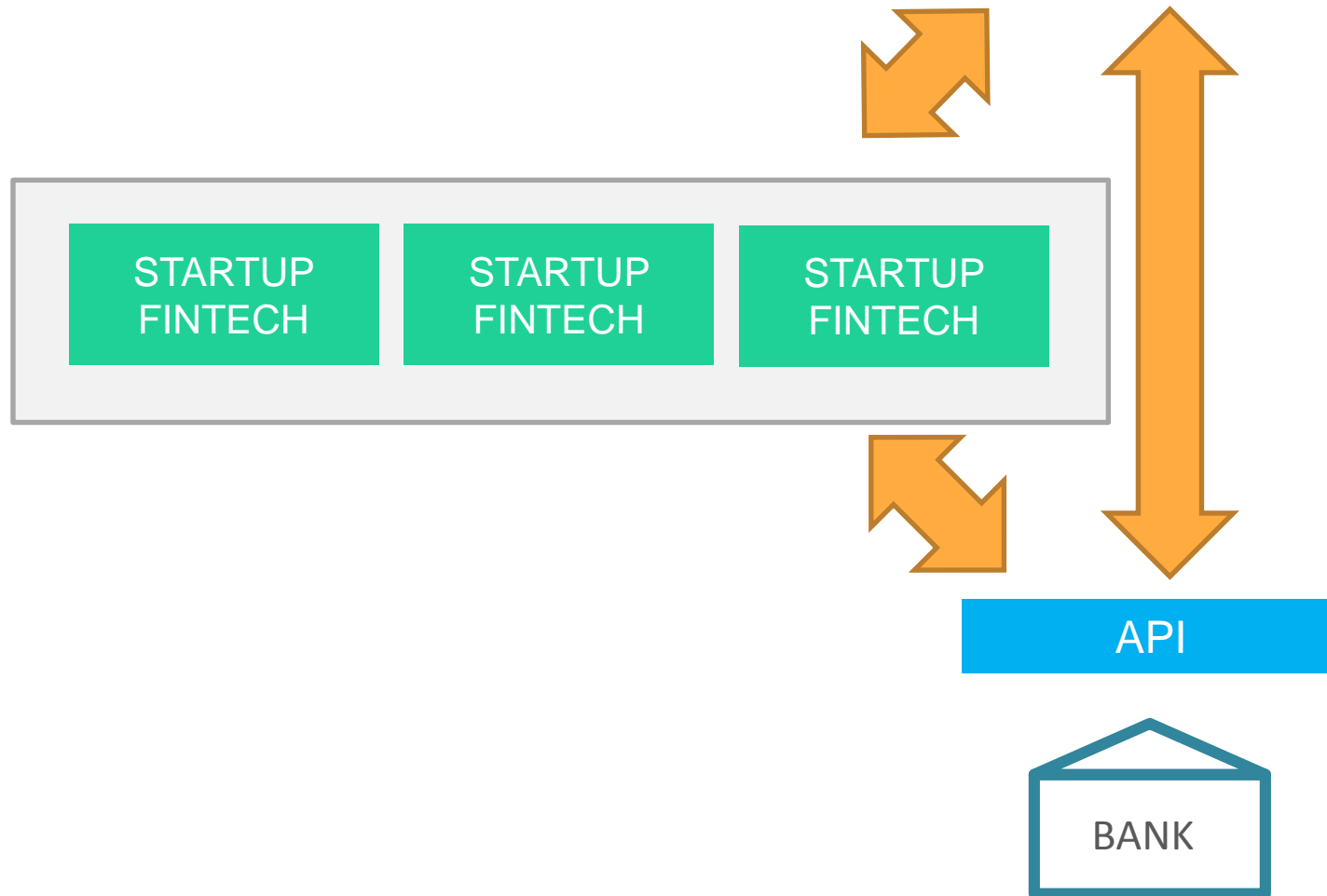


> 2010



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

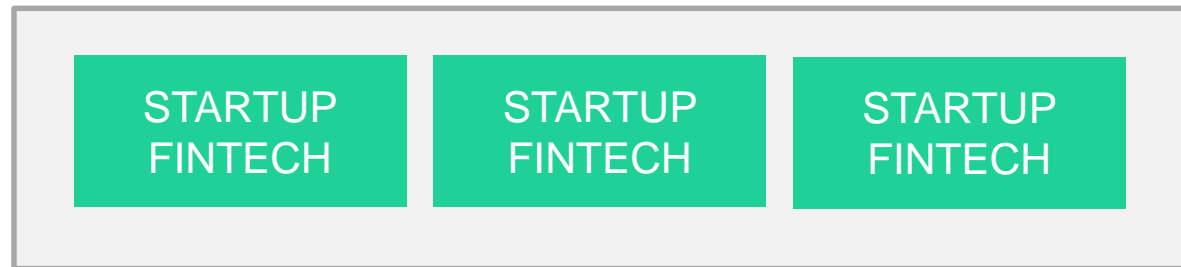
> 2015



**L'obbligo di API
previsto da PSD2**

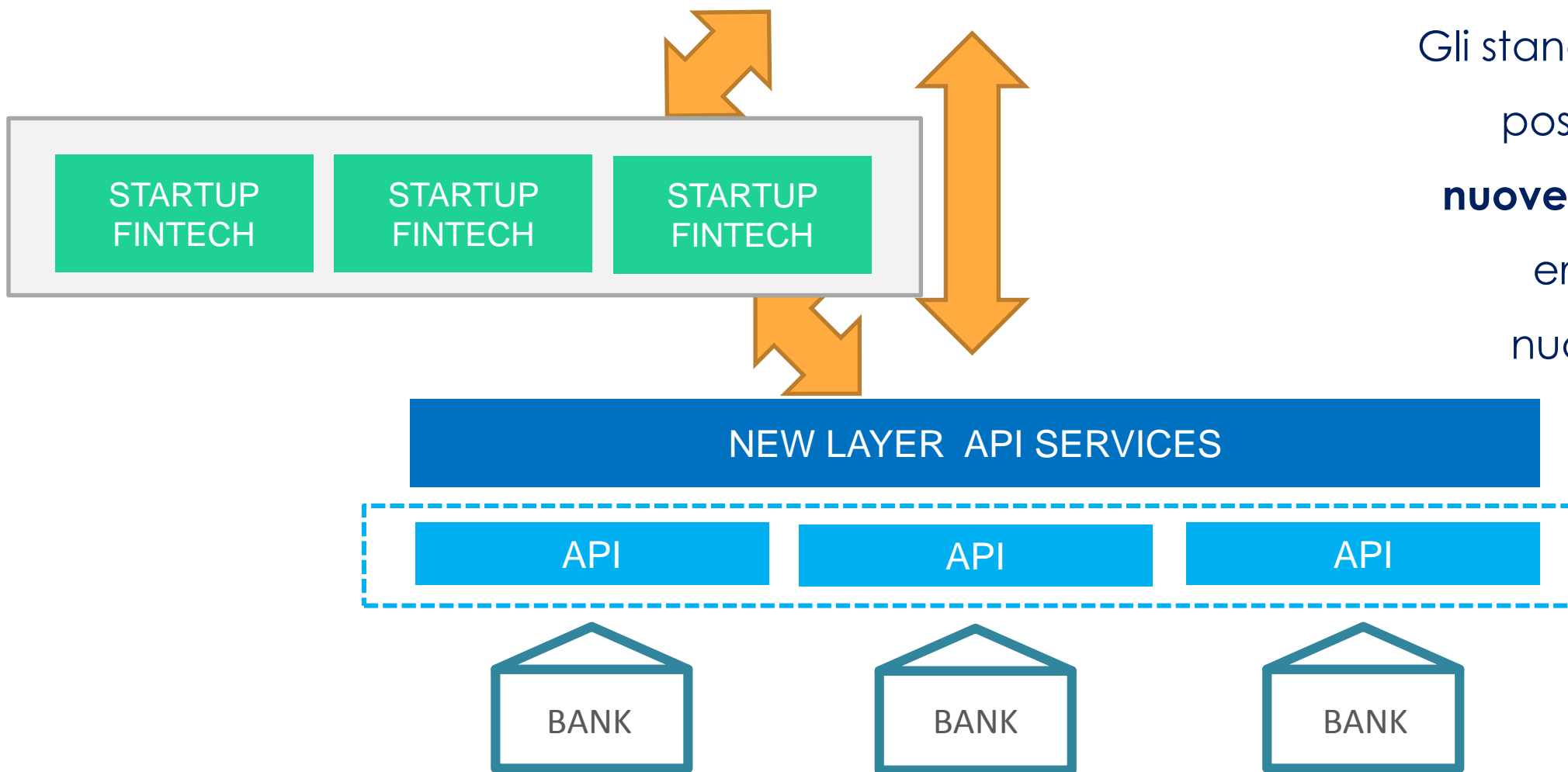
facilita la connessione
tecnologica

> 2018



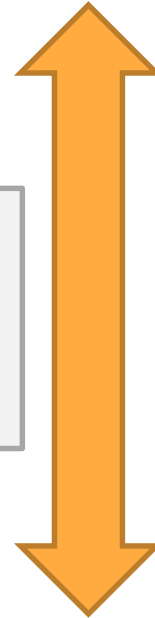
L'affermazione di
Standard facilita la
nascita di accessi
multibanca

