

A man in a white shirt is seen from behind, looking at a chalkboard. The chalkboard is covered with numerous question marks drawn in white chalk. The text "Leading Through Times of Change" is overlaid in a large, blue, sans-serif font across the upper portion of the image.

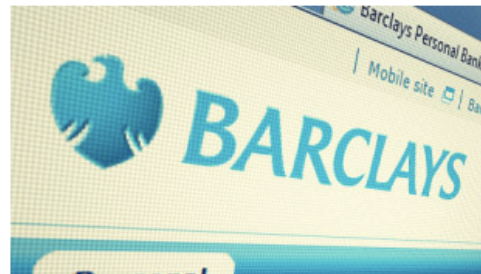
Leading Through Times of Change

Bank Innovation in an Era of Digital Disruption

PCBS | JP Nicols

Barclays pairs banking data with third party apps for SmartBusiness Dashboard

18 August 2017 | 9816 views | 1 



Barclays is to provide small business customers with a 'SmartBusiness Dashboard', a single site from which users can view real-time banking data alongside business information from third party apps.

Barclays has collaborated with a multitude of leading app providers - from Office 365 to Intuit QuickBooks to Twitter and more - to enable businesses to import their everyday business data and information provided by these apps into one dashboard within its online banking site.



What Makes You
Stand Out?

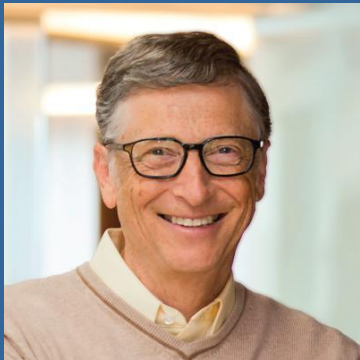
Service

*(I don't think that means
what you think it means)*



Culture Eats Strategy For Lunch

We always overestimate the change that will occur in the next two years...

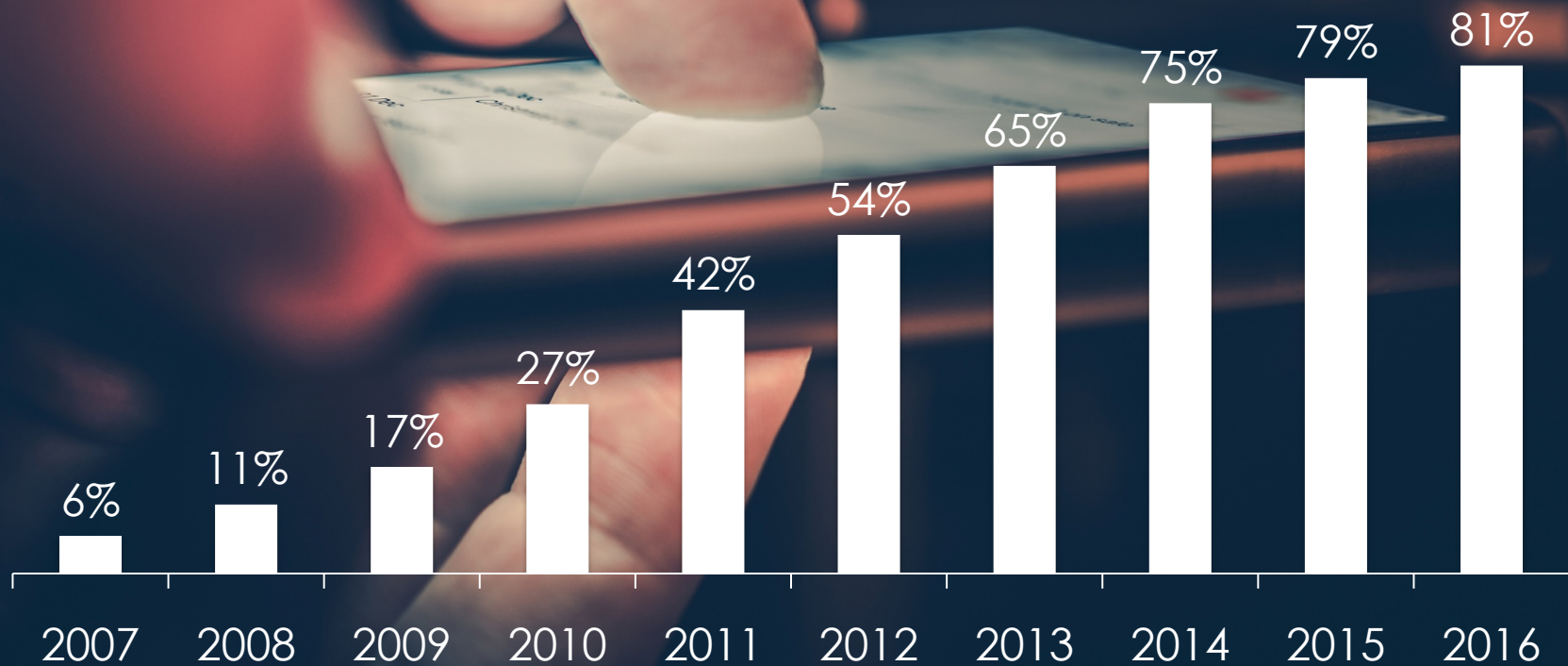


...and underestimate the change that will occur in the next ten.

Don't let yourself be lulled into inaction.

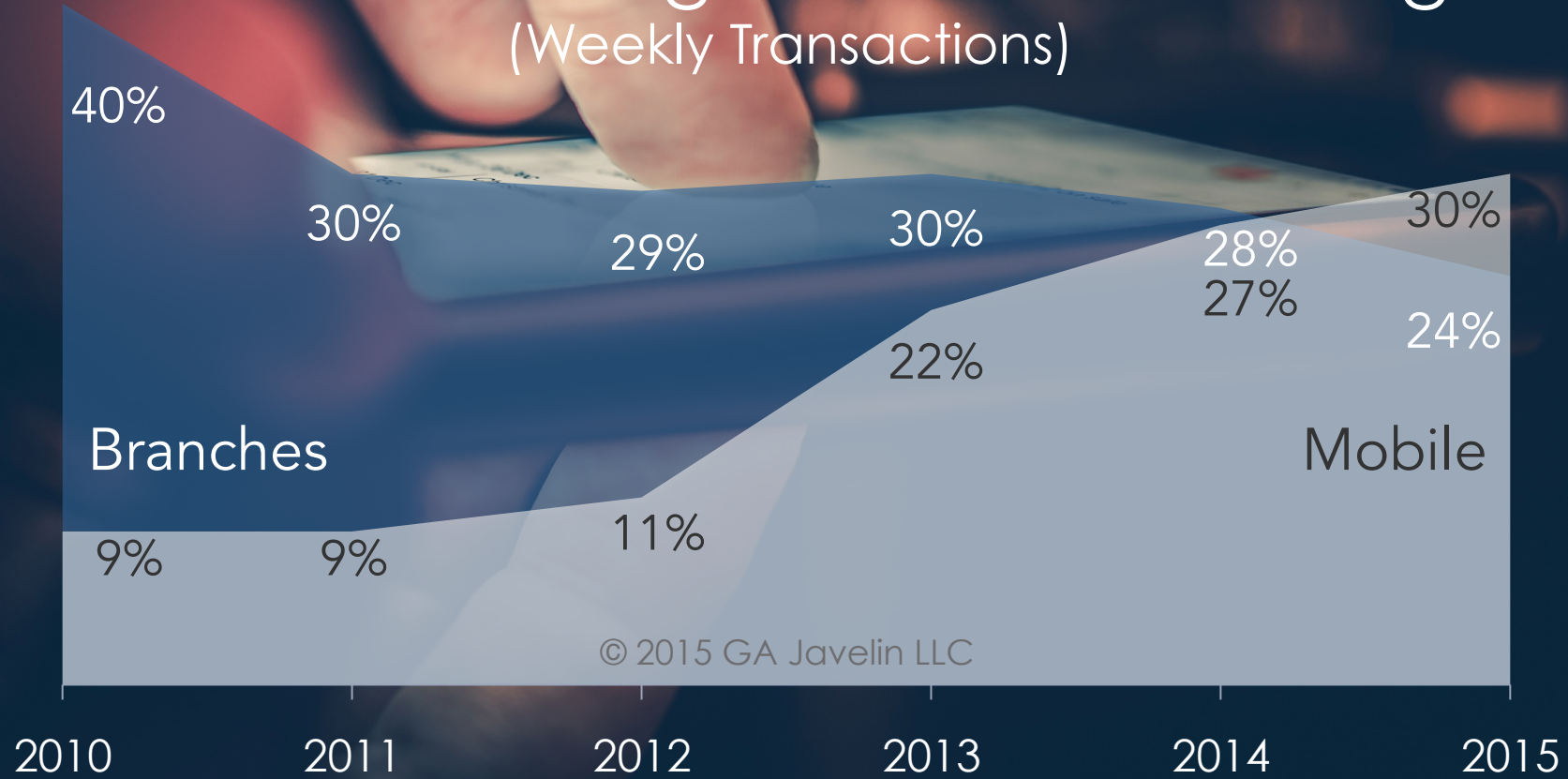
- *Bill Gates*

U.S. Smartphone Penetration



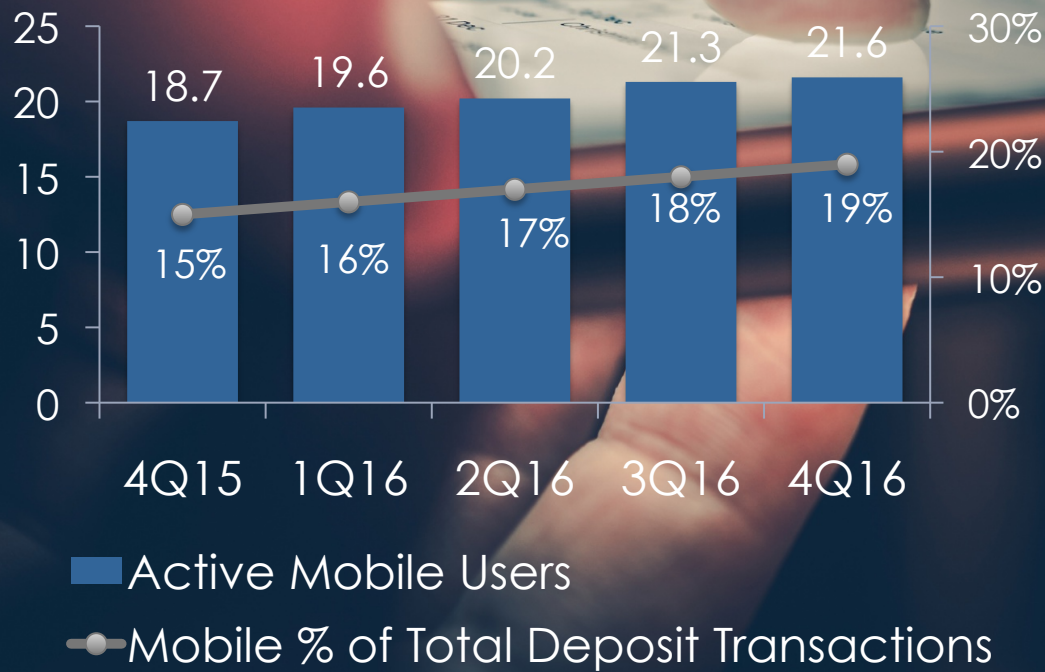
Source: comScore

Mobile Banking vs. Branch Banking (Weekly Transactions)



