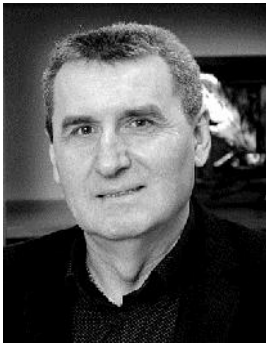


. - Стефан Вачков



(FinTech),

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IT

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1.

1.1.

digital)

(Rigby, Tager 2014: 1). „

” (Sinn 2015: 12).

„

”

(„phygital” – physical and digital transformation),

” (Accenture 2016b: 2).

”

1 .

”

” (Musto, Kadin 2015).

”

„*Lean Banking*”.

¹ : Walsh et al. 2015. *Horváth & Partners*

” (Digital Change Journey),
(Change Management)

.: Hiendlmeier u.a. 2016: 2.

„The Bionic Bank”

Royal Bank of Scotland

/

(Ringshaw 2014).

, , -
:
, , (...).
, ,
,

” (Aré et al. 2014).

, ” -
.

” (Saudjana 2015) ².

McKinsey

, , : -
, ,
(Jacques et al. 2016: 4-6) ³.

² 36 -

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,” -
.” , -
.

³ Sciences and Art 2016: 14-15. . : Deloitte. Lucerne University of Applied

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, (-
) ,
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.” ”
: , ”
(). ” - ”
, ” ”
.”

”

” (Grebe et al. 2016b: 20)⁴.

”

” (Jacques et al. 2016: 6).

”

” (Berghaus et al. 2015: 22).

”

30-50%-

”

4 (down-side): Jacques et al. 2016: 6-7.

);

”;

”: Grebe et al. 2016b: 21-26.

5
6
7
8
FinTech

1.2.

IT (59%), (44%); (27%) (Roßbach et al. 2015: 35%
(54%); (40%); 24).

5
6
7
8
PwC () 46 FinTechs „ (32%) FinTech .
PwC 2016: 22, 25.
Bergmann, Vater 2015: 3.
GFT Expert Survey, 2015: 42.

(Chief Technology Officer, CTO) -
 (Chief Information Officer, CIO) – 23% 22% (Accenture,
 Economist Intelligence Unit, 2014b: 23).

(41%), 32% – C⁹, 14% – „ „, 11% –
 , 2% – IT (WBR Digital 2016: 7).
 (200 CIOs

IT , -
) CEO „ ”
 . 24%
 CIO, 20% – (Asen
 2016: 4).

-
 ” ” -
 , ” ”, -
 10 . -
 -

9
 (CEO), ” ” ” ”
 (COO), (CFO) .
 . 2.1.

10
 , ” -
 . C . -
 80% ” (Skinner 2016b). *Accenture*
 : 3%
 6%
 , 43% (Lumb et al. 2016: 6-7).
 , ” ”
 (-
 16% 14%). -
 (1%) - , ,
 . 11% (-). .: Lumb et
 al. 2016: 7, 9, 11.

11.

12.

•

• , ” ”

• ” ” ” —

” ” ” ?

• , .

?

•

” ” (blockchain),

• ?¹⁴

11

(50%),

(38%) ∴ Infosys Finacle, Efma 2016: 25. 95%

62%

∴ Cognizant, Marketforce, Pegasystems 2016: 36.

12 Lumb et al. 2016: 11.

13 *Infosys Finacle* *Efma*

78%

(74%), - (68%)

∴ Infosys Finacle. Efma, 2016: 25.

14 *IBM Institute for Business Value*, ” ”

2 009

28% , 17%

52% , 11% , 32%

58%

„... Digital“ (King 2015).

15

16

49% (58%). IT (43%) (25%). Brill et al. 2016: 6, 14.

15 GFT (34%) , 60% 2015 7

13% (GFT 2016: 1-2). 95% (Finanzmagazin 2016a). (IT

30% d.velop 2016: 24-25.

16 (...), (Skinner 2016b).