> 2018



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

> 2015



STARTUP
FINTECH

STARTUP
FINTECH

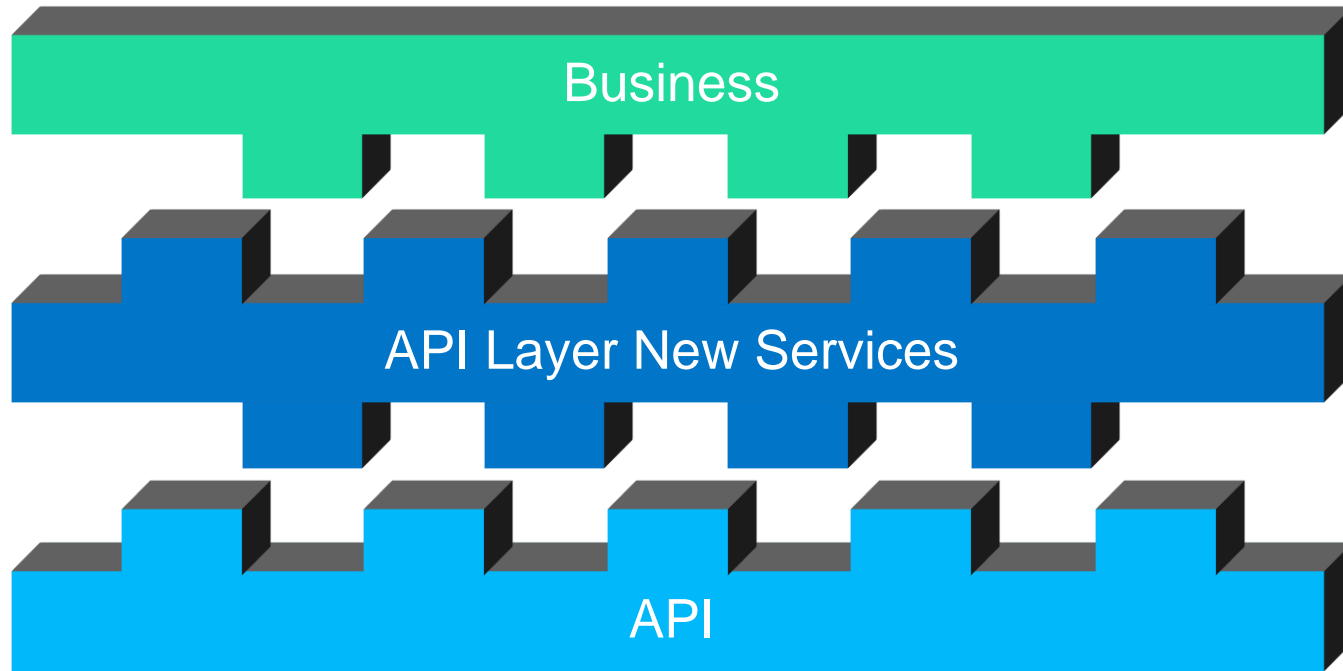
STARTUP
FINTECH

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