© 2015 GA Javelin LLC

Bank of America 2016



Weekly Mobile Interactions

12x

Weekly Branch Interactions

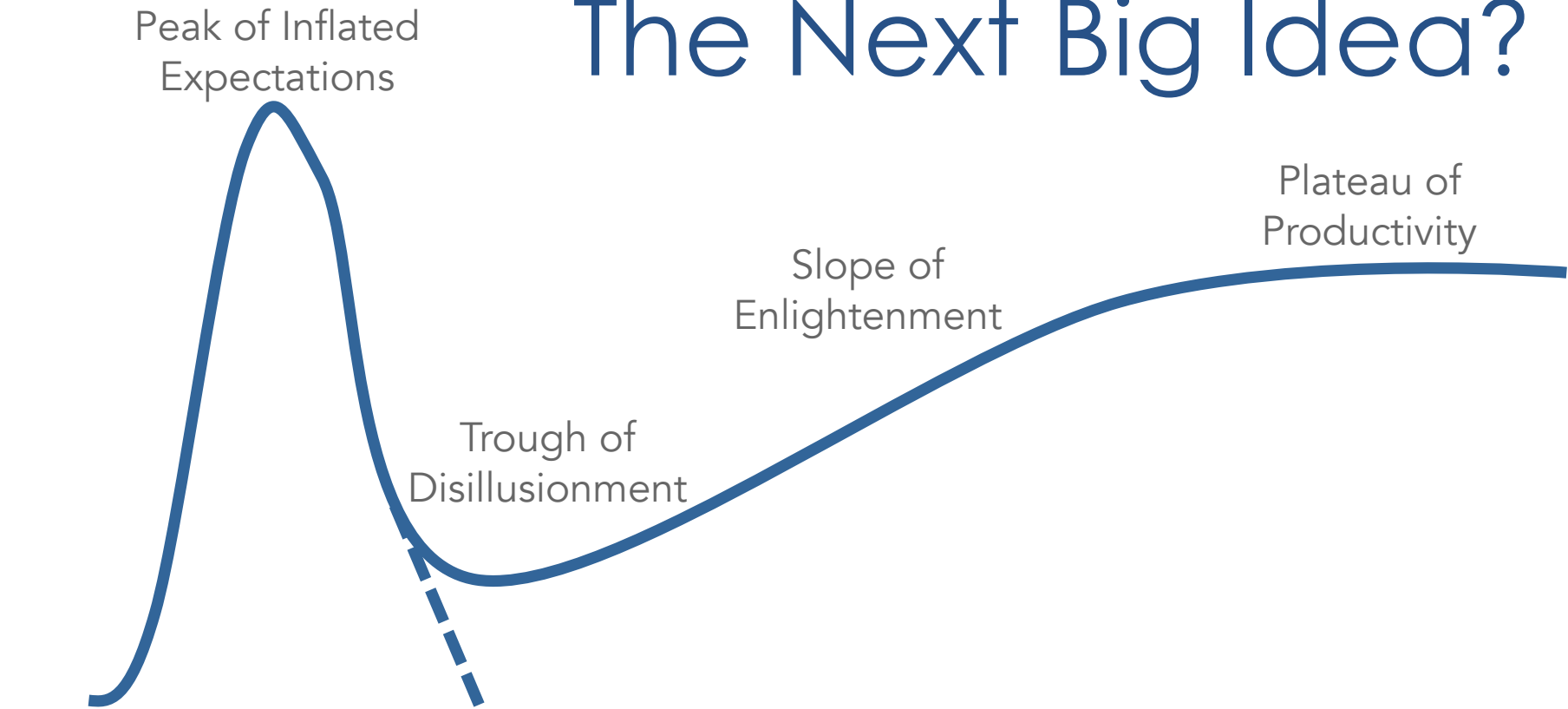
Is This the idea
that Changes
Everything?

Or is it Just a Fad???



Where's My Jetpack?

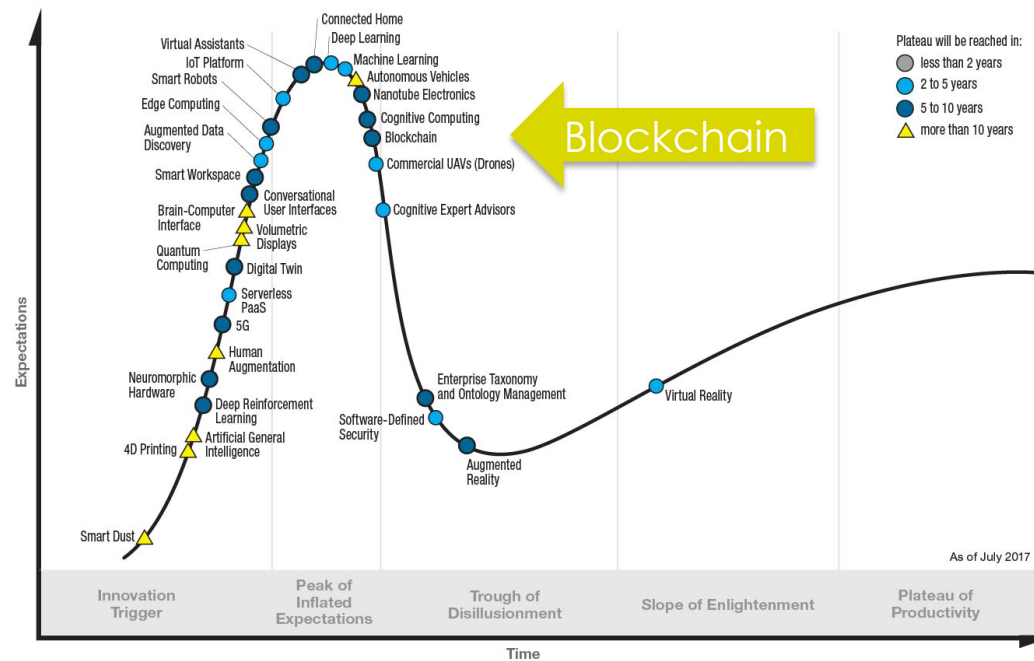
The Next Big Idea?



The Gartner Hype Curve, 1995



Gartner Hype Cycle for Emerging Technologies, 2017



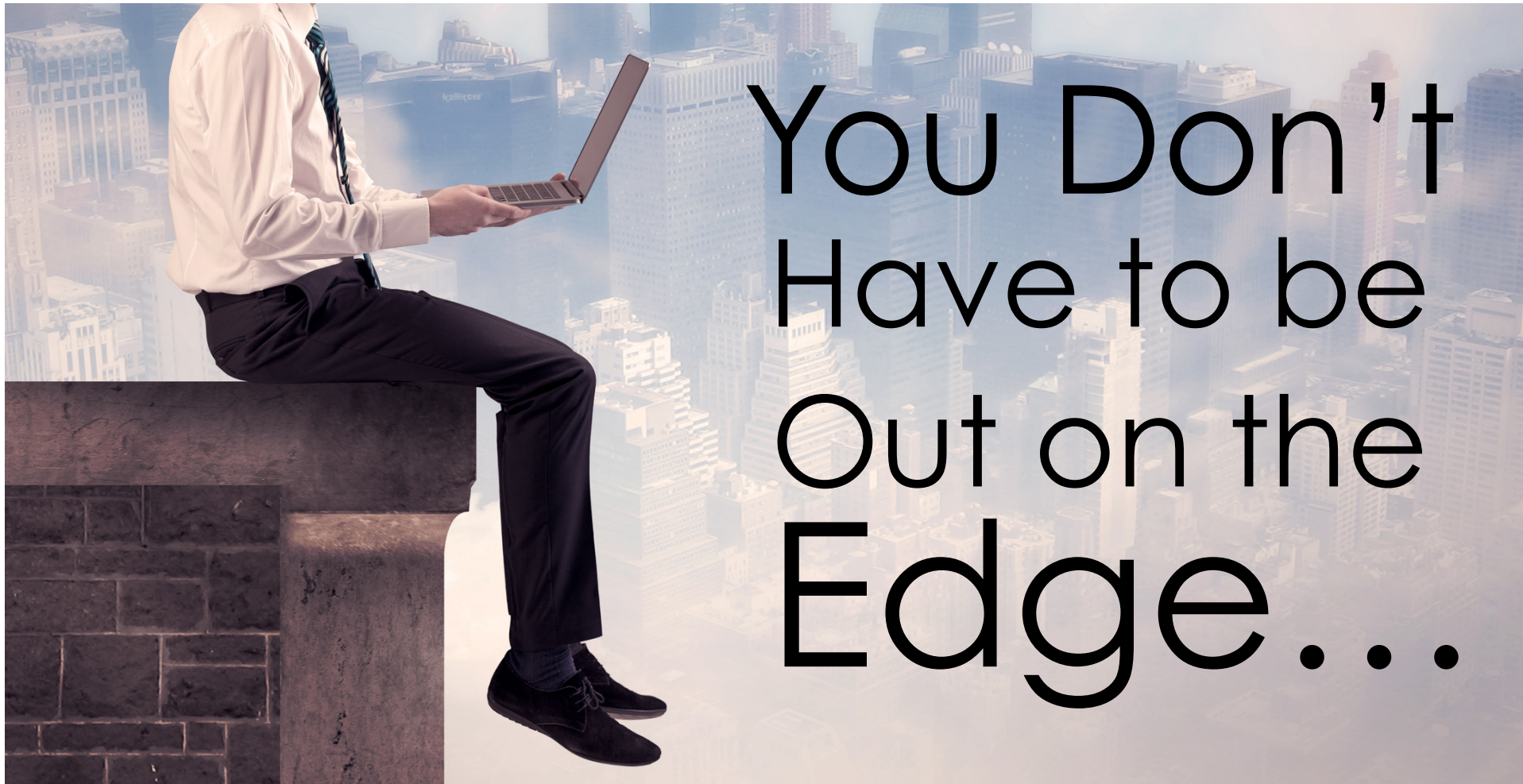
gartner.com/SmarterWithGartner

Source: Gartner (July 2017)
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Gartner







You Don't
Have to be
Out on the
Edge...

...But You Do Have to



Close the Gap

1 Check loan RATES:

Select one:

Auto

2 CALCULATE
loan information

3 APPLY online

Today's loan rates
as low as

6.95% APR

"I have been in business 31 years and have borrowed hundreds of thousands of dollars. This has to be the best "hassle-free" experience I have ever had. Thanks."

R.C. - Georgia

[More Comments](#)

100 Main Street
Santa Luna, CA 92123-3200
PAY TO THE ORDER OF
PEOPLE FIRST FINANCE, LLC
PEOPLEFIRST.COM



Auto Loans



Motorcycle Loans



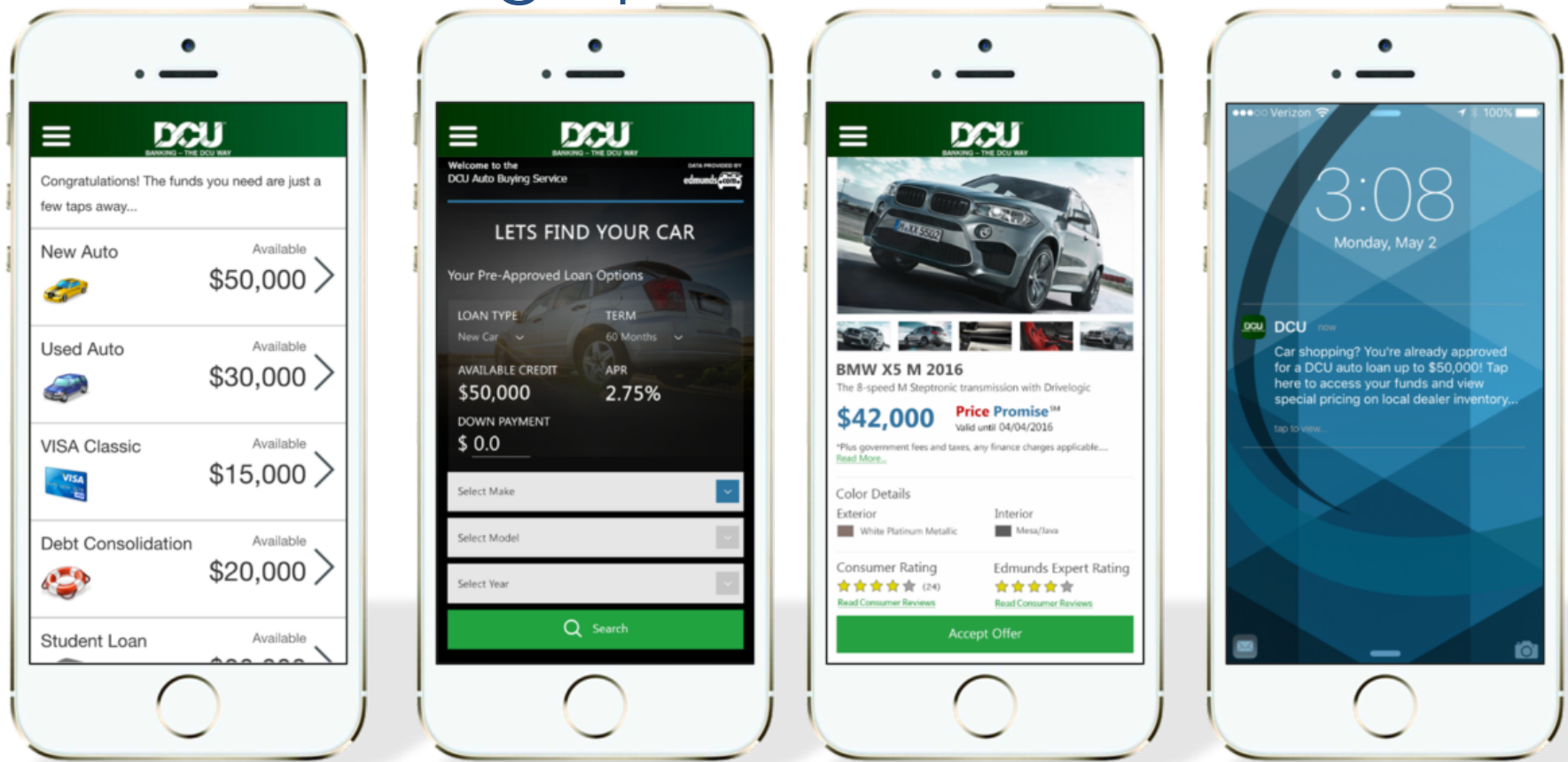
FEATURES:

- > Save money with a lower interest rate - [refinance your current vehicle loan](#).
- > Click here for our [\\$100 Loan Experience Guarantee](#).
- > Learn about our [Affiliate Program](#).