,
 ” ”
 ,
 -
 ,
 17
 ,
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 ,
 -
 -
 ,
 ” ”
 - 18 ” -

¹⁷ .: Andrieux 2015: 7.
¹⁸ „Commerzbank 4.0” 2020 . -
 („
 ” ” ”) 80% 1 000
 000 ” ” ” 1
 ” (Mittelstandsbank)
 ” ” ”
 ” ” ”
 €1,1
 .: Commerzbank 2016: 16. -
 -
 2020 .
 (RoTE) 6% 8% -
 .
 €0,8 €10,3 „
 €1,1 €6,5 „ (cost/income ratio)
 - 66%.
 60%, €1 . .: Commerzbank 2016: 20.
 9 600
 2 300 . .: IT
 Finanzmagazin 2016b.
 , 2020 . Deutsche Bank €750
 . .: Martens 2016. 3 (2016-2018) -
 UniCredit €1,2 . , :
 ; ; ; -
 ; ; -
 (core banking system)

„: „ -
 , , -
 „ (Eistert et al. 2013: 2). „ -
 „ -
 (,) „ „ -
 „ „ „ „ -
 „ „ „ „ -
 „ „ (), -
 „ „ -
 19.

„buddybank“ buddybank. : Infosys Finacle, Efma 2016: 7. -
 „ „ „ „ , -
 (, /), -
 „24/7“, -
 : UniCredit 2016. -
BNP Paribas -
 , €3 . (£2,5 ; \$3,2), -
 : Stothard, Arnold 2017. -
 19 . -
 „ 55% „ „ -
 „ „ 53% -
 „ „ 71% , -
 , 29% , 8% -
 „ „ , 10% -

(Accenture 2016a: 6).

4% , , , 71% , 25% . : WBR Digital 2016: 6, 7. 20 70 , 10 - , , , (Pratz et al. 2016: 17). , () , . Barclays , ING Direct 30 (Pratz et al. 2016: 17).

(),
 (,)²¹.
 ,
 ” ”,
 :
 • ” ”
 ”
 22. ;

21 (436
 , asset ,
 .)

22 (Andrus et al. 2016: 4).
 ” ” ” ”
 — , ” ”
 .
 (...) ,
 ? (...)

(Dore 2015) 5 : ” (Bonchek 2016).

(Deloitte 2014a: 4) ,
Deloitte Digital Deloitte Center for Financial Services analysis

Andrus et al. 2016: 5.

(); ” ;
 ” ; ” ;
 ” ” ; ” ” ;
 ” ” ;
 . : d.velop 2016: 51-52. *Accenture* ,

33

()

Retail

Retail

() /

34

(52%)

” (Chakraborty et al. 2016: 5).

33

Retail

” ;

;

” ,

”

”

(

)

—

34

∴ Accenture 2016a: 4.

∴ Duthoit et al. 2015.

retail

” ” , -

35

” (Oberle u.a. 2016: 34).

36

. Digital out –

” ”
()

, Digital in –

” (Rathi, Kalani 2015: 552).

” –

30

” (Jacques et al. 2016: 5).

³⁵ .: Phillips 2016. 19%

68%

34%

41%

Andrus et al. 2016: 6-7.

³⁶ .: Pratz et al. 2016: 18; IBM 2015: 4.

et al. 2016c)³⁷.
 (...) (Baumgärtner
 (Kaufman et al. 2015).
 ?

³⁷ PwC, 81%
 Courbe et al. 2016: 9.
 87%
 IT
 WBR Digital 2016: 4-5. 7%
 , 47% – , 37% – , 8% –
 2% – „ ” :
 Shevlin 2017: 18.

— 10% ” (Lunn 2015).
 , ,
 CEO ,
 38 .
 , ” ” ”
 , -
 .
 . ”
 (. . - . .),
 . ,
 .
 , ” (Walsh et al.
 2015b)³⁹. : ”
 ,
 ,
 , ,
 ”
 (Aré et al. 2014)⁴⁰.

³⁸ .: Jaubert et al. 2015: 8.

³⁹ 20.6,
 (20.4),
 Alibaba Tencent.
 . ”
 75%.

. : Skinner
 2015: 2.
⁴⁰ , ”
 .
 -
 .
 -

44

CEOs

(,, ”),

-
-
-
-
-

”

1.3.

