


# 26° Convention APB

Change management: towards tomorrow banking

**Francesco Vercesi**  
**Group Transformation Office**

Modena, 04 October 2019

Banking that matters. |  **UniCredit**

# Tomorrow banking driving forces

## SPEED

**50%**  
Fortune 500 companies  
**disappeared** since 2000

**1bln users**  
Gmail 12 years  
Google Photo **4 years**

## CUSTOMERS

**32%**  
**GenZ** share over global  
population by 2020

**Most loved brands in US**  
Amazon, Google, Netflix  
PayPal ranking 21<sup>st</sup>

## TECHNOLOGY

**45%**  
activities that can be automated  
through **RPA**

**8.4bln**  
Number of IoT devices  
in 2017



# Digital natives anticipate how banking could look like

89%

already planning for their financial future

76%

concerned about humanity's  
impact on society

70%

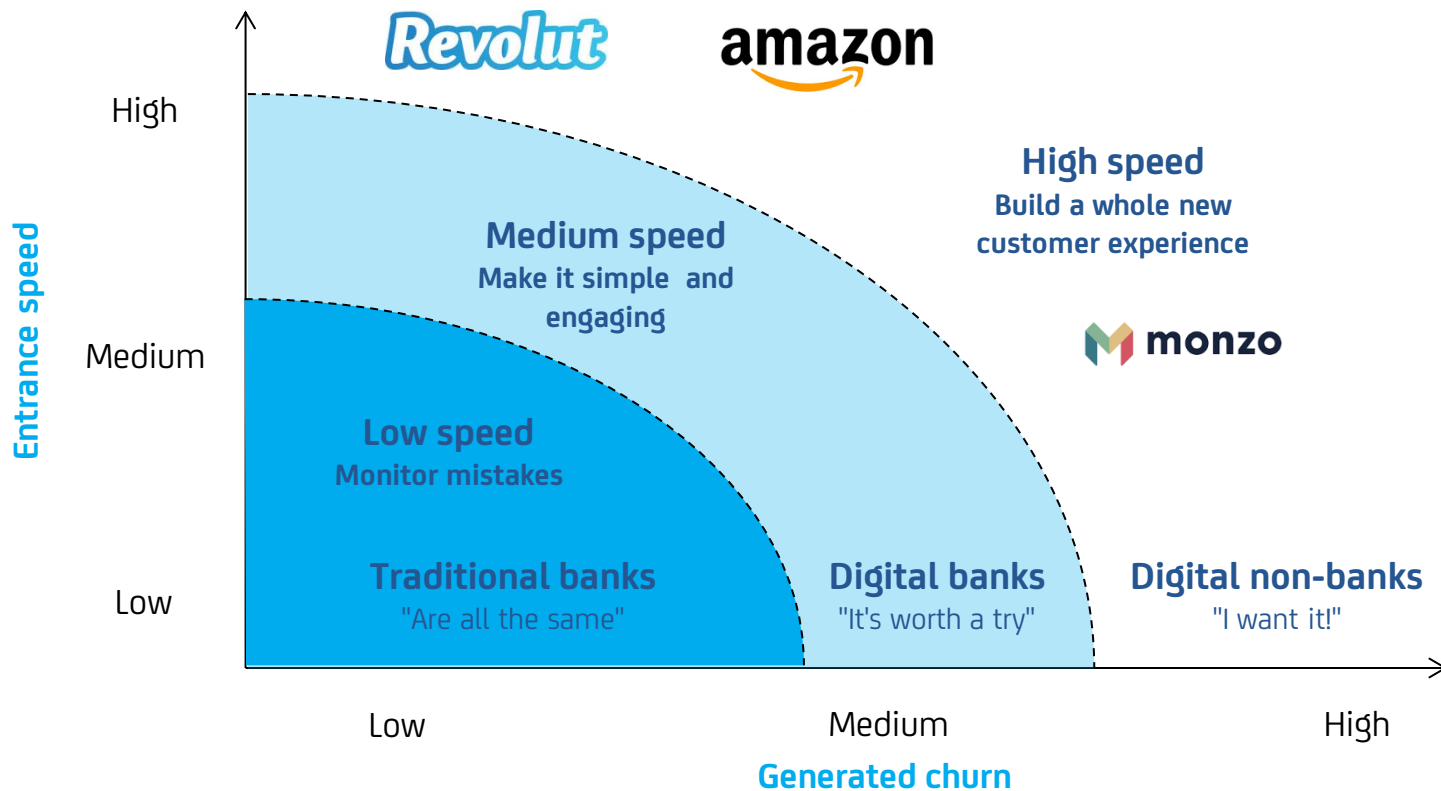
earn their own spending money

