

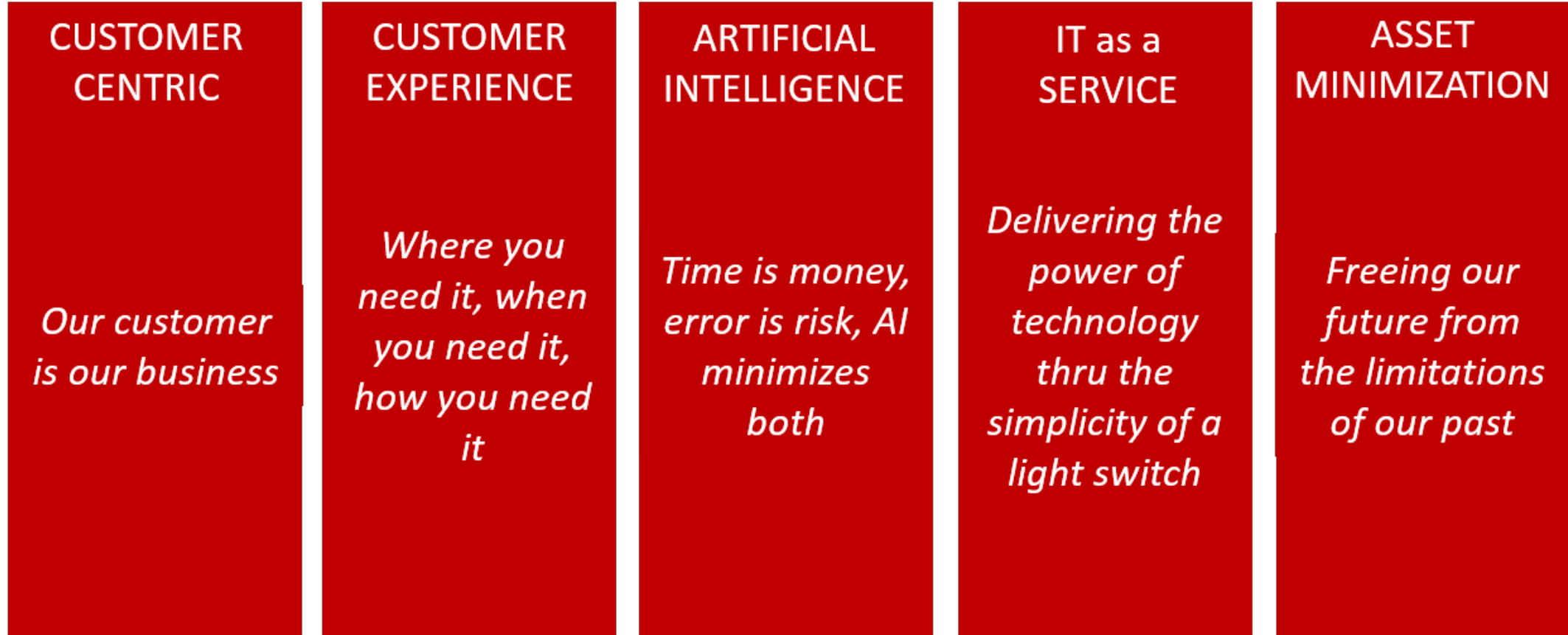
Where are we going now?

“It is not the strongest of the species that survive, nor the most intelligent, but *the one most responsive to change*”