“

2015).

Retail

”

⁴⁴ .: Balasubramanian, 2016: 4.

80% IT

75

”

20 25

64%

IT, 52%

”

(54%/36%),

(32%/26%),

(41%/31%),

(50%/35%). .: Balasubramanian 2016: 3, 4, 6.

45

” ”

” (), . . . ”

46

(Business Line Director),

45

ABN AMRO

(chief customer experience)

46

∴ Harvard Business Review, Marketo, 2015b: 7.

60-

(...),

” (Schuster 1977: 95).

„ () - „ -
 , () - ,
 () - ,
 „ „ -
 , -
 , -
 , -
 „ -
 „ . -

„Direct Banking“, ()⁴⁷.

, -
 , -
 . „ , -
 „ (Baxter, Vater 2014: 11)⁴⁸. -

⁴⁷ (70%)
 (75)). : Baxter, Vater 2014: 11.
 , 44% -
 - , 26% -
 , 22% , 6% -

2014 .
 55%, -
 70% . : Kohlmann et al. 2016: 59.
⁴⁸ „ UBS, -
 , , -
 „ - : „ -
 ; ;

” / 49 .

” (Comella-Dorda et al. 2016).

IT

” (Skinner 2016b)

50 .

(Comella-Dorda et

49 .: Bergmann, Vater 2015: 13.

50 .: Sia Partners 2016: 3.

” (Roubini ThoughtLab. 2016: 47).

al. 2016)⁵¹.

„

52

().

).

„⁵³

⁵¹

⁵²

.: Sia Partners 2016: 2.

BNP Paribas Fortis.

⁵³

.: BNP Paribas 2016: 11.

.: Jaubert et al. 2015: 5-7; Sia Partners 2016: 2.

(, , ,) , -
, , , -

54 .

55 .

” ”
, -
, -
, -
, -
” ”

54

2015 .

ING

” ” : ” -
, , , -
, , , -
” ” ” ” -
” 300 ” -
13- ” , .
(Java , ” -
.”) . ” -
” ” ” ” -
” compliance ” ” -
, .
: 30% -
; ;

55

.: ING Group, 2015; Grebe et al. 2016b: 29; Bugrov et al. 2017: 53-54; Jacobs 2017.
.: Kearney 2012: 5-6.

(Wyman 2015: 19).

⁵⁶ .: EY 2015a: 19.

(51%) , 3%
66%
High-DQ (. : Oberle u.a. 2016: 35-36. „ ,
(.)
: „
” (Catlin et. al. 2015).

” (Marous 2015)⁵⁷.

()

58

59

57

Twitter LinkedIn

2016 . Deutsche Bank

(Millennials

Y

)

30

250

School;

40%

Columbia Business School; 20% Harvard Stanford MIT Sloan)

(Noonan 2017).

58

”

”

”

”

”

(

)

2015).

59

”

”

Relationship

Apple

60

61

(Walsh et al. 2015b).

60

Amazon Google.

10%

(Baxter, Fleming 2015).

61

Research & Open Innovation

UniCredit

2012 . Group

UniCredit

(UniCredit 2017).

2.

2.1.

IT „ ” „ ”

„ „ ” „ ”

„ (Ferrari 2015).

„ ”

(Bessant 2015).

„ CIO

(Harvard Business Review Analytic Services 2015a: 2)⁶².

„

„

„

„

(„

„

„

„ IT

„

„ (Deloitte 2014b: 4)⁶³.

⁶² „ „ ” „ ” „ IT

„

IT

(Harvard Business Review Analytic Services 2015a: 2).

⁶³ IT „ (...)

IT

„

„

„

CIO -

post factum -

64 - CIO -

65 - CIO -

(Skinner 2016a). „Chief Information Officer”

IT -

IT -

IT -

IT -

IT -

(Deloitte 2016: 4).

CIO

FinTech

4.0

66

IT

70

IT

66

. IT

, IT

IT.

CIO

” (Dintrans 2017).

IT

CIO

CIO”

(Asen 2016: 2).