NEW LAYER API SERVICES

API



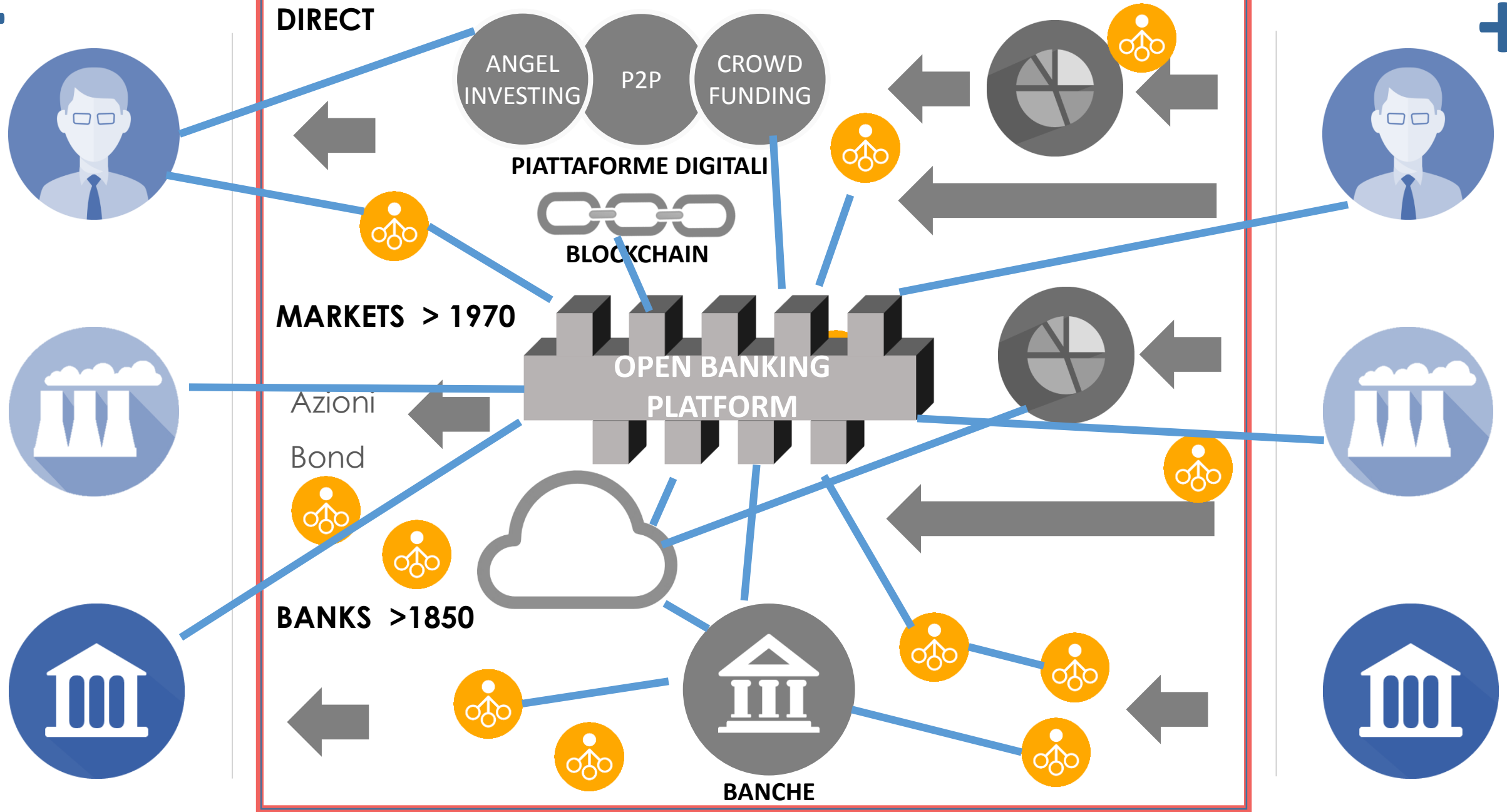


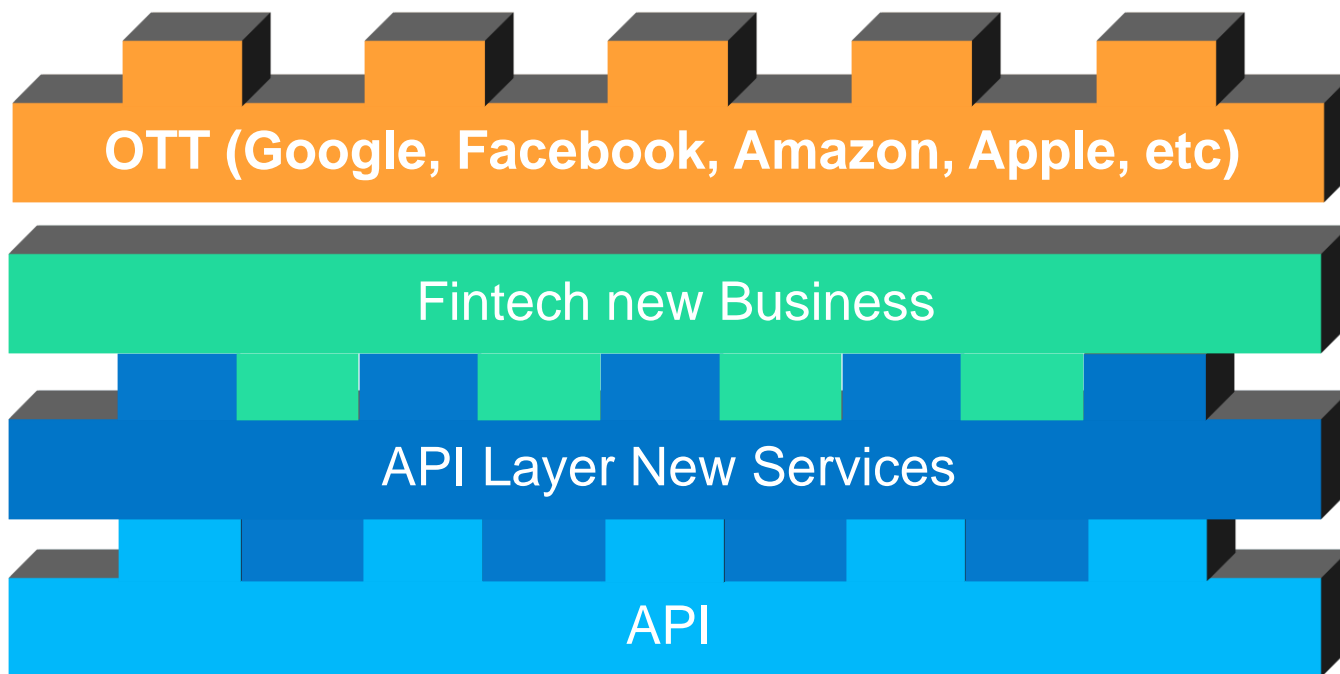
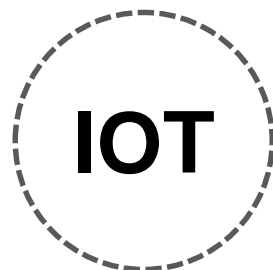
Financial Institutions &
New non banking
solutions