--- Charles Darwin



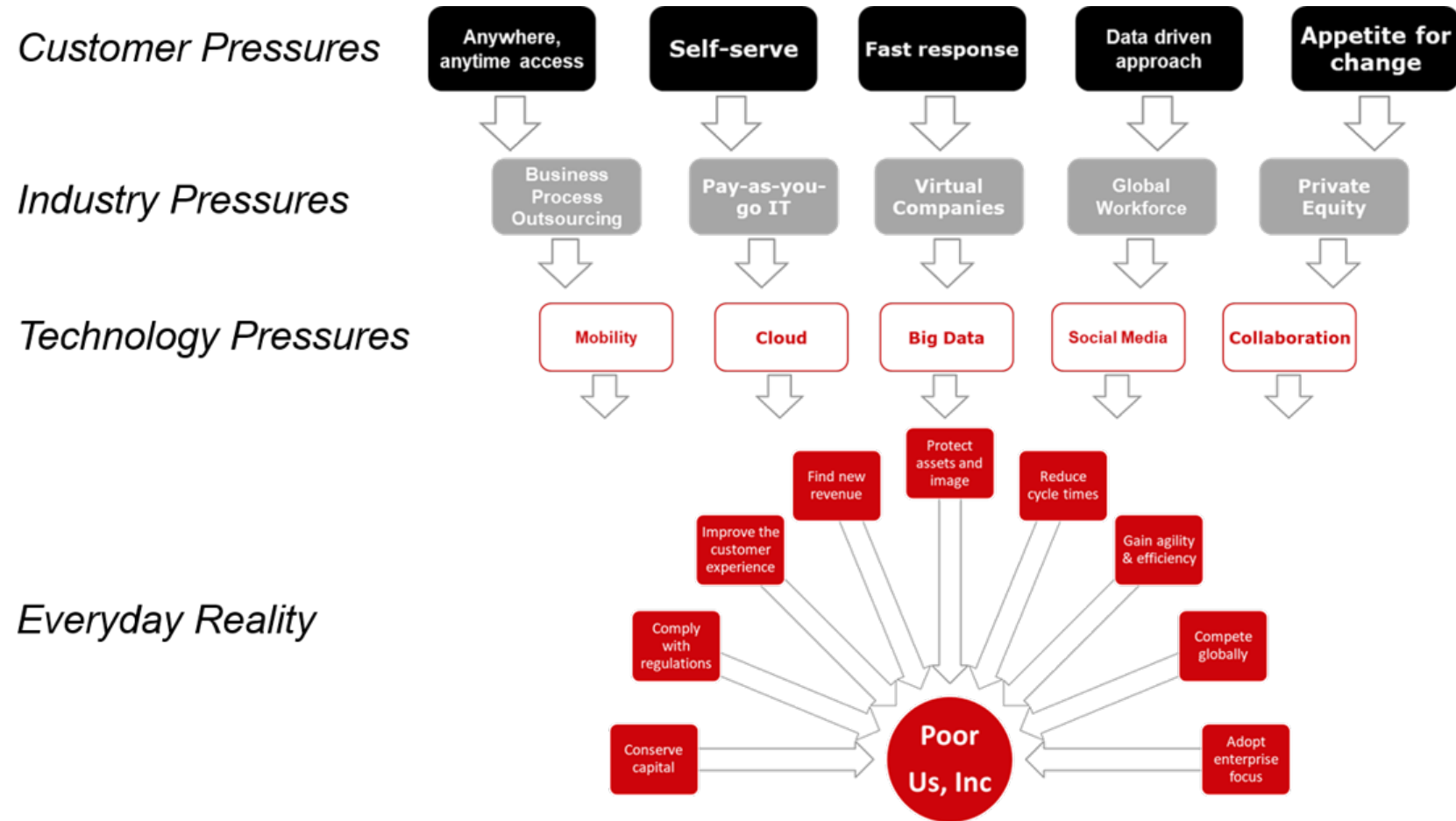
Every industry is being reinvented along five dimensions