, CIO „ „67,
 C 68. IT „ -
 ” -
 (...). CIO -
 -
 ” (Sahni et al. 2014: 8). -
 , -
 front , middle back . , (-
 ,) , . -
 „ ” (“big data“), „ ” („cloud“) ,
 69. ,
 CIO (Chief Operating Officer, COO). -
 -
 „ ” , -
 „ ” -
 , 70. -
 COO -

67 Dumschlaff 2015.

68 Deloitte, 2016: 4.

69

„ IT , -
 73% retail private . , -
 ; ; ; -
 ; ; ; -

.: Deloitte, Lucerne University of Applied Sciences and Art, 2016: 16-17.

70 Ostrowicz, Thamm, 2015: 4.

71.

„Chief Operating Officer“
IT
COOs
„Chief Operations Officer“
„Chief Operating Officer“⁷²
(Chief Marketing Officers, CMOs)

⁷¹ (COOs 50) – 94%, – 96%.
: – 60%
„“, 34% – „ –
68%:26%, – 64%:32%.
COO

⁷² .. Ehlerding u.a. 2016: 5, 19.
.. Ehlerding u.a. 2016: 5, 20.
92% COOs.
COO
, 78%
(Ehlerding u.a. 2016: 20).

(Sweetwood 2016).

(Kerstein 2017),

30%-

()

(Quack 2015)⁷⁶.

Chief Digital Officer „

” (Depiereux 2015).

(Kolev 2015: 43-44)

status quo

(Skinner 2016b)

⁷⁶

Strategy& 2015: 8.

191

CDO 13

(7%).

.: Friedrich et al.

Chief Digital Officer.

” (Baculard 2017).

Digital

” (King 2015).

CDOs

” (Rockliffe 2016).

(Chief Risk Officers, CROs)

Big Data,

⁷⁷ .: Ellis et al. 2015.

”
CROs (

” CMOs
. .)

” ”
”).

” ” /

down-side

CMO *Chief Technology Officer (CTO)*

” ” /

Big Data
 CDOs⁸²:
 Big Data,
 Compliance-
 Big Data
 Big Data
 (Chief Financial Officer, CFO)⁸³.
 (Page 2014: 13).
 CFOs
 (Leichsenring 2015)⁸⁴.

⁸² Coumaros et al. 2015: 5-6.

⁸³ (54%)
 , 71%
 data . : Sarrocco et al. 2016: 3.
 70% big

⁸⁴ 75%
 Accenture,
 ”

: ;
 ;
 () ;
 ” ” ,
 (CEOs, CROs, CIOs, CTOs);
 ,⁸⁵
 ,
 ” ” ,
 ” :
 ,
 ” (Vogel 2016).
⁸⁶:
 • ;
 • (IT ;
 • IT ;
 ;



, -
 , CFOs 50 60
 ,
 85 : Reilly 2016: 4, 5, 7.
 CFO 50%-
 :
 (30%), (15%), (5%).
 ” (35%) CFO , :
 (5%), (10%),
 (20%). : Sarrocco et al. 2016: 11.
 86 : Hesse, 2015: 24ff.; Meier 2016.

• ;

• ” ” ” ”

” ”

” ” Compliance-

87 ” ”

(Accenture 2014a: 4).

” ”

” ”

88 ” -

” ”

” ”

” (. . - . .)

IT

87 : (” ” ;

); (” ” ;

FinTechs; , Retail Banking)

; ()

. : ibi research an der Universität Regensburg GmbH et. al. 2016: 11.

The Economist Intelligence Unit: -

Retail (26%), (24%) : The

88 Economist Intelligence Unit 2016: 3, 25.

Compliance-

. : Roßbach u.a. 2015: 26.

CFO

-

-

” (Chandorkar, Chatur 2011: 1).

CFOs

(

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C

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2.2.

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(. . - . .)

” (EY 2015c: 34).

”

” (Accenture 2014a: 3).

89

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”

back, middle front

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”

”

”

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”

”

90

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”

”

”

⁸⁹ , 2015: 37-44, 57-61.

⁹⁰ 90%

” (Quiring et al. 2016: 3).