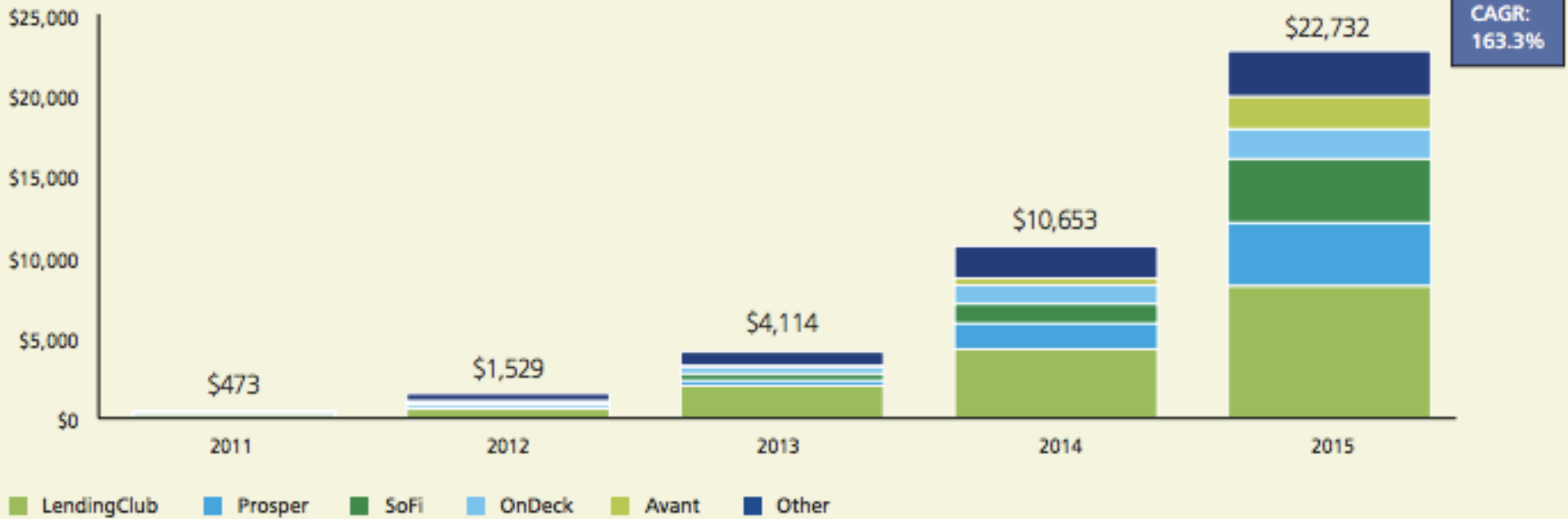
Questions or comments? Please visit our [help center](#).
PeopleFirst.com | 401 West A Street | Suite 1000 | San Diego, CA 92101 | (800) 689-1789
Business Hours: Monday - Friday: 9am to 5:30pm, Saturday: 8am to Noon PST.
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Moving Up the Value Chain

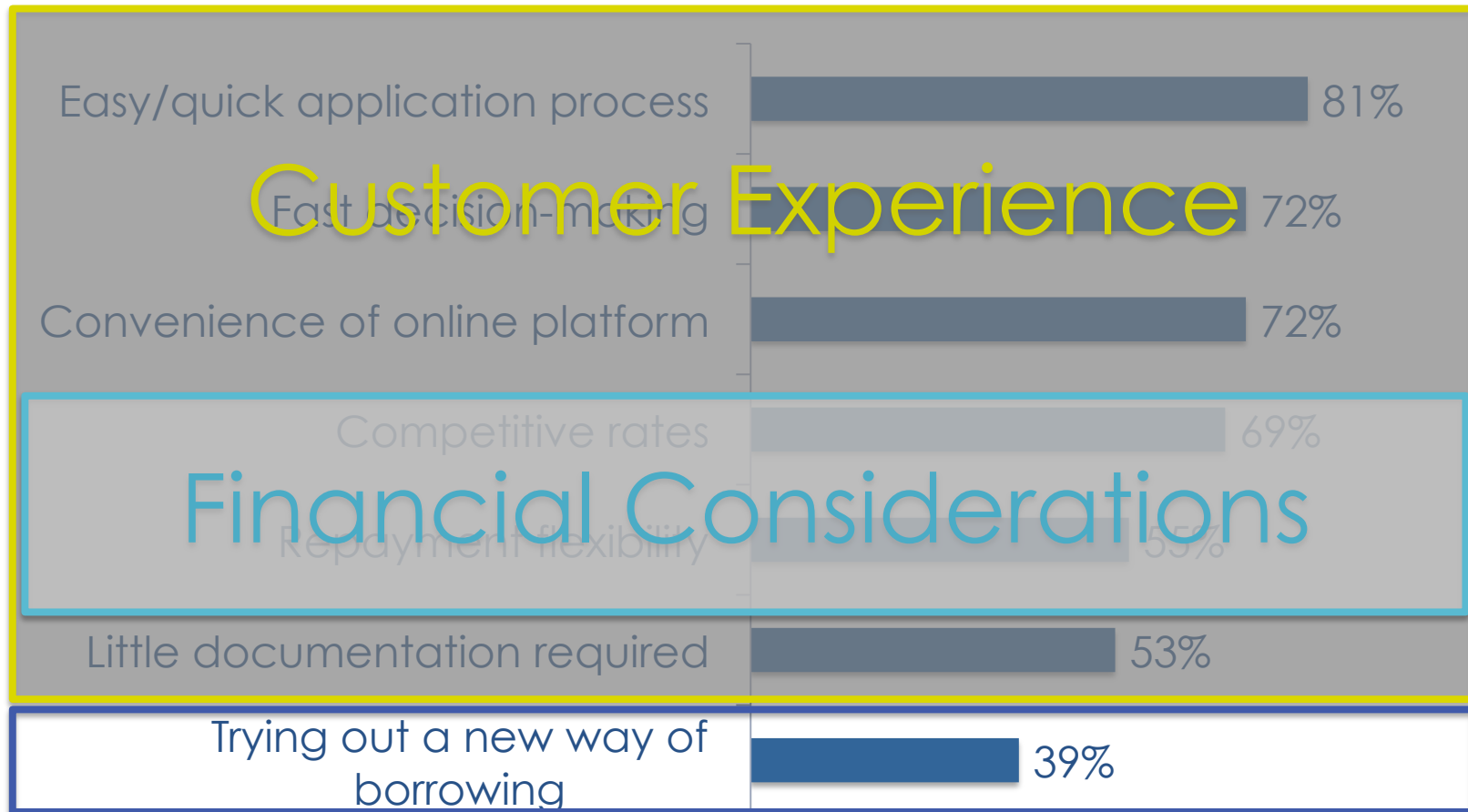


Marketplace Lending

Figure 2. US MPL annual loan volumes, US\$ million, 2011 – 2015*



Source: Direct Lending: Finding value/minimising risk, Liberum, 20 October 2015, p.6.
 See also: <http://www.liberum.com/media/69233/Liberum-LendIt-Presentation.pdf>; Deloitte analysis
 * Figures are rounded to the nearest million



Source: Deloitte (YouGov plc 2016 © all rights reserved, Deloitte analysis)