“Your margin is my opportunity” --- Jeff Bezos



CUSTOMER-CENTRIC: Customers are not a burden

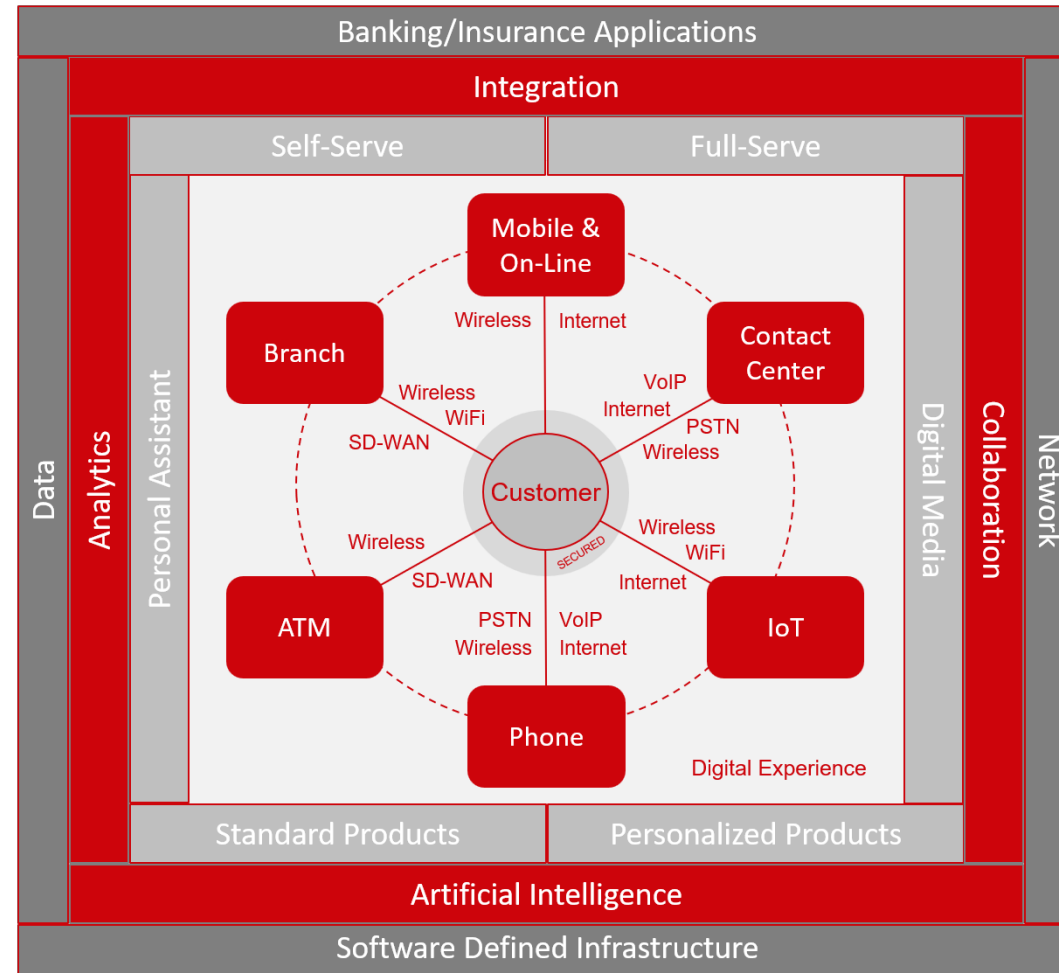


This is your primary disruption threat vector



CUSTOMER EXPERIENCE: Simple, easy, and fast

- Customers interact via any channel they choose
- Customers interact with a mix of automated and human services, driven by sensing the customer's progress toward their objective
- Back-end solutions are delivered by the Bank and third parties through API enabled services
- Infrastructure is orchestrated and brokered based on the need of back-end solutions



Customers get a vote in how and where they will be served



ARTIFICIAL INTELLIGENCE: the opportunity & the threat

- The focus is shifting from interaction to advocacy; helping people make better decisions in every day life
- Solutions leverage strong cloud and data analytic capabilities front-ended by natural language processing and neural networks
- Google, Facebook & Amazon have deep pockets and thrive on disruption
- The leaders in this space are in the best position to disintermediate businesses with the advent of AI Personal Assistants
 - Do the analysis
 - Present the results
 - Let the user make the decision
 - Engage the asset holder to execute behind the scenes

*AI will provide the front-end for all interactions,
disintermediating the ENTIRE customer relationship*