” ” , IT -
CDOs -

” ” 91 ” -
? ” -

” (-
) , -

92 ” -
” -

” ” -
() -

⁹¹ .: Solis, Szymanski 2016: 6.
⁹²

” ; -
: ROI ; -

” ; -
” ; -
” .: Ryan 2015. -

95

)
 „ „
 „ „

96

(),
 IT
 „ (Lünendonk
 2015:14).
 „ „
 „ - „
 „ „

97

„ „
 „ „
 „ „
 (Gast, Lansink 2015)⁹⁸.

95 . : Lederer 2015.

96 .: Lünendonk 2015: 14.

97 .: Dietz et al. 2014: 33.

98 ABN AMRO –

retail

(Enterprise Social Network) ⁹⁹

3.

3.1. Retail Banking

(Roßbach u.a. 2015)

- 100
„
-
-
„Ps” –
-
” (Oracle,
Efma 2016: 15) ¹⁰¹.
60%
30% (Milanese, Schmidt 2015: 24).
20-40%

IT „
” „” : Gast, Lansink 2015.
⁹⁹ : Solis, Szymanski 2016: 23.
¹⁰⁰ 83%, : -
(76%); (71%);
(66%);
¹⁰¹ (64%) : Roßbach u.a. 2015: 23.
Rizal Commercial Banking Corporation (RCBC) 96 , 291 ,
400 3,5 -
” : ”
: 25% ; 300%
; 33%
10% ; 25% -
; 54%
: Chhahlra 2016: 20.

(Mittal et al. 2016: 15).¹⁰² , 61,9%

103 .

PayPal, Apple, Google FinTech Facebook, Amazon, BBVA „ (Knowledge@Wharton 2017)¹⁰⁴.

102

500 retail 60-70% : Mittal et al. 2016: 24. 80% : Deloitte, Lucerne University of Applied Sciences and Art 2016: 20.

103

7,7% – 1 143 €25 : d.velop 2016: 18-19. (Chief Operating Officers) 50 13 74% - 20% , 4% 16% -

104

40% : Ehlerding u.a. 2016: 6-8. („Big I”), 80/20 60/40. („Little I”).

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-
-

105,
106,

107,

105

IT
 ” (Knowledge@Wharton 2017).
 15 20
 Lehmann, Sydow 2015: 7. McKinsey

106

(4 5)
 . : Jacques et al. 2016: 5.

80%. : Ehlerding, Bräutigam 2015: 36.

(Mittal et al. 2016: 25). (Grebe et al. 2016a)
 30%
 20%.

(Optical Character Recognition).

90%

107

60%. : Ehlerding, Bräutigam 2015: 38.
 (Grebe et al. 2016a)
 30%.

- 108 ;
 - 109 ;
 - 110 ;
- , -
” ”
/
.

¹⁰⁸ 50%. : Ehlerding, Bräutigam, 2015: -
36. Americas Wealth Management UBS 11 13 -
- 51 . . : DocuSign
2016: 1. 80%;
: ;
93%; 10%- ; 300% -
\$25,70 .
11
Alliant Credit Union \$30 000, 91% -
10 -
(Asset Management). -
- (80%)
: DocuSign 2016:
1-3.
¹⁰⁹ 15%.
: Ehlerding, Bräutigam 2015: 36. *Roland Berger* , -
40 50%, . -
, - ” - ” . : Hach -
et al. 2016: 11. . *Lloyds Banking Group* -
700 23, -
30 3 . : Mittal et al. -
2016: 24-25. 531% 5
¹¹⁰ . : DocuSign 2016: 3.

111

112

113

111 CRM

112 50% Grebe et al. 2016a.

113

2015.

30

50 Duthoit, et al.

Facebook, Twitter, WeChat *Fidor Bank*

Facebook *BBVA* (gamification)

Facebook *Movenbank*

American Express Amex Facebook

”
”
”
” (Dietz et al.
2015: 36).

114

115

FourSquare,
.: Marketforce 2016: 44.

114

2015 .

UBS (

),

12 ,

. : Dietrich

2016b.