Millions
\$1,000



2012

\$2B

\$750

\$500

\$250

\$0

Years

0

1

2

3

4

5

6



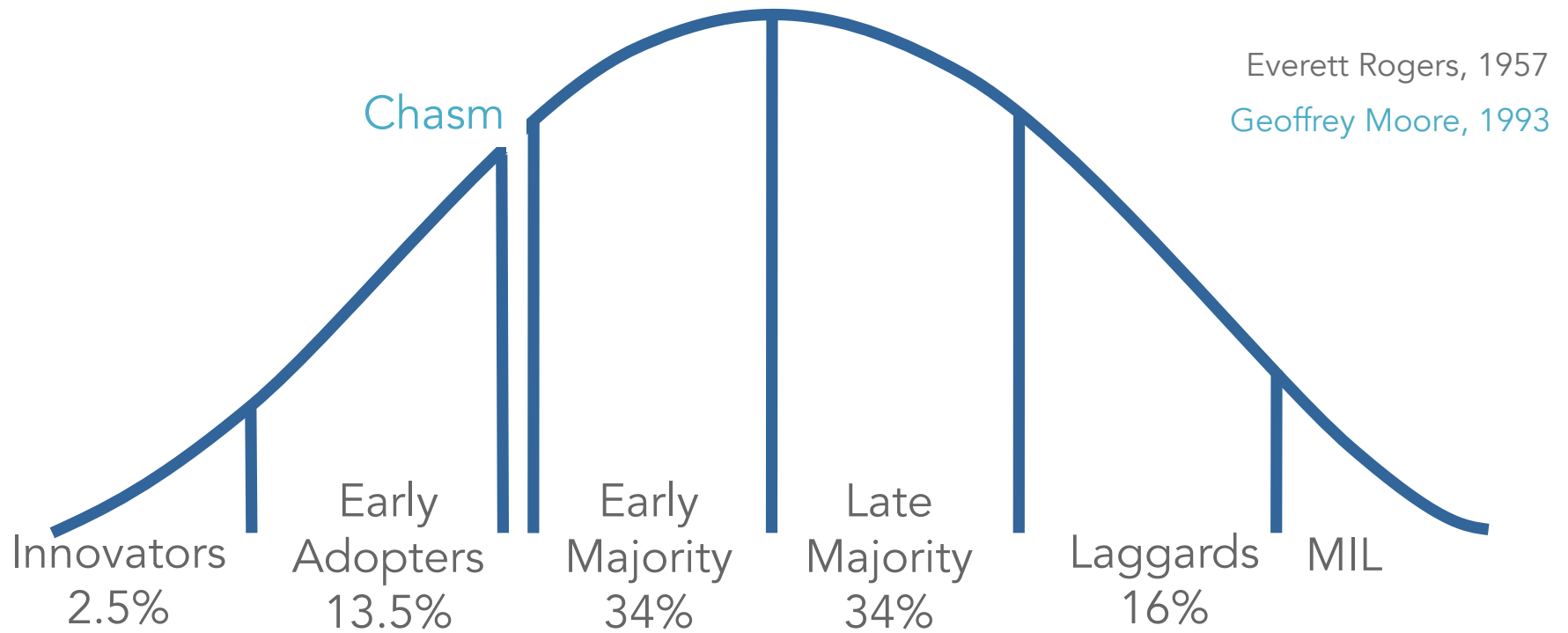
1976

INNOVATION



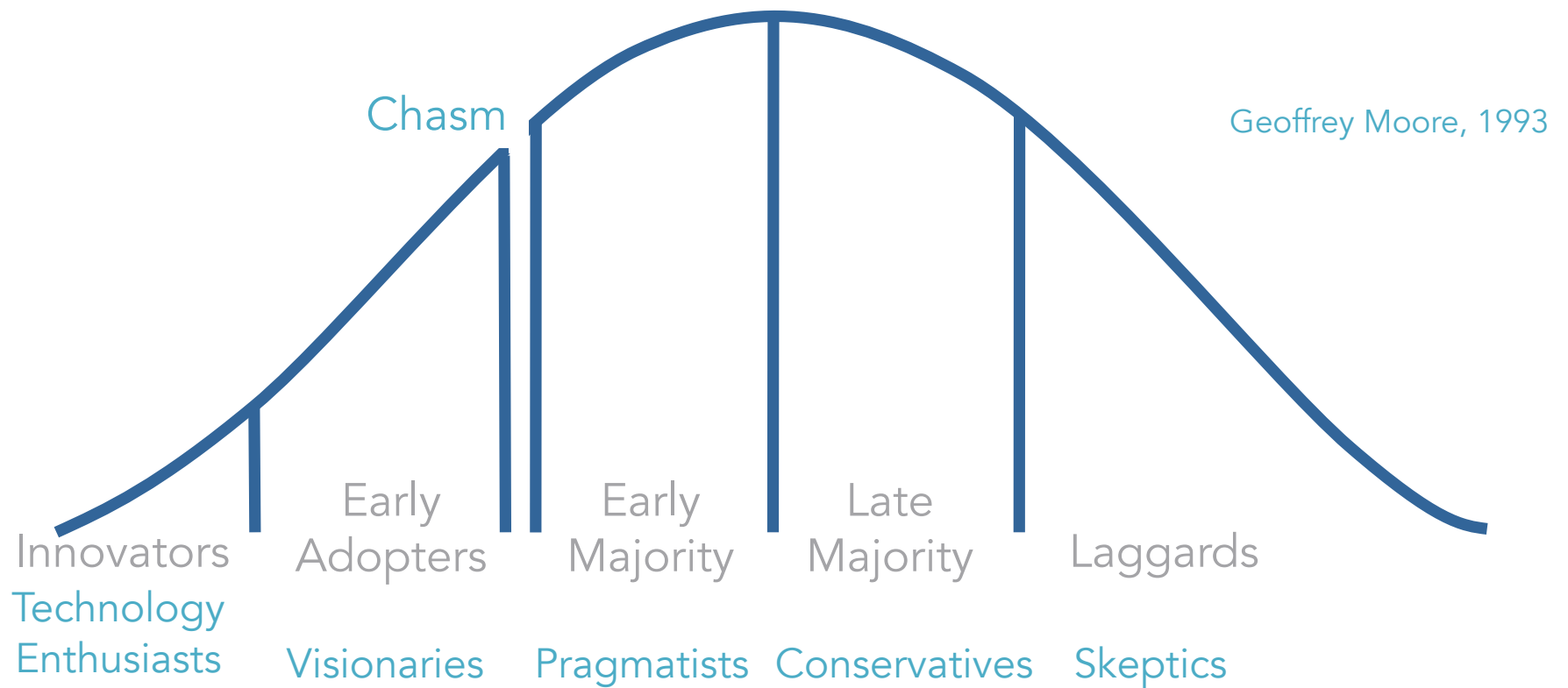
is an Act of Leadership

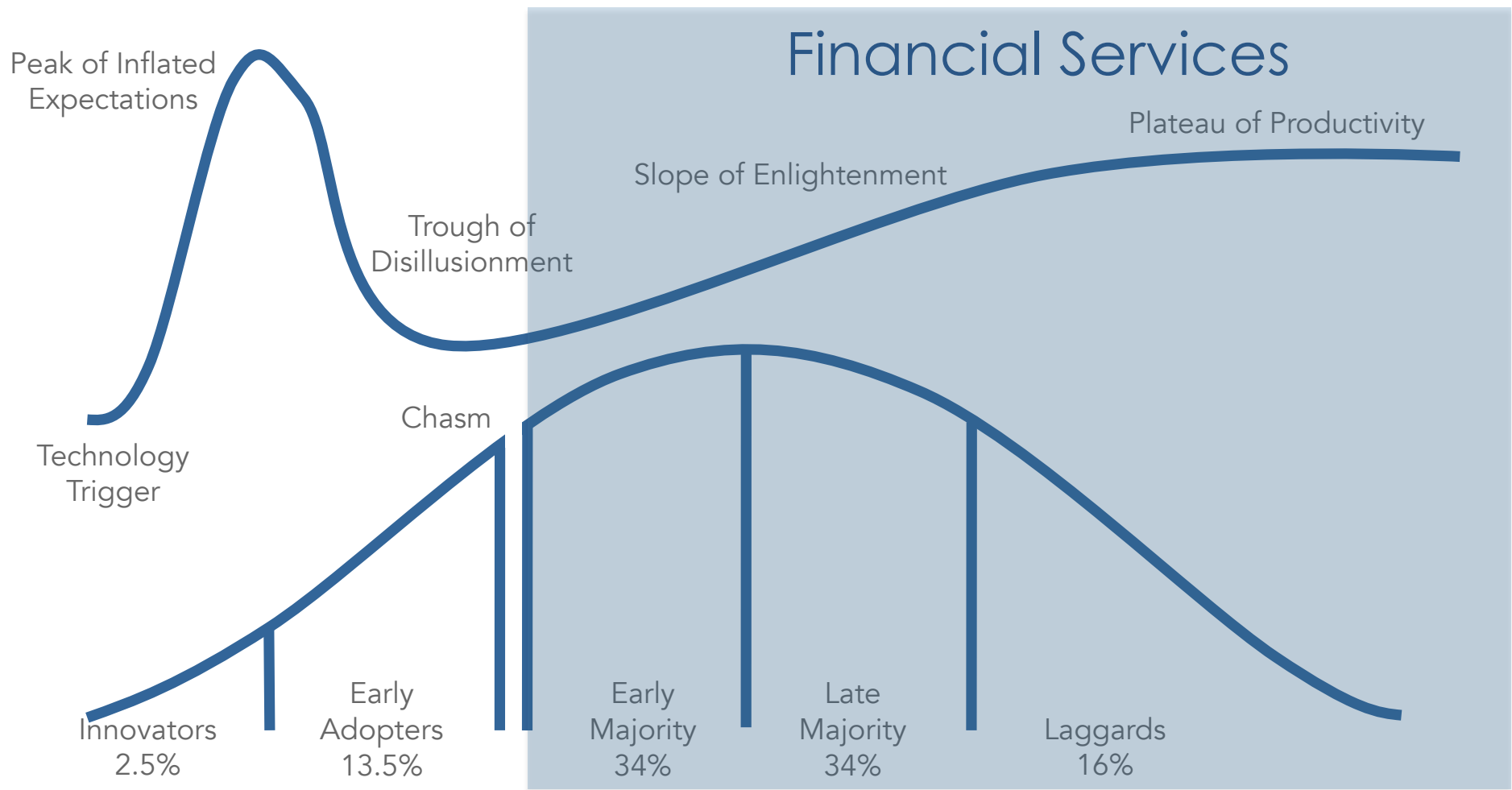
Diffusion of Innovation



Everett Rogers, 1957
Geoffrey Moore, 1993

Crossing the Chasm





Trailblazers vs. Traditionalists



Innovators
2.5%

Early
Adopters
13.5%

Bank Innovation in an Era of Digital Disruption



Early
Majority
34%

Late
Majority
34%

Laggards
16%

29

PCBS | JP Nicols

Trailblazers vs. Traditionalists

- 
- Explore the Unknown
 - Discover *Next* Practices

Bank Innovation in an Era of Digital Disruption

- 
- Master Known Knowns
 - Enforce Best Practices

30

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Innovation vs. Core Business

- 
- New Products
 - New Customers
 - New Markets
 - Partner with Others
 - Increase Variety
 - Create New Metrics
 - Nail it, then Scale it
 - Maximize Learning
 - Explore Unknowns
 - Discover *Next* Practices

Bank Innovation in an Era of Digital Disruption

- 
- Existing Products
 - Existing Customers
 - Existing Markets
 - Internal Resources
 - Reduce Variability
 - Meet/Exceed Metrics
 - Increase Volume
 - Maximize Profit
 - Manage Known Knowns
 - Enforce Best Practices

	Temperament	Role	Role Variant
Concrete or Abstract?	Cooperative or Utilitarian?	Informative or Directive?	Expressive or Attentive?
Observant (S)	Guardian (SJ)	Conservator (SFJ) <i>Supporting</i>	Provider (ESFJ): <i>Supplying</i>
			Protector (ISFJ): <i>Securing</i>
		Administrator (STJ) <i>Regulating</i>	Supervisor (ESTJ): <i>Enforcing</i>
			Inspector (ISTJ): <i>Certifying</i>
	Artisan (SP)	Entertainer (SFP) <i>Improvising</i>	Performer (ESFP): <i>Demonstrating</i>
			Composer (ISFP): <i>Synthesizing</i>
		Operator (STP) <i>Expediting</i>	Promoter (ESTP): <i>Persuading</i>
			Crafter (ISTP): <i>Instrumenting</i>
Introspective (N)	Idealist (NF)	Advocate (NFP) <i>Mediating</i>	Champion (ENFP): <i>Motivating</i>
			Healer (INFP): <i>Conciliating</i>
		Mentor (NFJ) <i>Developing</i>	Teacher (ENFJ): <i>Educating</i>
			Counselor (INFJ): <i>Guiding</i>
	Rational (NT)	Engineer (NTP) <i>Constructing</i>	Inventor (ENTP): <i>Devising</i>
			Architect (INTP): <i>Designing</i>
		Coordinator (NTJ) <i>Arranging</i>	Fieldmarshal (ENTJ): <i>Mobilizing</i>
			Mastermind (INTJ): <i>Entailing</i>

SJs – Security Seeking

ESTJ

The Supervisors



ISTJ

The Inspectors



ESFJ

The Providers



ISFJ

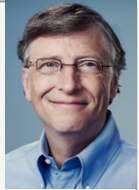
The Protectors



NTs – Knowledge Seeking

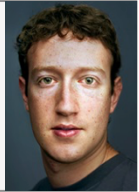
ENTJ

The Fieldmarshals



INTJ

The Masterminds



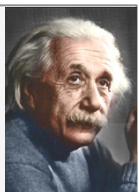
ENTP

The Inventors



INTP

The Architects



Sources:Keirseey.com, Celebritytypes.com

The Alloy Organization



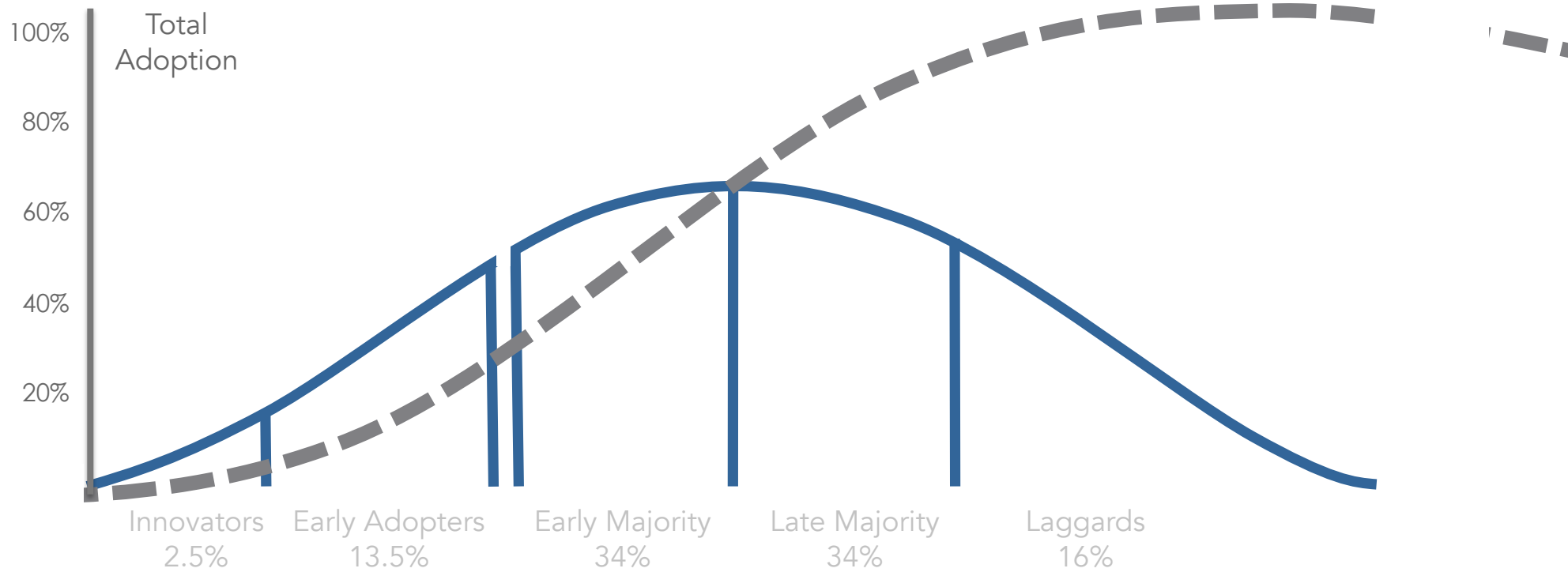
A person wearing a black suit jacket, white shirt, and black tie. A yellow caution tape with the word "CAUTION" in black letters is wrapped around their waist. The background is a plain, light gray.