IT as a SERVICE: simplify consumption to create advantage

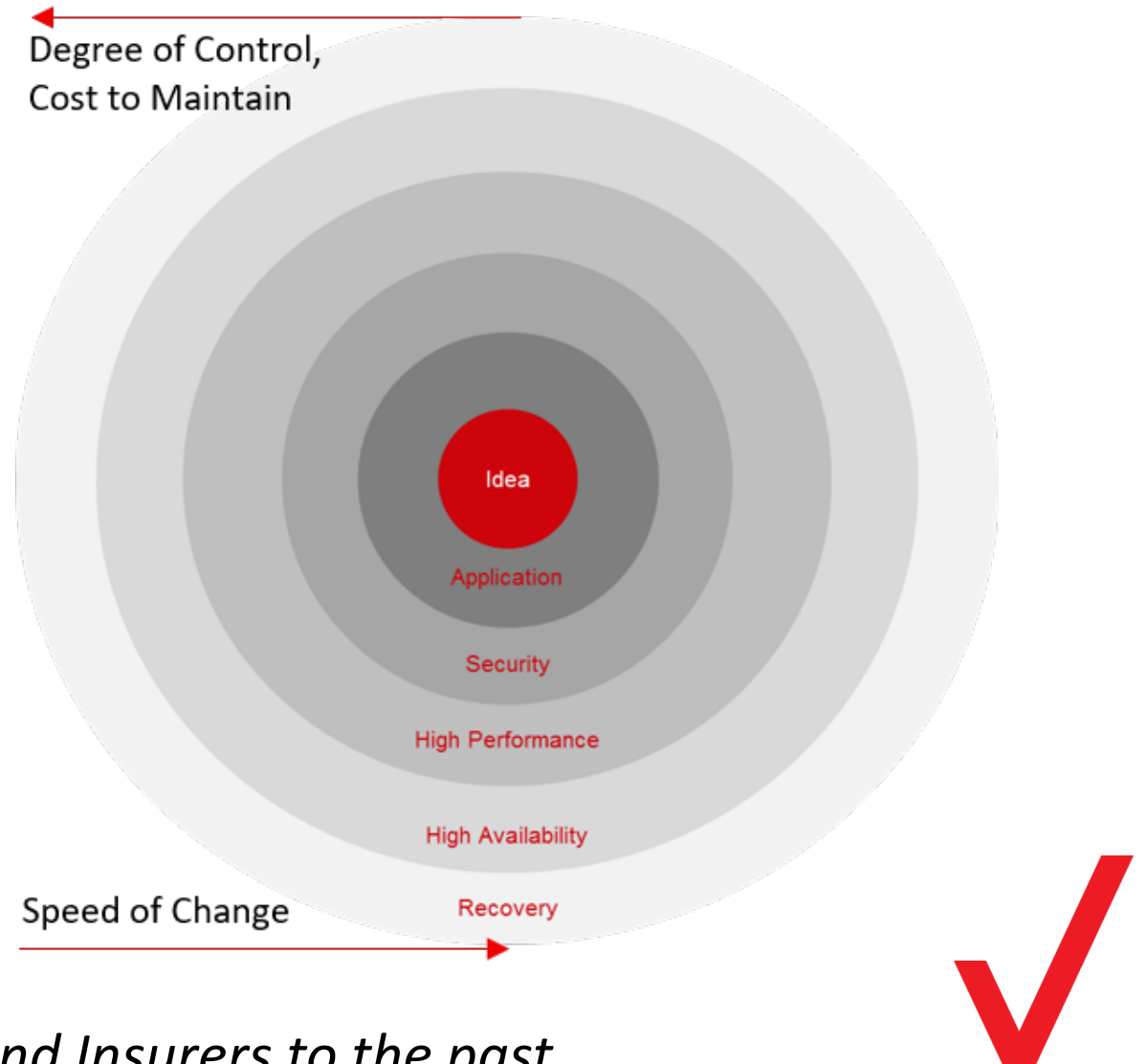


Software-Defined & Service-Oriented are about efficiency



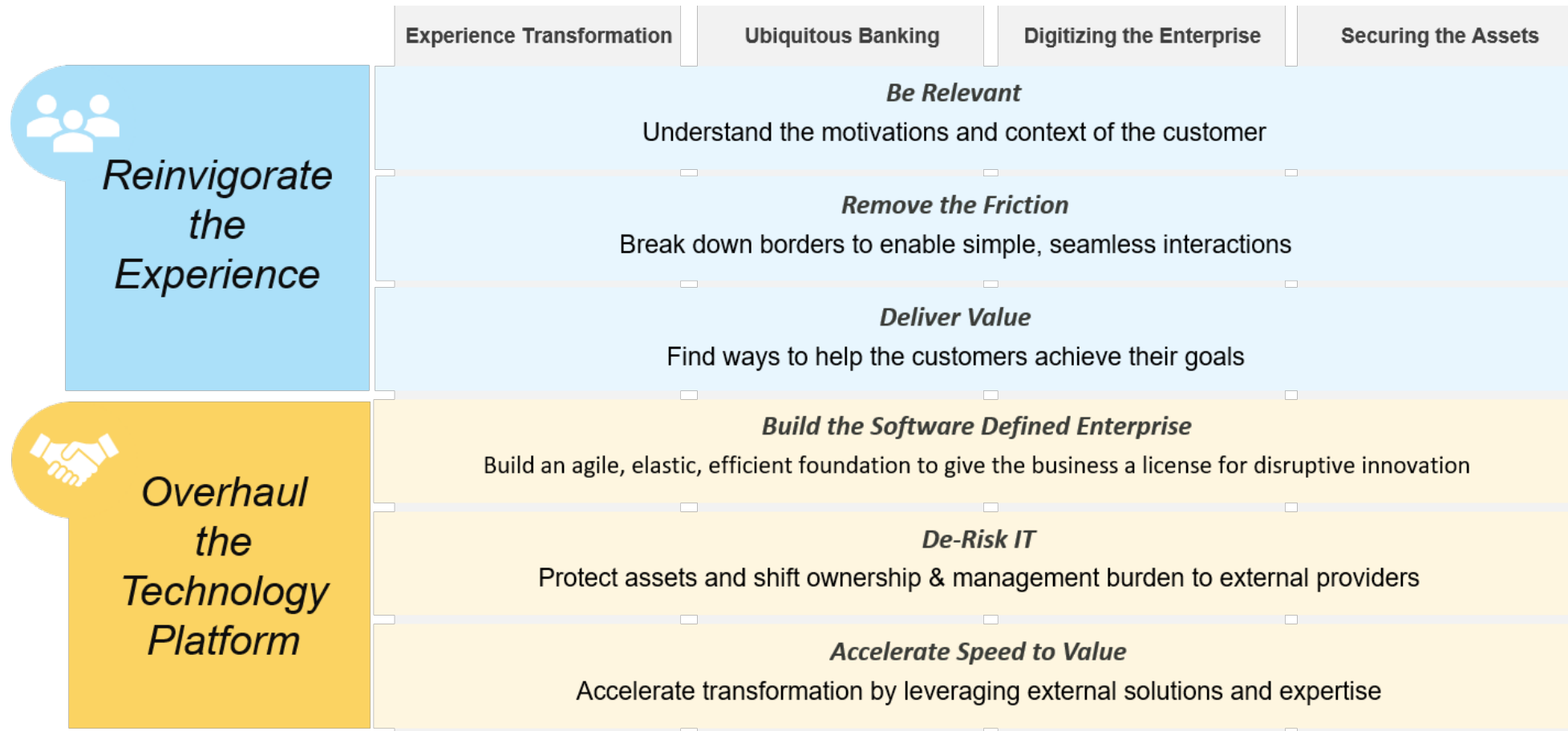
ASSET MANAGEMENT: a braking force on innovation

- Innovation comes from the combination of analytics and rapid, low risk experimentation
- As a result innovation requires a low cost platform which can be reconfigured rapidly
- However Speed of Change has never been an architectural goal in FS
- As a result today's FS systems are largely incompatible with digital Innovation approaches
- Capital Assets must generate a return which ends up the focus of efforts rather than improving upon the original idea



IT assets anchor Banks and Insurers to the past

The bad words: digital transformation



Transformation depends on collaboration between parallel work streams



Thank-you