12

FinTech

74% . .

87,5%,

– 26,3%.

14-

” ”

() ,

(

– 3,

”

”

”

– 32

).

”

22

(

2014 .

CRM ”

. : Dietrich

2016b.

115

. : arvato/Bertelsmann 2017. Barclays

FinReach. *Deutsche Bank*

116

()
24/7

2017

10

∴ Shevlin 217: 22.

116

10

∴ Bugrov et al. 2017: 43.

- 15

wealth

10

PwC

50%.

„X” “Y”

2020

\$30 .” (Spellacy, Patel 2016: 5).

, 90%

61%

11-20%.

∴ Finextra Research, Pegasystems 2015: 5, 7-9, 13.

(...),

” (Backbase, Efma 2015: 17) ¹¹⁷.

118

117

Accenture

– 78%
Google Amazon

83%

– 53%

49% –

∴ Accenture 2017: 12-14.

118

UBS

10%.

∴ Dietrich, 2016b.

∴ Hochstrasser 2016: 357.

Celent 269

: 1)

; 2)

) ” ” (-
 , . :
 ;
 ;
 , (-
) , , -

119

; 3)
 ” (Meara 2017).
 119 *Discover Financial Services*
 (33- \$80,6 ,
) 20 6 ; -
 : 40% - ;
 65%;
 20 -
 „Know Your Own
 Customer, KYOC”. ” -
 ” KYOC ,
 (SmartWatch) -
ICICI Bank -
 I :
 - 2 . 56 . ; - 110 4 050
 ; - \$103 . - \$9,8 -
 XXI . : ,
 Facebook, .
Finacle -
 56 .
 () -
 . : Chhahlra
 2016: 18.

(Personal Finance Management, PFM).
2016: 37):

(Kohlmann

;

;

120

CRM PFM

121

(Zuther 2015: 217).

PFM 73%
, 88%
, 74% -

120

121

.: ibi research an der Universität Regensburg GmbH, Competence Center Retail
Banking 2015: 18.

.: Fischer, Wagner 2015: 52f.

192) ¹²².

(2015: 186-

” ”

(Accenture Credit Services Survey 2015) 30%

123

10

122

2016: 22.

123

.: Oracle, Efma

CreditPlus Bank
€ 000.

15

(Jan 2016).

(
)

. UBS

2017 .
20-

30

.: Dietrich 2017.

N26

€25 000

3.2

). . . : N26 2017.

(€ 000

(Mittal et al. 2016: 25).

124

”

90%

125

(

),

(

),

126

127

(

)

124

Capital One

2014

:

;

;

.: Asatryan 2016.

125

Hach u.a. 2016: 18.

126

Oracle National Australia Bank

”

”

Crédit Agricole

(e-immo)

.: Capgemini Consulting 2016: 4.

ABN Amro

, 70% –

127

Huber 2016.

.: Cognizant, Marketforce, Pegasystems 2016: 11.

, ” ” , -
 . -
 , ” ”
 , ” ”
 .
 ” ” (Peer-to-Peer-Lending,
 Crowdfunding .)

. -
 -
 , -
 ” ”
 .
 (), ,
 . -
 ” ” ,
 . , -
 . -
 (),
 128 -

128 37% -
 , 14% -
 .
 (32%) (5%) . :
 Oberle u.a. 2016: 17. *BI Intelligence* ,
 59% “Y” 60% “X” . : Beaver,
 Anzalone 2016. ” ” Luvo,
 IBM Watson Conversation. -
Royal Bank of Scotland 2016 . -
 ?” - ” ,
 . : Brown 2016. 2016 . *Bank of America*
 ” ” . *MasterCard* MasterCard
 Kai - ,

3.2.

” ”
 - Private
 Wealth 130 ” ” -
 , ” ” -
 131 ”
 wealth .