Business Prevention Department

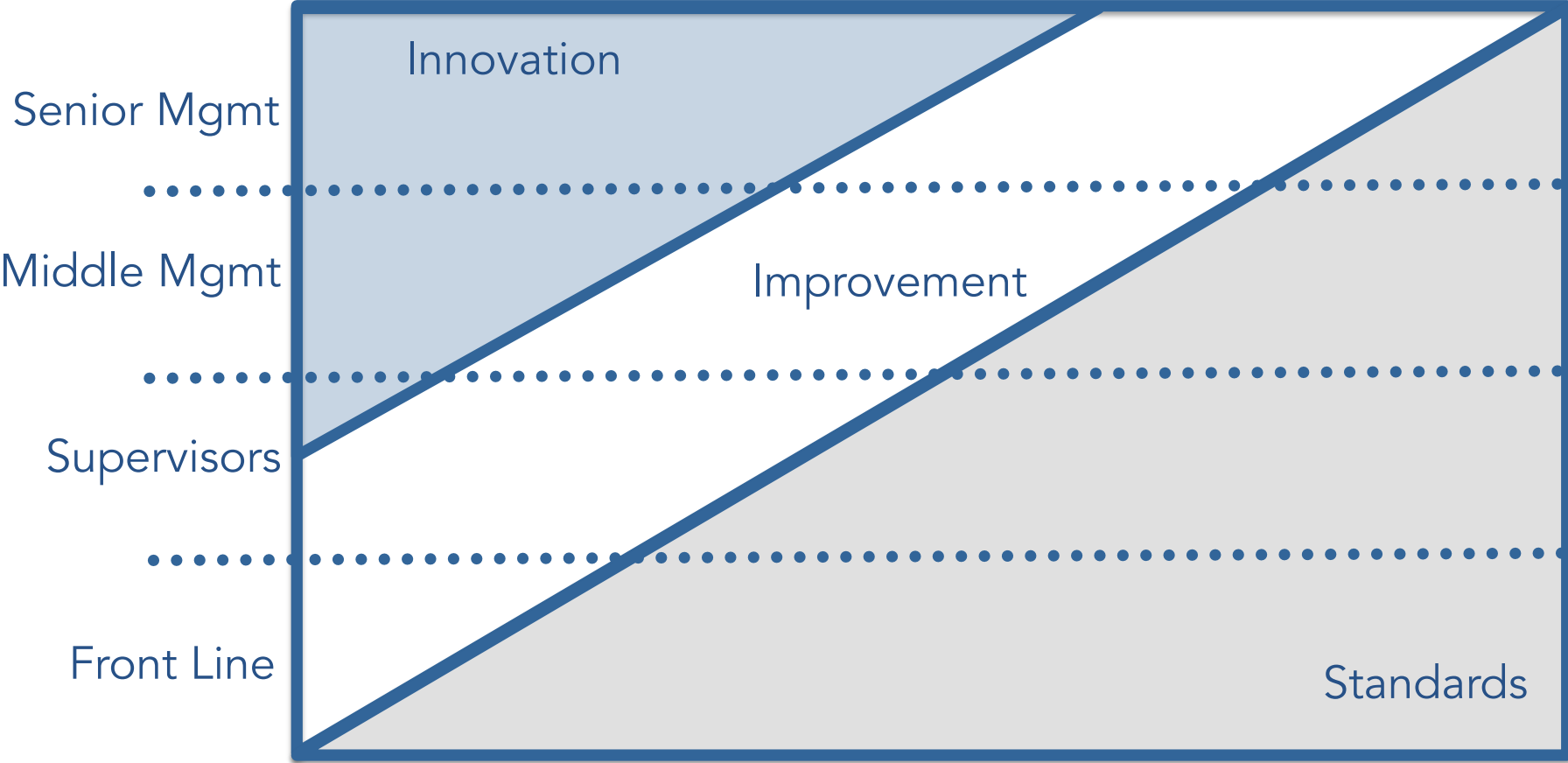
CAUTION CAUTION

CAUTION CAUTION

The Risk of Not Taking Risk

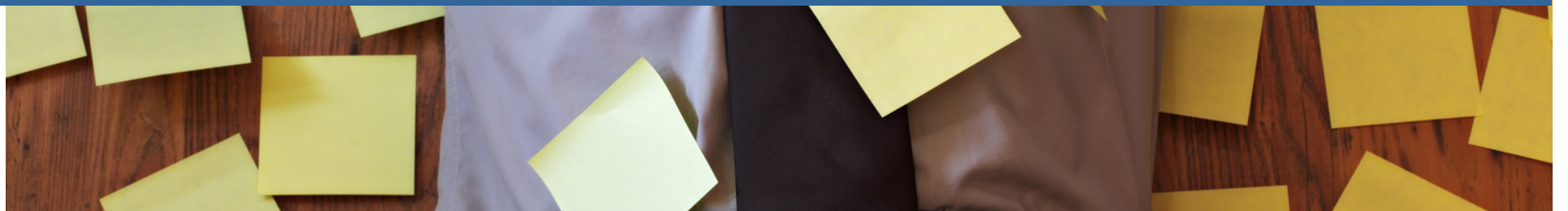


Kaizen Model





“And-I’s” need support



Innovation vs. Core Business

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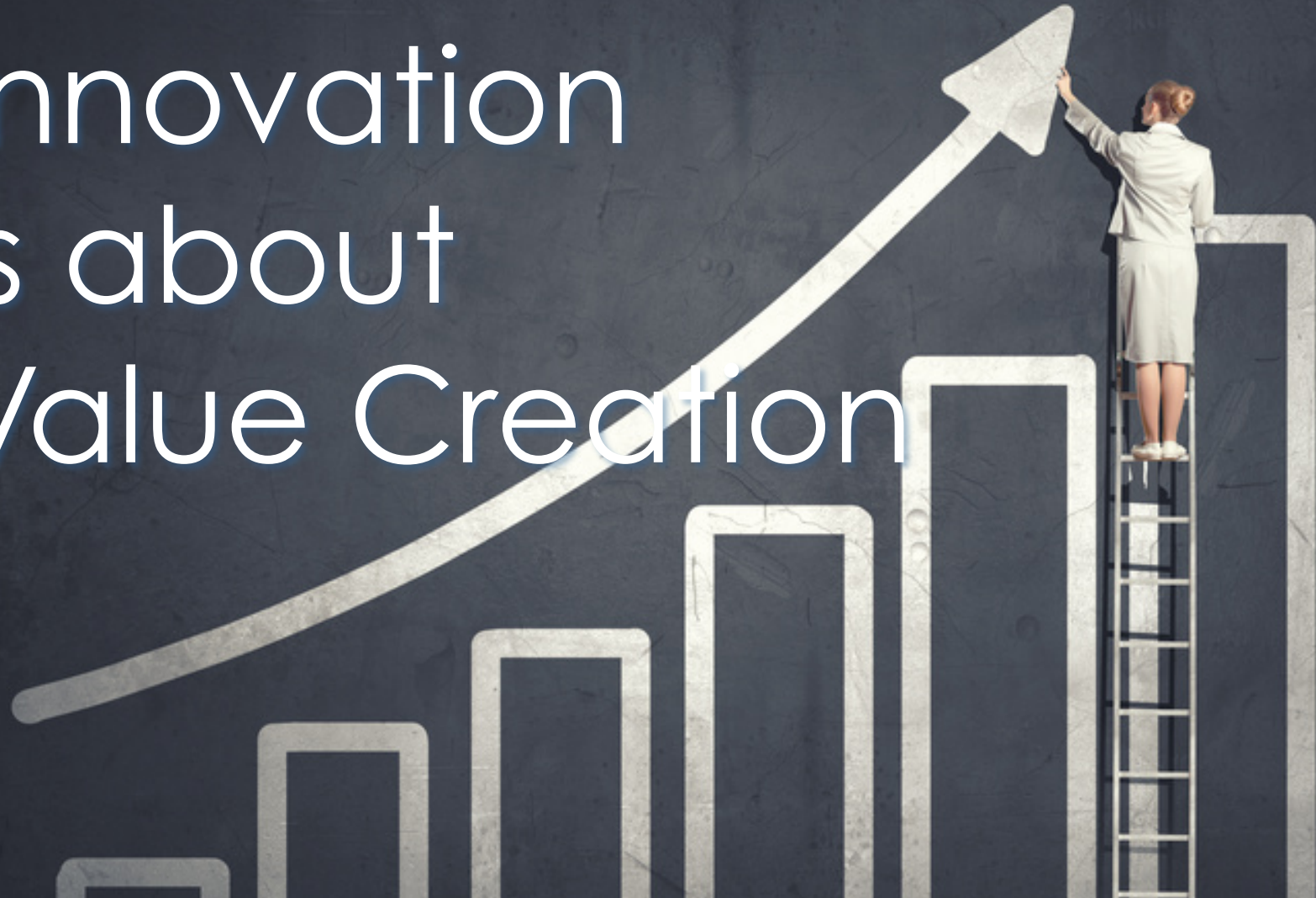
Bank Innovation in an Era of Digital Disruption

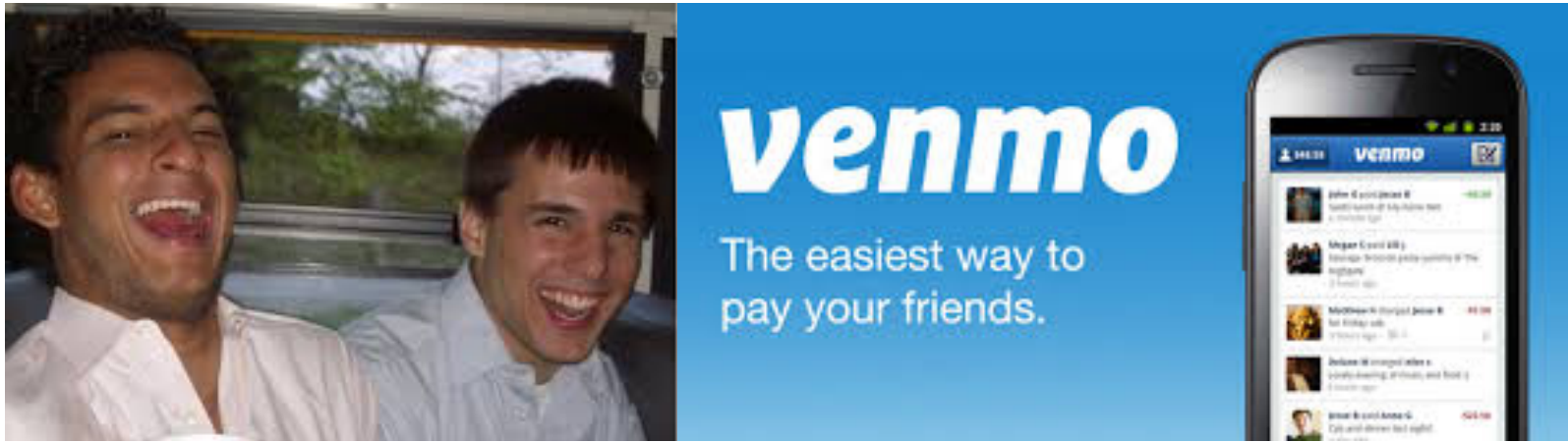
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Innovation Theatre