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

-

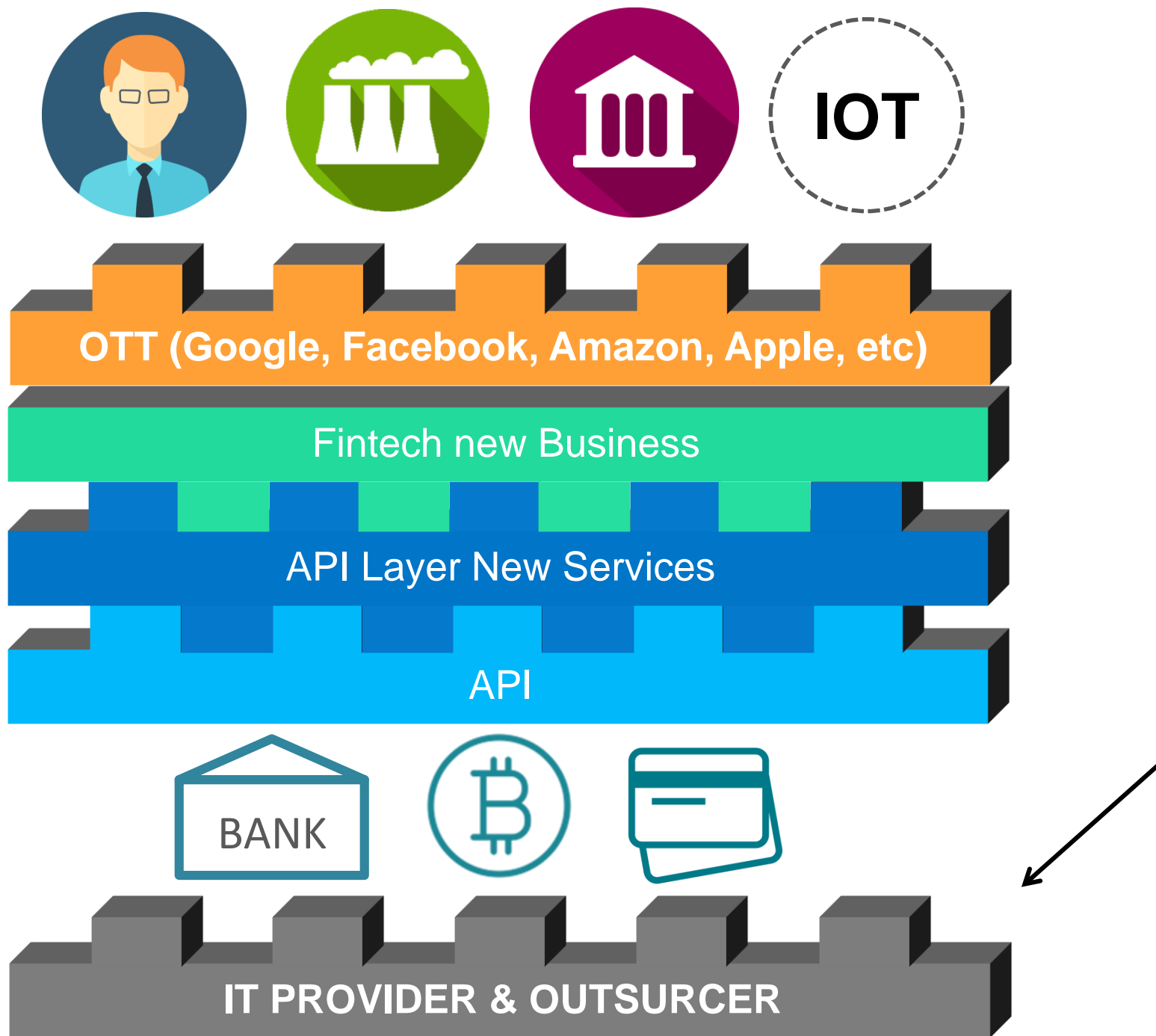
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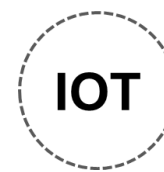