Facebook Messenger fintech -
 129 , . : Armstrong 2017.
BI Intelligence 2016 .
 Facebook Messenger , -
 - Facebook, Microsoft, Google Amazon -
 . 2015 . Facebook Messenger Snapchat
 ” , Uber Facebook Messenger,
 Messenger. 11 000 Facebook Messenger -
 :
 Armstrong 2017.
 130 *Roubini ThoughtLab* -
 25 (60%) \$89 . -
 \$207 . \$296 . ” ” \$50 . -
 : (106%), (106%) (84%).
 (52%) (50%). : Roubini ThoughtLab 2016: 6, 8. (83%), (62%),
 131 wealth , : (72%); -
 (64%); - (63%);
 - (62%). ” ”
 , . 63% -
 ” ” 48% wealth . -
 52% -
 , . : Roubini ThoughtLab 2016: 12.

compliance , -
 - ,, ” (Sosna 2017).
 : -
 132, ; -
 133
 (mass customization), . ,, -
 ” . ”
 , wealth .
 - ,
 ” (Roubini ThoughtLab 2016: 39).

134 ,
 - ” -
 - ” -
 132 , wealth
 - ” -
 ” ,
 : EY 2015b: 23.
 133 ” („Fit for
 Growth” approach),
 ” , ” -
 ” , ” -
 , ” ” . :
 134 Gemes et al. 2014: 15.
 ” - ”
 ” : ” (130% -
); (123%);
 (77%); (70%)
 blockchain (43%). : Roubini ThoughtLab 2016: 43.

” (Chalbaud 2016) ¹³⁵.

„¹³⁶

() ,

137

¹³⁵ *Accenture*

¹³⁶ Stanford University 2016: 12. „ : Dalager, Jensen 2016: 4.

„ AI „ AI „ (Stanford University 2016: 13).

¹³⁷ : Benjamin et al. 2016: 24.
Vanguard Betterment, FutureAdvisor BlackRock, Charles Schwab, MoneyFarm, Nutmeg Swanest Yomoni

” (Rieck 2016).

Financial Times

robo-

\$16,3

Myprivatebanking.com

” robo

\$19

2015 . \$43

2016 . (Charley 2016).

” ”?

138 . ”

” (Karira 2016)¹³⁹.

¹³⁸ ∴ Ravone 2015.

Moneyland

wealth management

2%,

SFr250 000, . . . SFr 5 000,

0,5%.

(moneyland.ch. 2016: 1).

¹³⁹

Royal Bank of Scotland

220

” ” ” £250 000. ”

81%

∴ Karira 2016.

Morgan Stanley, Bank of America Wells Fargo,

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 , . €10, -
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 140 , -
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 , , -
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 141 .

46 000 , , , -
 , -
 Morgan Stanley Wells
 Fargo , -
 . : Son, Collins 2016.
 140 32%
 - " millennials.
 , " " -
 , 41% Gen X 40% " " -
 54% (UHNW) 64% -
 (VHNW) 39% (Affluents) 38% -
 " " (HNW). " -
 , 49% Gen X 50% boomer- . :
 141 Roubini ThoughtLab 2016: 17.
 (Vins 2016),

Funds, ETFs),	()	(Exchange Traded	-
				-
	”	”	ETFs	142
				-
	()		-
				-
143				-

	€50 000,		€1 000-2 000	
142		<i>Pritle</i>	ETF	,
	<i>Statestreet.</i>	0,5%	<i>Blackrock, Vanguard</i>	-
143	€250 000	∴ Pritle 2016.		-
		(<i>Accenture)</i>	-
		, 86%		-
al. 2016: 8.	”	”	∴ Bersohn et	-
	”	2013-2015		-
	(69%),	AI		-
		(77%),		-
	(78%).	∴ Bersohn et al. 2016: 9.		-
	<i>Mitsubishi UFJ Financial Group</i>			-
		19		-
			<i>Mitsubishi UFJ Financial Group,</i>	-
		5,5	100	-
				-
				-

” Private Wealth Management

145

Retail

40%

” (Vins 2016).

(Asset Management)

144 ” Mitsubishi UFJ Financial Group
” (Cognizant, Marketforce and Pegasystems 2016: 27).

145 ” (Quesada 2017).

. . *Kearney*

() \$2,2 . 2020 . \$135 . 2015 .
” 2015 . 0,9% 2016 . 5,6% 2020 . .: Katzeff 2015. 0,5%

Millennials

Wealthfront Inc.