Innovation
is about
Value Creation





2012

Brain**tree**

\$ 26M

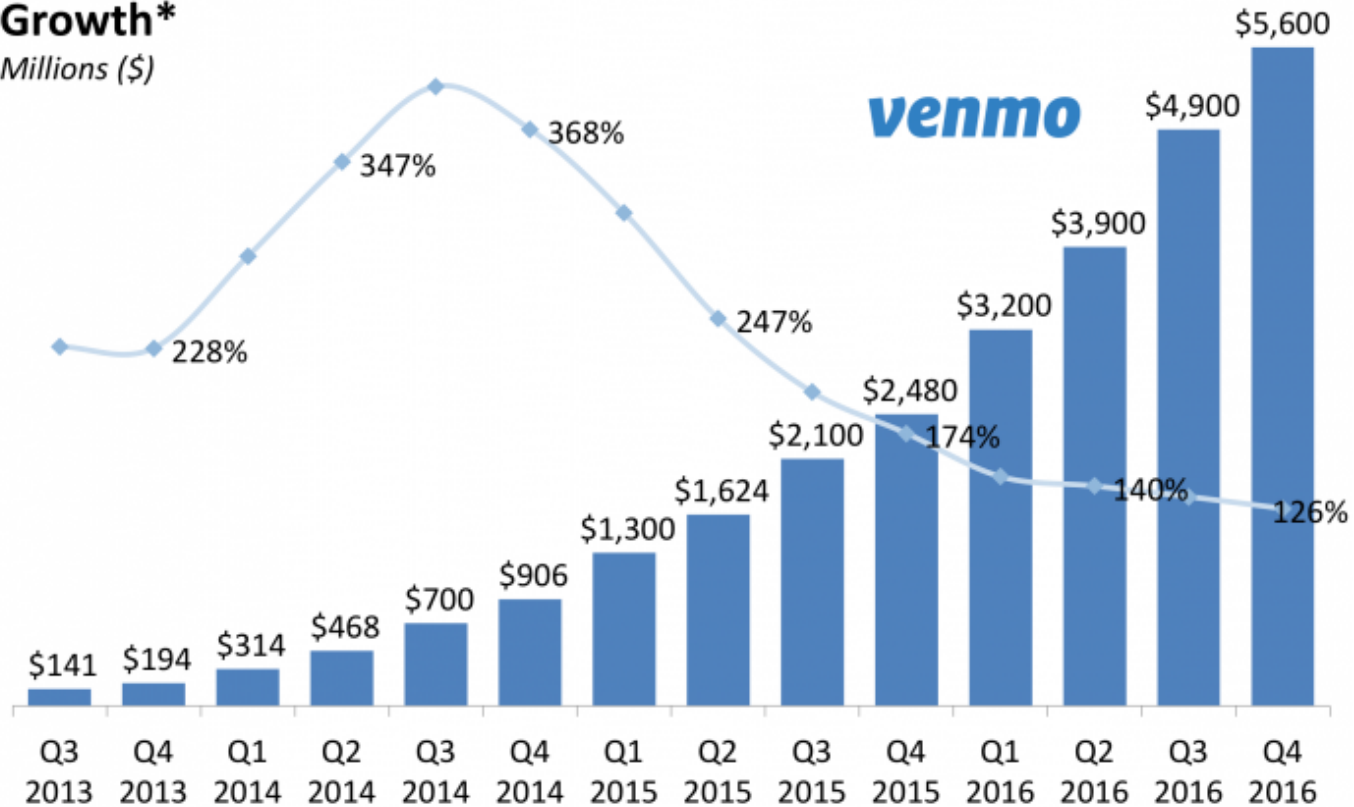
2013

P PayPal

\$800M

Venmo Quarterly US Payment Volume And Annual Growth*

Millions (\$)



Bank Innov *2013 volume is estimated by BI Intelligence.
Source: PayPal, BI Intelligence

BI INTELLIGENCE JP Nicols



PayPal's 'Best Quarter Ever' Credited to Venmo

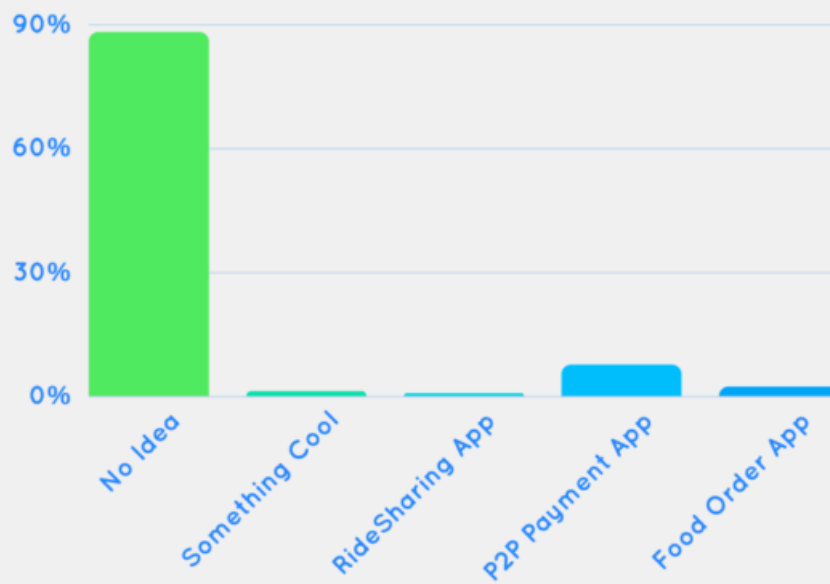
APRIL 28, 2016
BY DIANA ASATRYAN

PayPal Holdings Inc. reported total payments volume of \$81 billion for the quarter, up 29% from a year ago. Its newer services – Venmo and Xoom – were at the center of it all.

Venmo processed nearly \$3.2 billion in payments this quarter, up 150% YoY, proving once again that Venmo is the best thing going on for the platform. And while previously users could only pay for select businesses through Venmo, PayPal's Chief Executive Officer Daniel Schulman said yesterday Venmo is coming soon to the entire customer base.



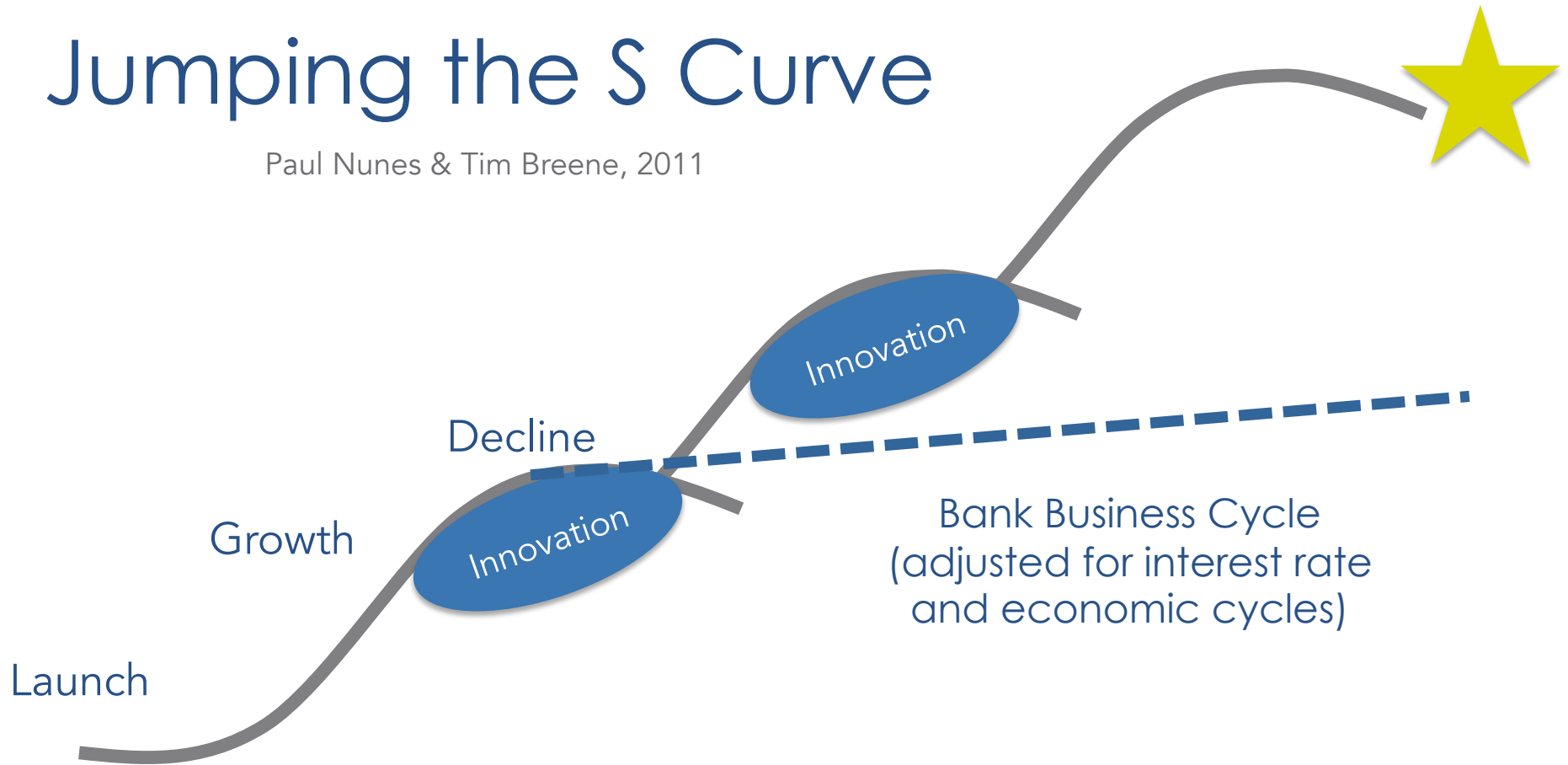
What Do Venmo Users Think Zelle Is?



Source: LendEDU Poll, July 2017

Jumping the S Curve

Paul Nunes & Tim Breene, 2011



Be Willing to Partner



"They (fintech startups) are very good at reducing the 'pain points' in that they can make loans in minutes, which might take banks weeks. We are going to work hard to make our services as seamless and competitive as theirs."

"And we also are completely comfortable with partnering where it makes sense."



– JP Morgan Chase CEO Jamie Dimon

About Us

Account

Map


Video


Brochure

Like-interest

Banking with friends

You are in the Web 2.0 at home, use the digital market places and to share with other users? At the same time you want easy money and innovative solutions? Switch to us and experience Social Banking: Founded in the turmoil of the financial crisis, we focus on openness, fairness, and the involvement of our customers.

Together - honestly - more money. 



Aktionsverlängerung

More Likes - More Interest

Fidor liken & profitieren! **bis zu 1,5%** p.a.