Financial Institutions &
New non banking
solutions

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



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



Google

amazon

facebook

Apple

CREDIMI

Square

SOFORT

satispay

moneyfarm

LendingClub

PayPal

conio

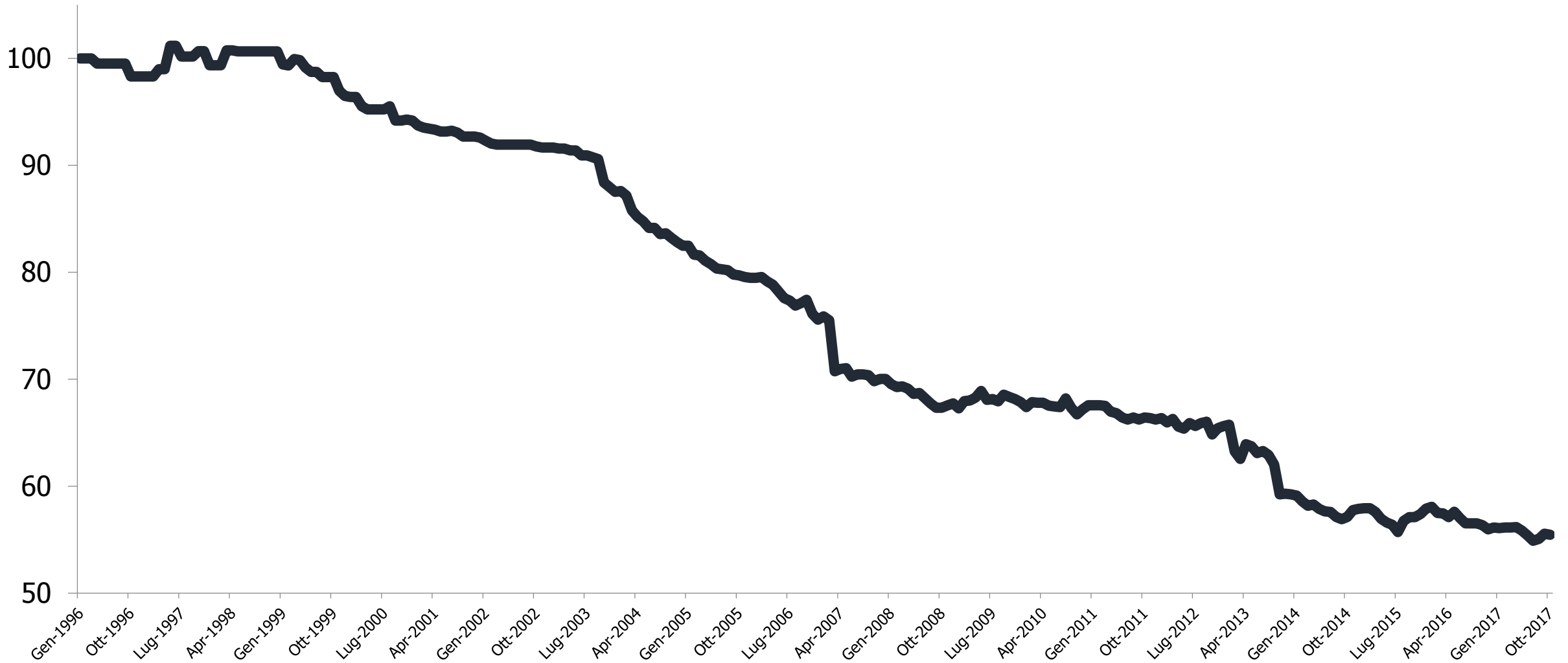
API Layer New Services

API



IT COMPANY

CALO DEI PREZZI TELECOMUNICAZIONI



LE OPPORTUNITA' PER LE BANCHE

Un mercato più grande

Servizi e mercati nuovi

Clienti nuovi

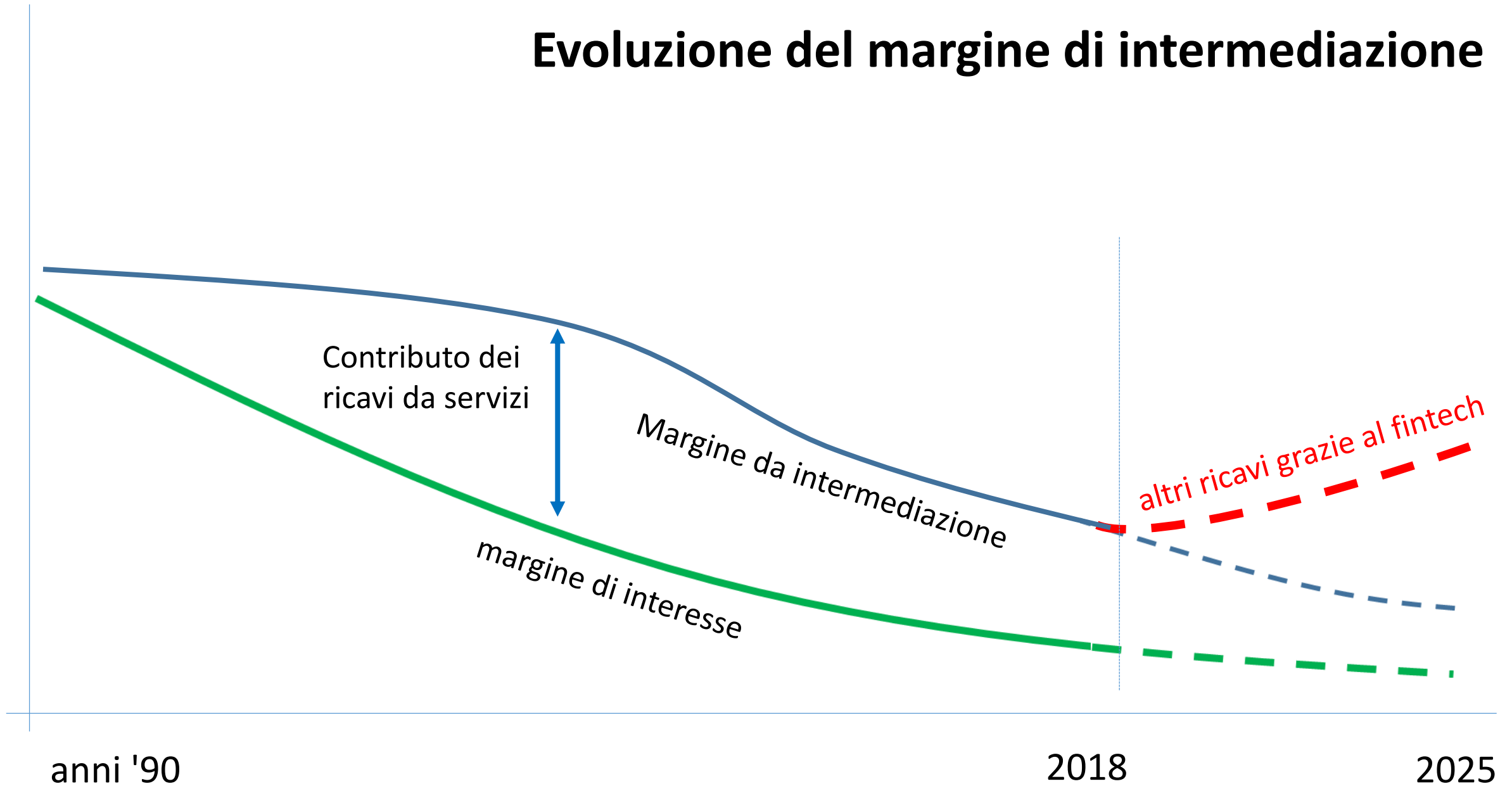
Possibilità di fare efficienza

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

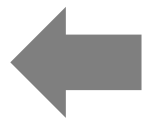
Advise?

Risk Taking?

Transaction?