Betterment LLC

Corp.

. 15%

Charles Schwab

- \$1

” (Son, Collins 2016).

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147

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148

¹⁴⁶ .: Hobart et al. 2015: 4.

¹⁴⁷ .: Hobart et al. 2015: 5.

(Baby Boomers)

\$400

Millennials
Y

(Generation Z).

¹⁴⁸ .: DeLaCastro 2016: 9.

() PwC.

14% HNWIs,

. HNWIs,

6% HNWIs, 23%,
- 13%.

„ wealth , -
 robo . , -
 „ ” (-
) ,
 , - „ 149

3.3.

„ ”
 . (Glover 2015)
 50 75 -
 . McKinsey , 4,5 -
 ()
 150 . BCG -
 , -
 . „67%
 ” (Pfaff u.a. 2016: 27).

47% HNWI's 45 , 25% -
 , 41% . 17% . :
 Benjamin et al. 2016: 25. „ ?” / -
 „ ” 7% millenials, -
 4% „X” Baby boom . -
 / ” - 8%, 5% 2%. : Salesforce -
 149 2017. (17%) (55%); -
 : (45%); -
 48%); (41%) . : Roubini -
 150 ThoughtLab 2016: 40.
 Dietz et al. 2015: 18.

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 152 .
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 Retail Banking -
 153 .
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 ” ” PFM -
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 , PFM -
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 () -
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 154 . -
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¹⁵¹ Burke 2016.
¹⁵² 67,7% () BearingPoint
 14,9% () .
¹⁵³ BearingPoint 2016: 6.
 , 23% - 15 . 50%
¹⁵⁴ . : BearingPoint 2016: 8.
 ,
 ” ” ,
 ,

Discount” „Supply Chain Finance”¹⁵⁵. „Early Payment”

156 „ ”

” „157”

155 . : Pfaff u.a. 2016: 28-32. „Early Payment Discount”

2017. : AccountingCoach
Supply Chain Finance (Supply Chain Management)

156 . : Investopedia 2017. \$100 000

\$1 .

157 .: Pullen 2016. „ ?” „ ?”

UBS, „ ”

SFr20 . 300 10-15

Rabobank

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Bexio SumUp.

„ ”

, 17% – , 36% – , 43

158

” (Schnarr, Pfeiffer 2015: 7)¹⁵⁹.

∴ Dietrich 2016a.

12,4%

, 15,4% –

15

– 8% 13,4%;

– 7% 11,9%.

∴ BearingPoint

2016: 9.

¹⁵⁸

¹⁵⁹

∴ Pullen 2016.

BCG,

Amazon, Apple Google

” (Dany et al. 2015).

„ (Baumgärtner et al. 2016a.)¹⁶⁰

161

down-side¹⁶²

163

160 (72%)

161 (77%)

162 (73%). : Dany et al. 2015.

50 25%-

80%

10%,

163 McKinsey 30%

- ;
- - „ ”, -
- (30% 50%) ;
- ; -
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(. „ ”),

€25 €250 .

„ ”

IT . (-

) €250 . , IT 164 .

„ ” ” ” - -

165 .

„ ” ” ” - -

164 .: McKinsey 2016: 27. (-

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165 .: Sinn u.a. 2015: 11-12.

8% 65% 70% 2% 7% -

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DIGITAL REFLECTIONS ON THE BANKING ORGANIZATION

Prof. Dr Stefan Vachkov

Abstract

Under the influence of digital technology, towards the original business territories of banks there advance aggressive competitors, offering financial services in a totally different context. Highly worried by this invasion, the governing bodies of the safety vaults – naturally inert with regard to innovation – are forced to undertake radical organizational changes, which would guarantee fast „conductivity” and effective realization of their client-centred strategy for „digital travel”. For that purpose there needs to be „constructed” a „more elegant” organization structure with competent bodies and teams, which will „translate” digital innovations to each business sector. In parallel with that, the transition to the „new normal” imposes the need for digitization of processes in key areas, where customers will receive „customized” services of high functionality and human touch.

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