Fidor Bank Finance Crowd

Gemeinsam Ideen verwirklichen. **ab 1,- €**

Without Schufa - No annual fee

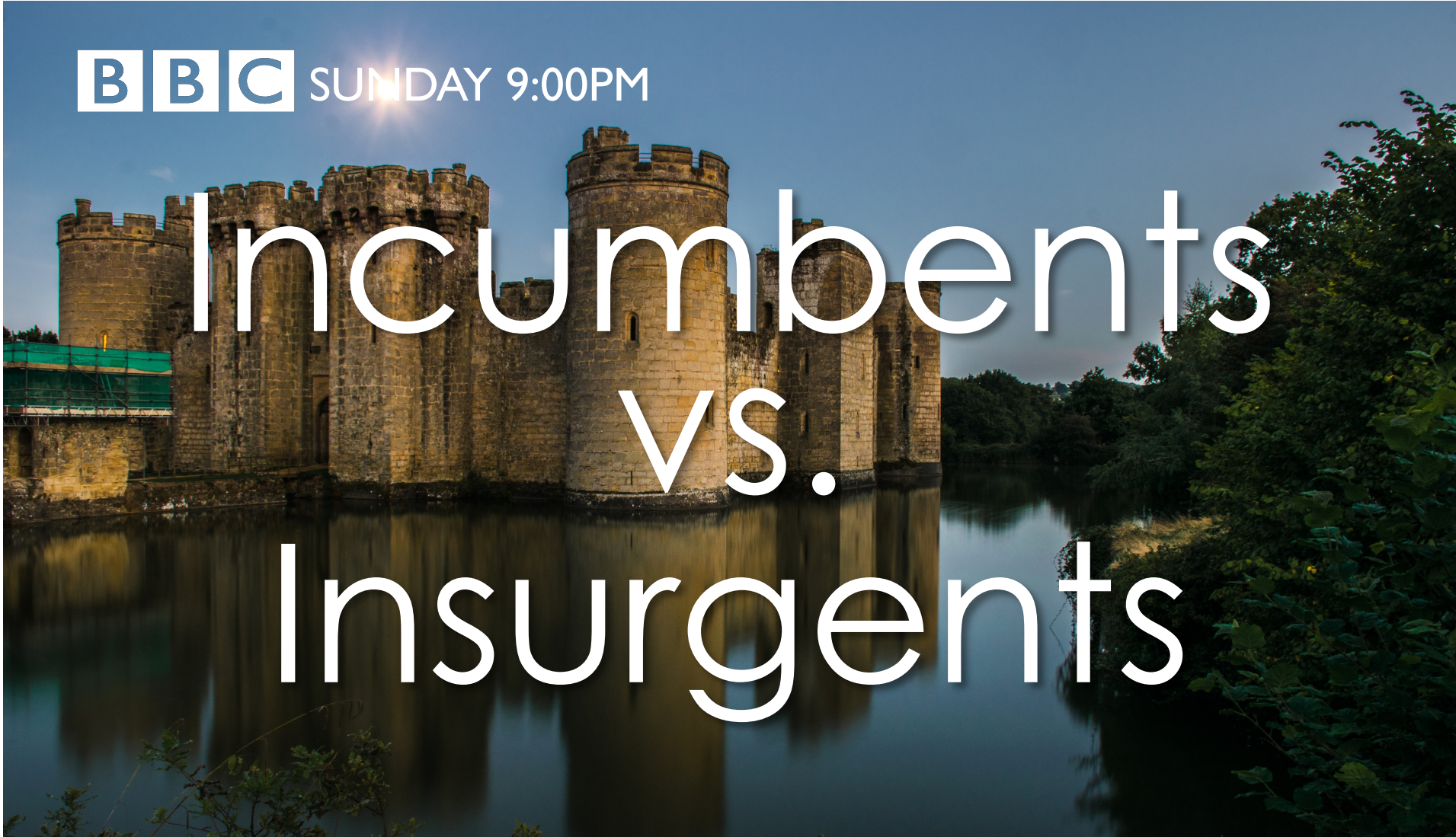
Fidor Prepaid MasterCard® **nur 49,- €**

& Letter with seal Save

Fidor Bank Sparbrief **bis zu 2,00%** p.a.

BBC SUNDAY 9:00PM

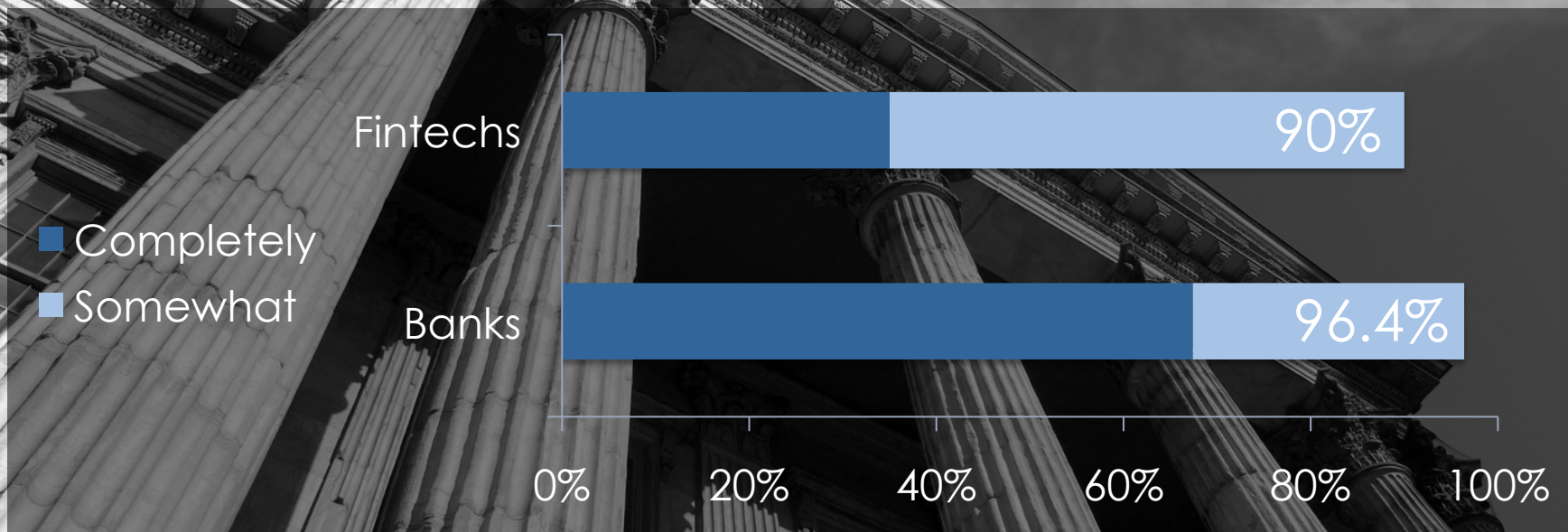
Incumbents vs. Insurgents





Can Incumbents
innovate faster
than Insurgents can
reach scale?

Consumers Trust Banks ...and Fintechs



Capgemini/EFMA World Retail Banking Report, 2016

Willingness to Refer

Fintechs

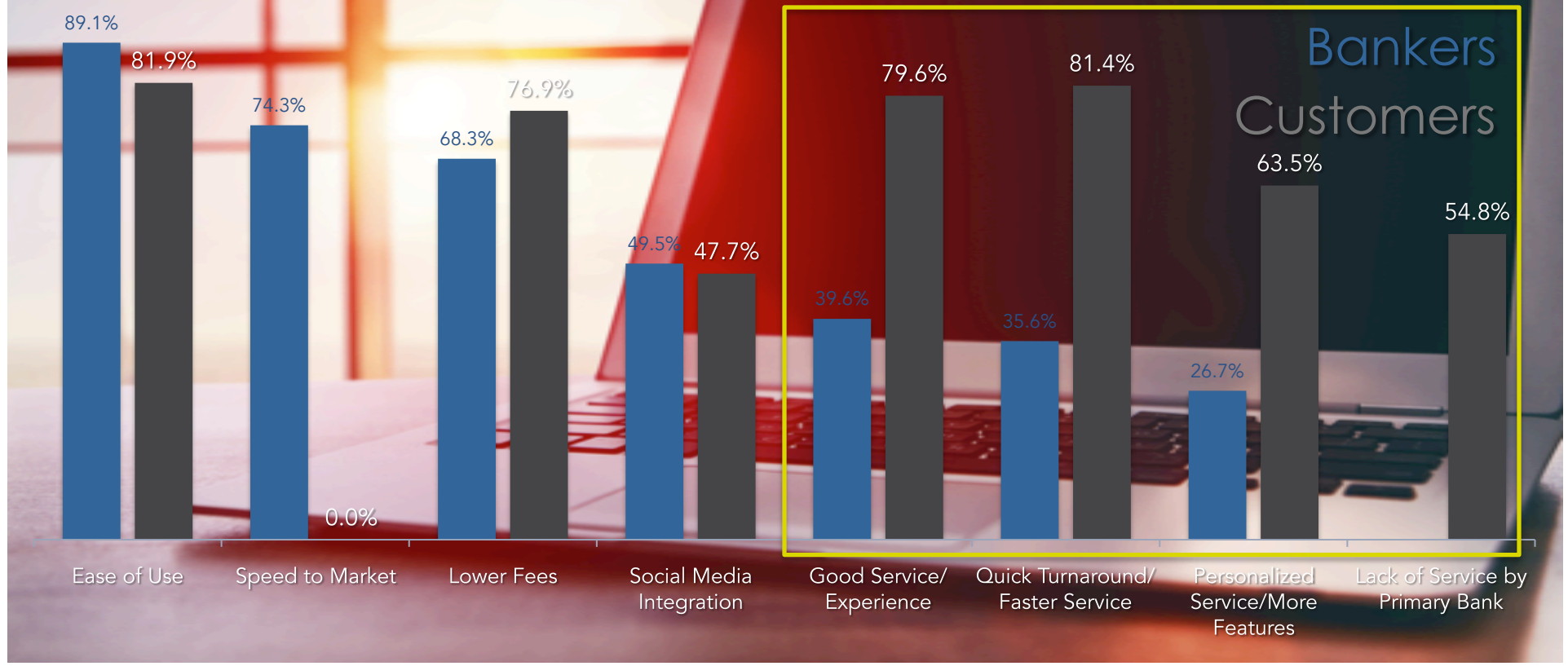
63.7%

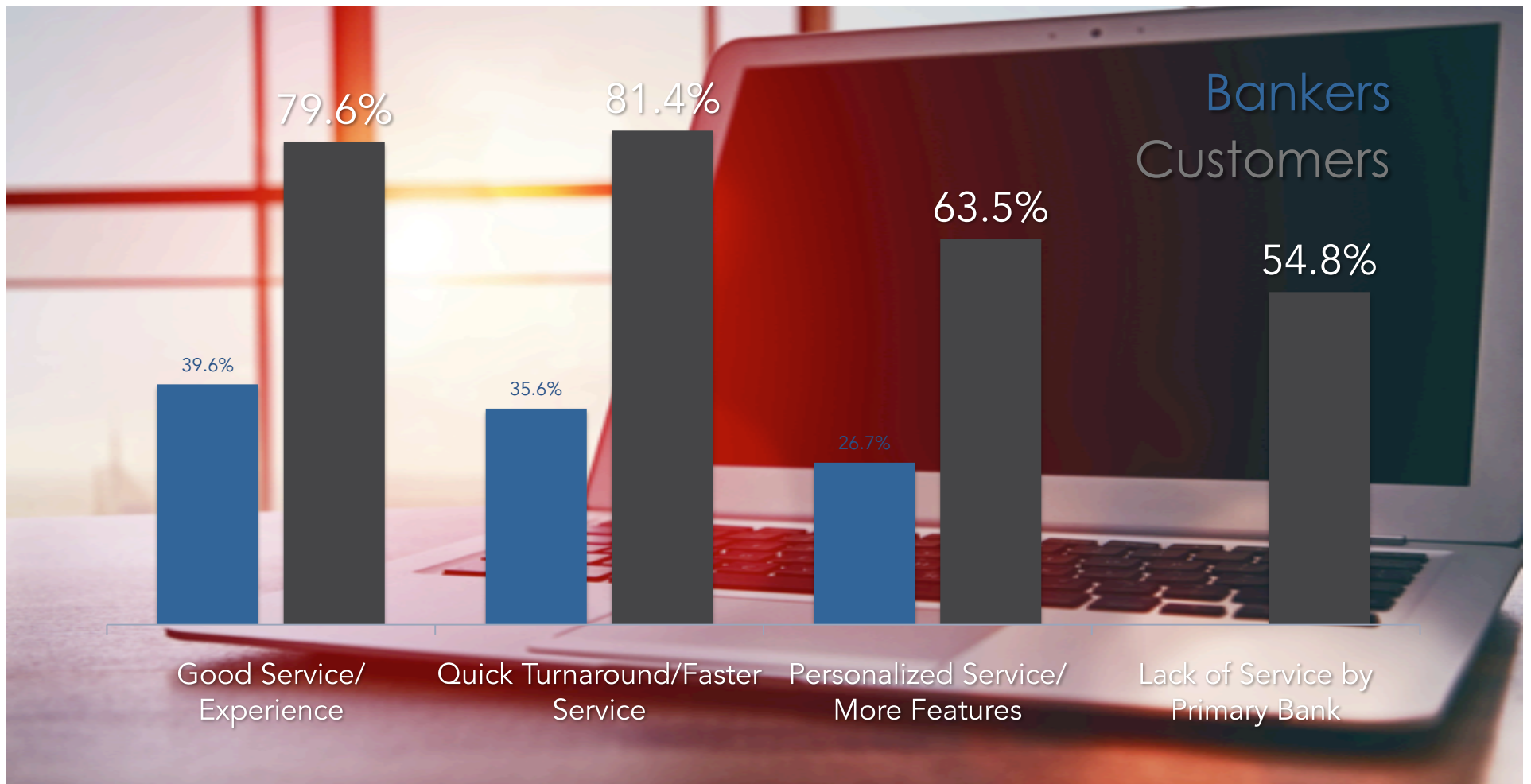
Banks

50.5%

Capgemini/EFMA World Retail Banking Report, 2016

Why do Customers Like Fintechs?