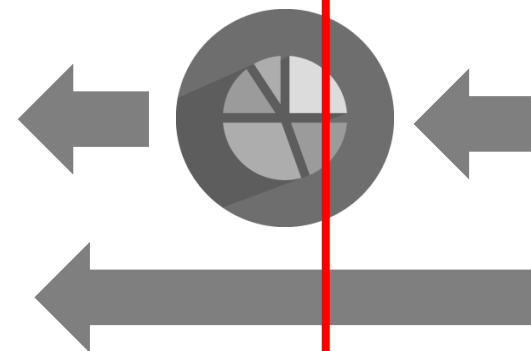
DIRECT



PIATTAFORME DIGITALI



BLOCKCHAIN

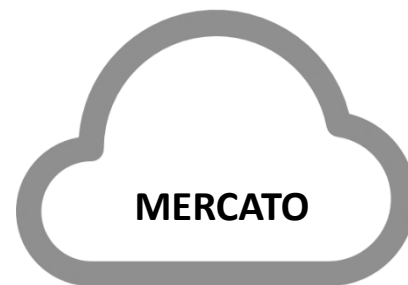


MARKETS > 1970

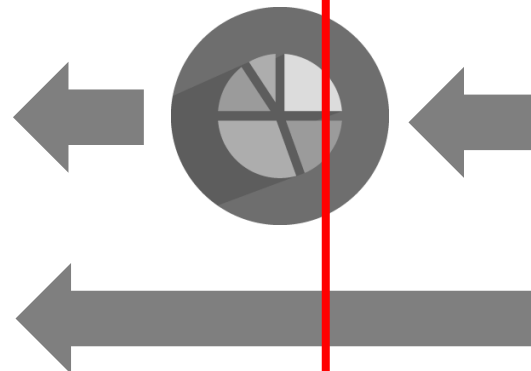


Azioni

Bond



RISPARMIO GESTITO



BANKS > 1850

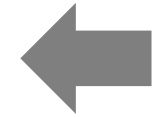


BANCHE





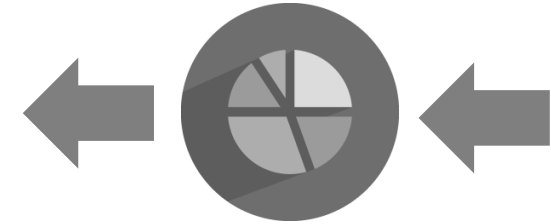
DIRECT



PIATTAFORME DIGITALI

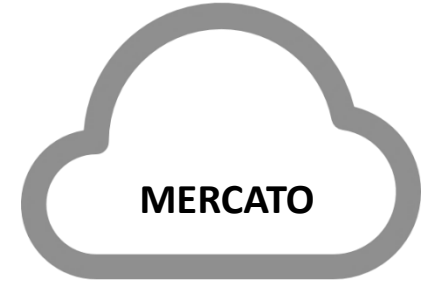
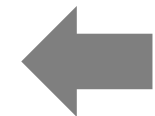


BLOCKCHAIN



MARKETS > 1970

Azioni
Bond

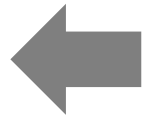


MERCATO

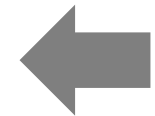
RISPARMIO GESTITO



BANKS > 1850



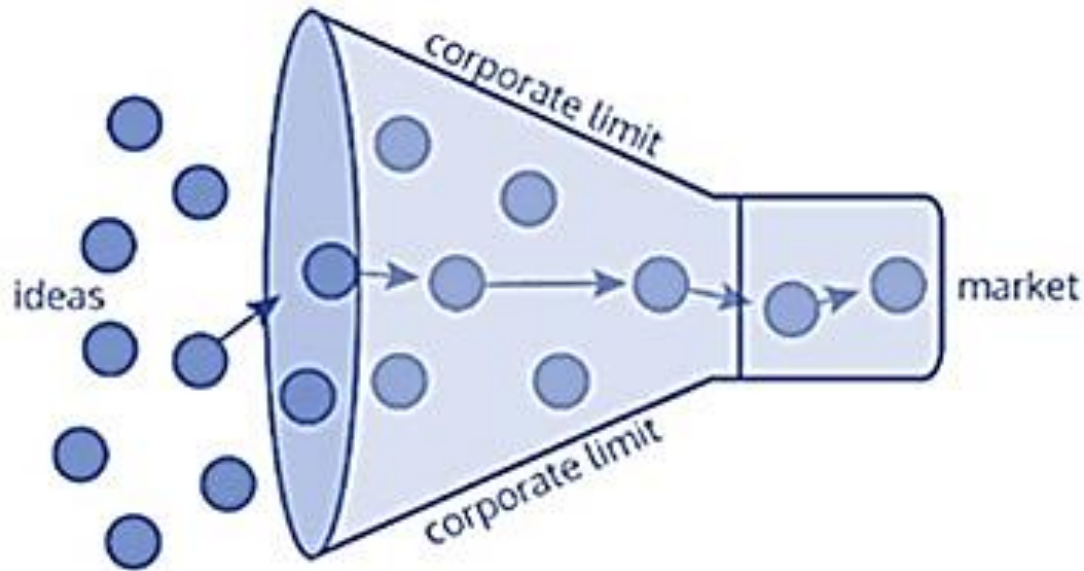
BANCHE



Il modello di INNOVAZIONE

Quale modello?