“We already partner.”



“We have some tech vendors and a procurement department”

A space-themed background featuring a view of Earth from space, with the Moon's cratered surface visible in the lower-left foreground. The background is filled with a starry field and a nebula in shades of blue and purple.

Bankers are from Mars...
...Fintechs are from Venus

- Technology
- Culture
- Cost
- Compliance



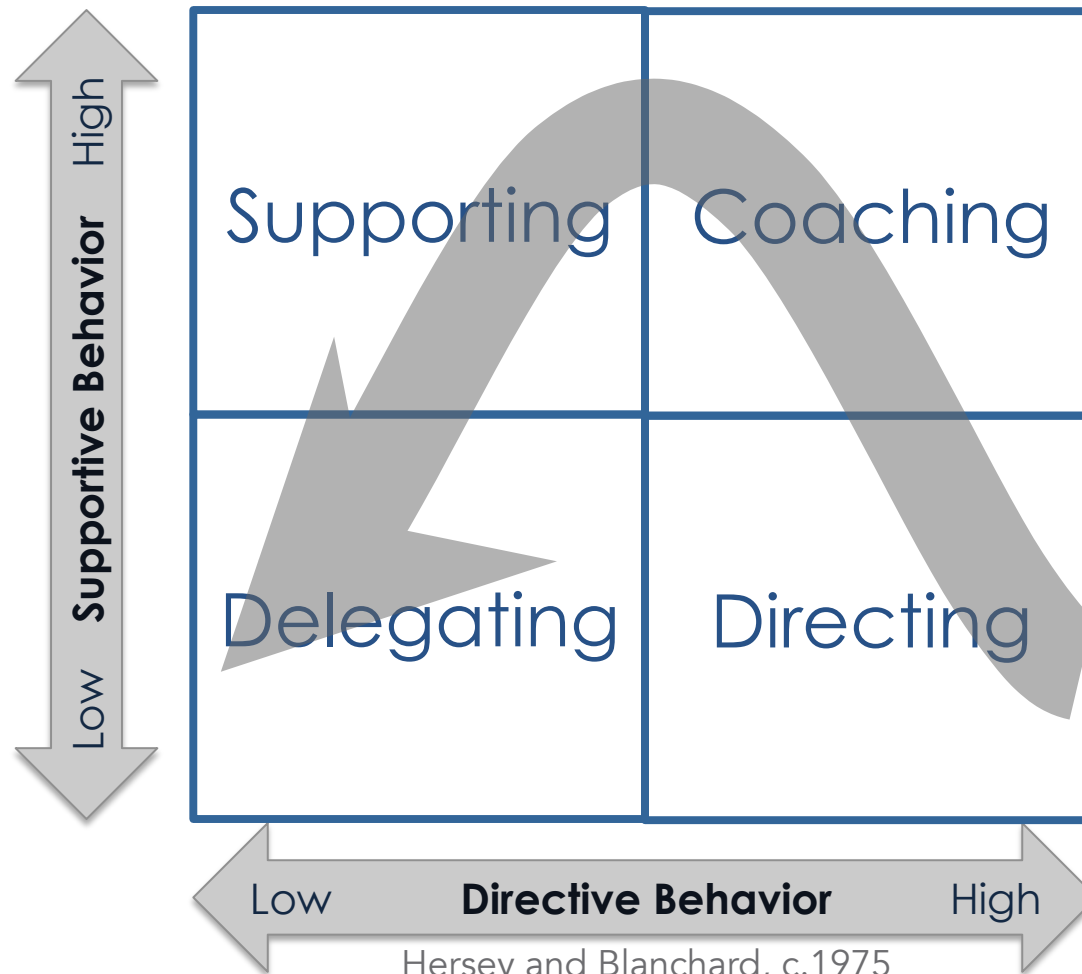
'Move fast and break things'
doesn't work in a
highly regulated
environment.

Culture Eats Strategy For Lunch

Programs vs. Systems

Change the State vs. Maintain the State

Situational Leadership

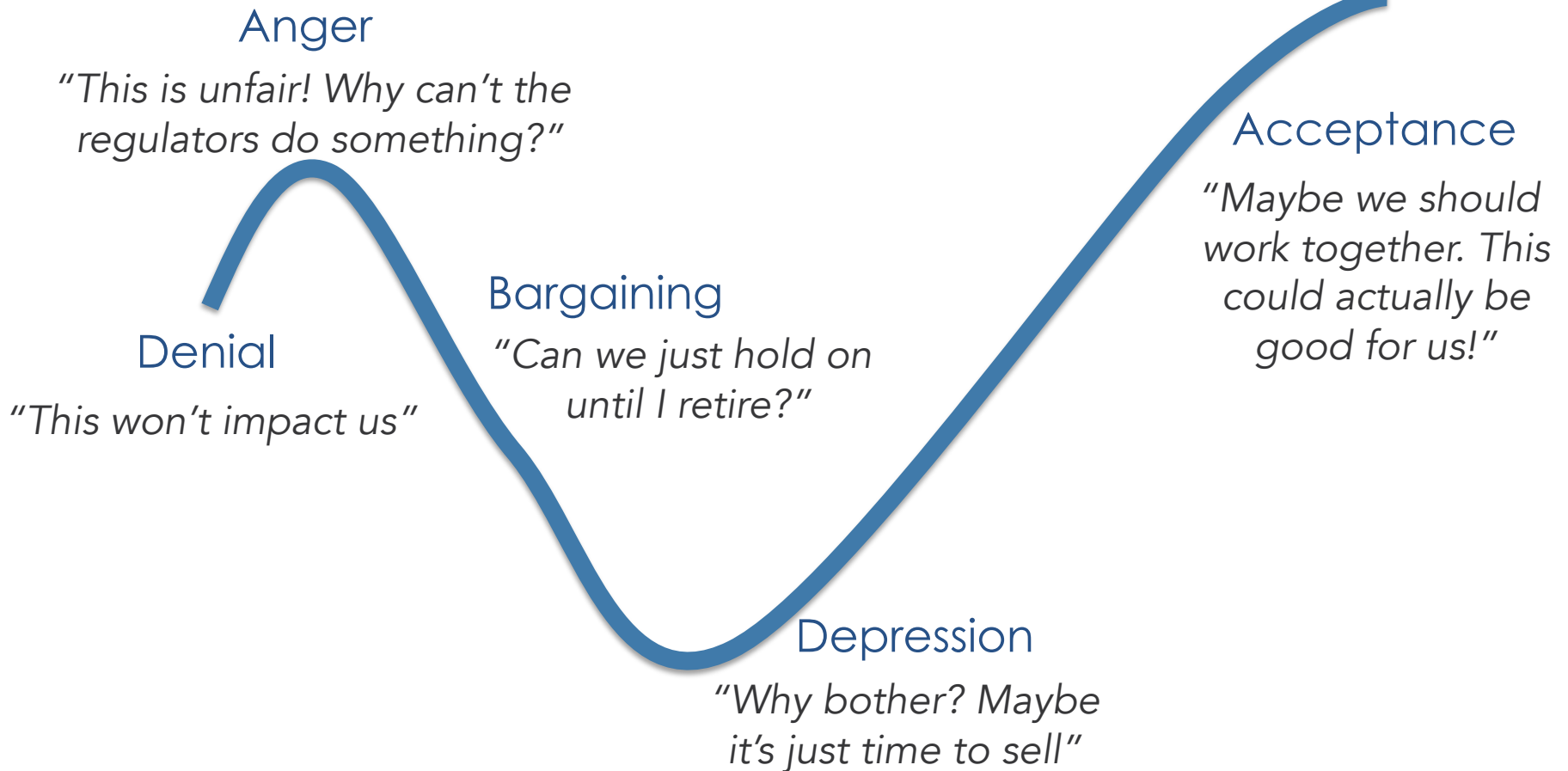


Hersey and Blanchard, c.1975

"See It"		"Own It"		"Do It"		
Clear, compelling case for change	Demonstrated leadership commitment	Clear WIFM for all	Concrete implementation plan	Skills, knowledge, tools in place	Reinforcement	<i>"It's working!"</i>
	Demonstrated leadership commitment	Clear WIFM for all	Concrete implementation plan	Skills, knowledge, tools in place	Reinforcement	<i>"It's not urgent"</i>
Clear, compelling case for change		Clear WIFM for all	Concrete implementation plan	Skills, knowledge, tools in place	Reinforcement	<i>"It's not real"</i>
Clear, compelling case for change	Demonstrated leadership commitment		Concrete implementation plan	Skills, knowledge, tools in place	Reinforcement	<i>"It's not worth it"</i>
Clear, compelling case for change	Demonstrated leadership commitment	Clear WIFM for all		Skills, knowledge, tools in place	Reinforcement	<i>"It's not going anywhere"</i>
Clear, compelling case for change	Demonstrated leadership commitment	Clear WIFM for all	Concrete implementation plan		Reinforcement	<i>"It's not possible"</i>
Clear, compelling case for change	Demonstrated leadership commitment	Clear WIFM for all	Concrete implementation plan	Skills, knowledge, tools in place		<i>"It's not for long"</i>



Fintech Grief Cycle



“Management is doing things right.



Leadership is doing the right things.”

- Peter Drucker

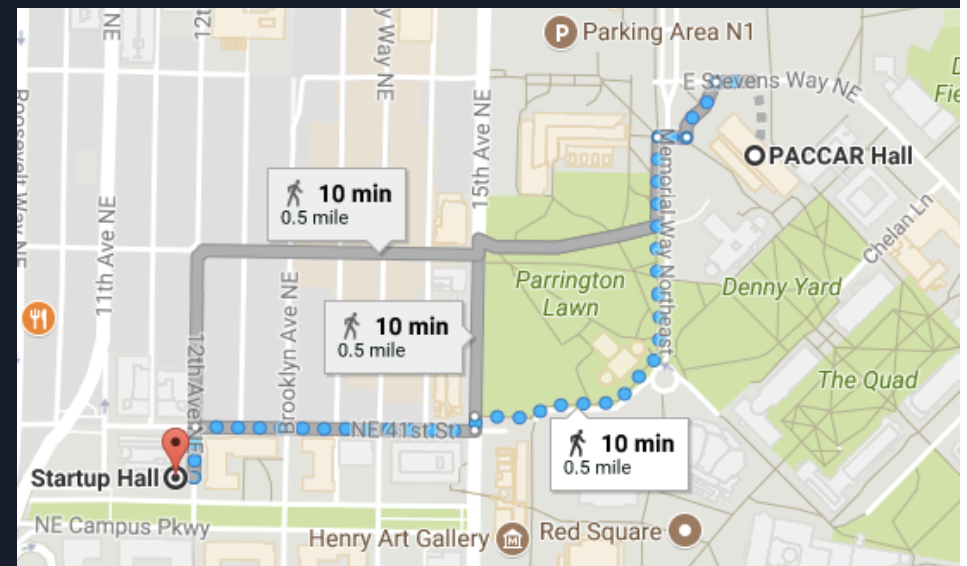


“What if we don’t change at all ...
and something magical just happens?”

NEXT MONEY SEA

Meetup: Emerging Opportunities in Fintech

Tuesday Aug 22 | 6:00PM





[JPNicols.com/PCBS](https://www.jpnicols.com/PCBS)