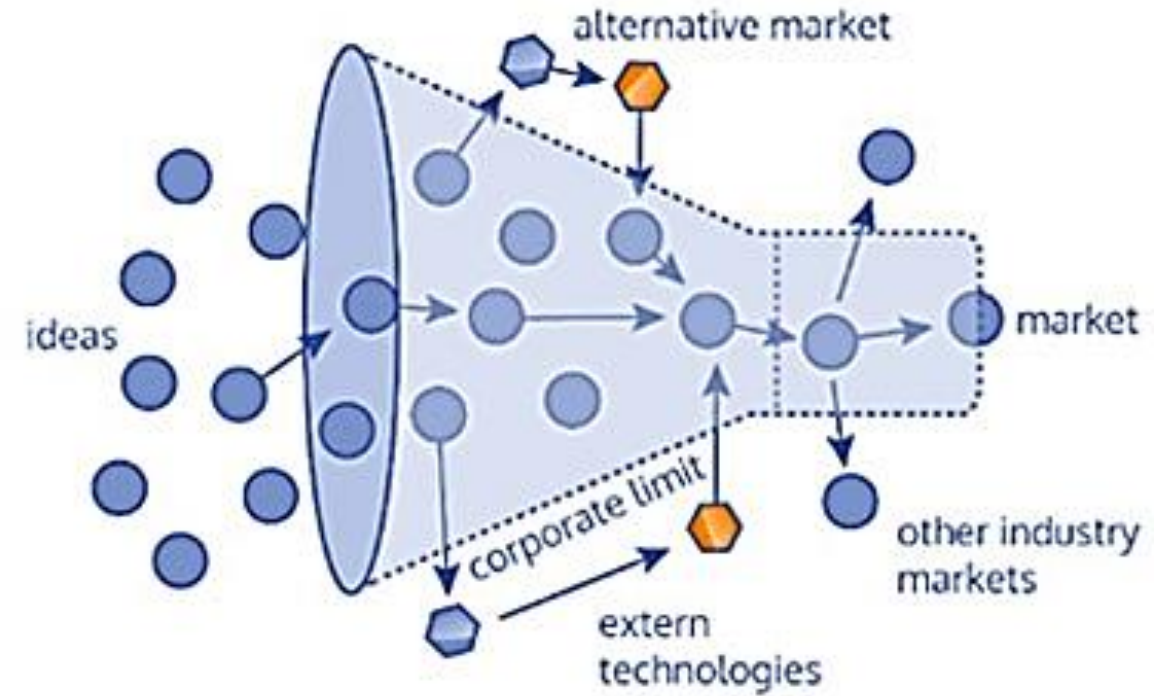
Closed Innovation Model



Past

L'innovazione arriva solo dall'interno dell'azienda

Open Innovation Model



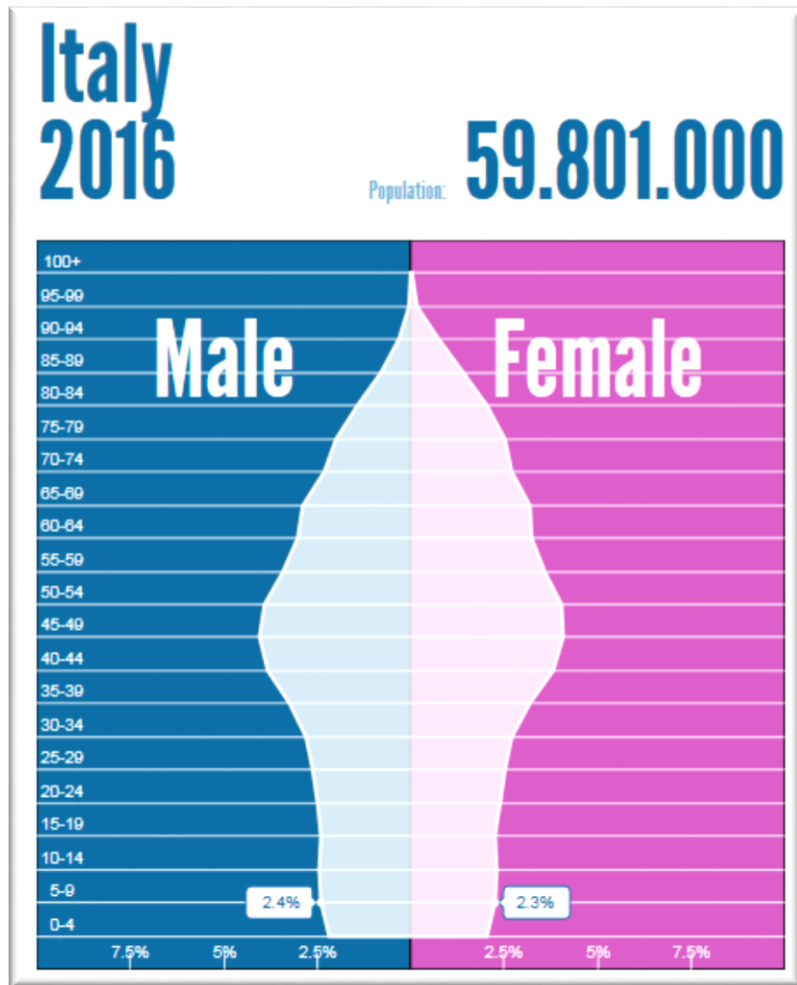
Present

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

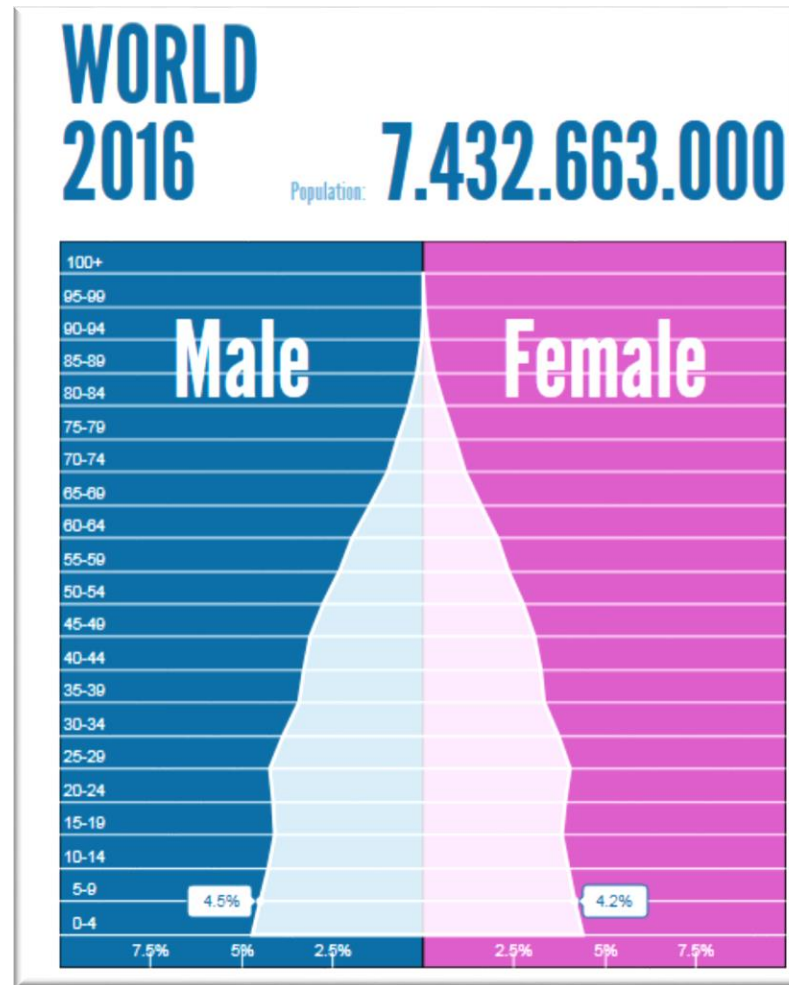
***Quale rapporto con
Startup ed Operatori Fintech?***

Il tipo di ORGANIZZAZIONE

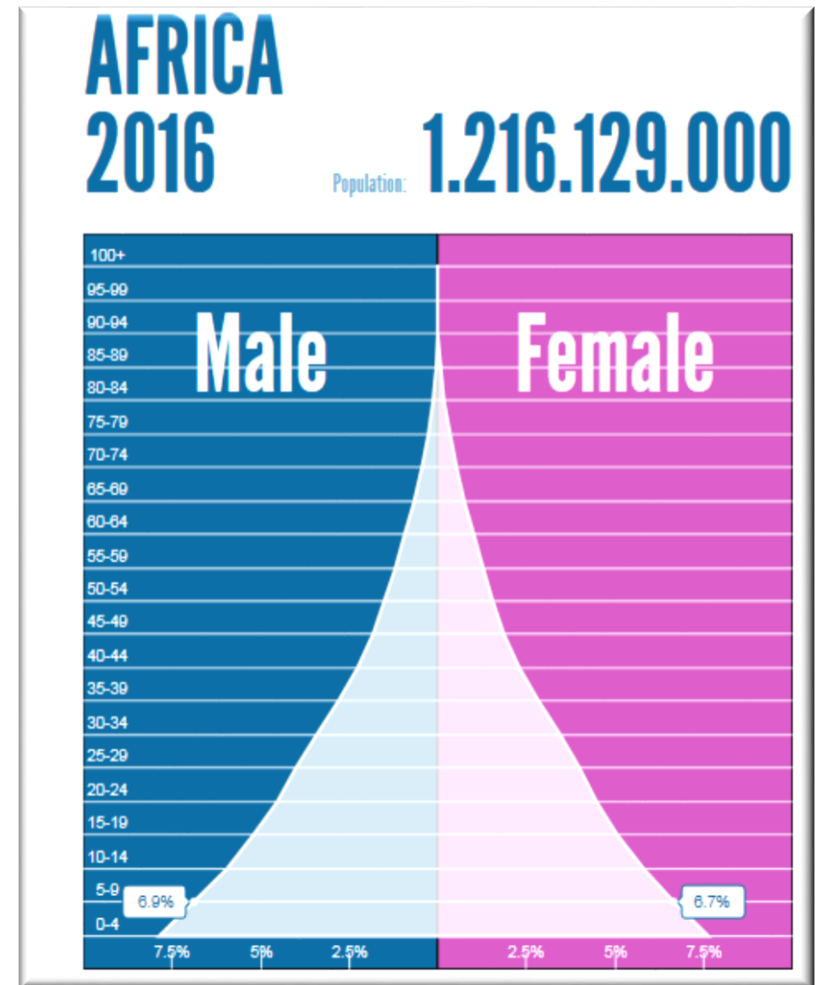
Population



23.3% (0-24)



42.3% (0-24)



60.3% (0-24)

Il fattore TECNOLOGIA

***Quale interconnessione
con le piattaforme?
Quale il grado di apertura?***

The background is a dark blue gradient with a complex, abstract network pattern. It consists of numerous small, light blue dots connected by thin, light blue lines, forming a web-like structure. Some dots are larger and more prominent than others, and some are enclosed in small circles. The overall effect is one of connectivity and technology.

PIETRO SELLA
Group CEO

Sella