56%

would rather message than call  
a business for customer service



# Customer Experience always existed, yet a totally different one



# Fin Tech and Big Tech are joining up with incumbent banking

**PLUGANDPLAY  
ITALY**

The ultimate innovation  
platform from Silicon Valley  
lands in Italy.

**ESSELUNGA**

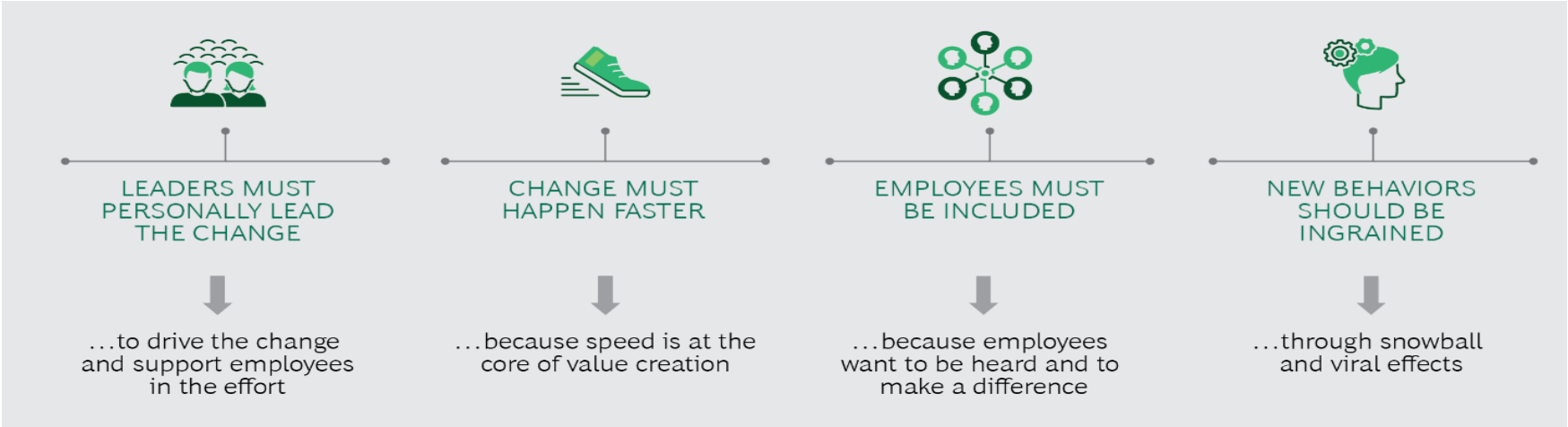
**LAVAZZA**  
TORINO, ITALIA, 1895

**Tetra Pak**

**UniCredit**



# Leadership imperatives to assist change



# What we tested

## CREATING AN ENVIRONMENT FOR CHANGE

WAYS OF WORKING

Agile

DIGITAL COLLABORATION

MarketPlace

COMMUNICATION AND INCLUSION

Management live streaming

COMMUNITIES OF PRACTICE

Best Practice Sharing



# Lessons learnt

## WORKED

- Accept **gradual** change
- Build for **Business - IT** co-creation
- Push for **simplicity**
- **Transparency** and healthy **peer pressure**

## NEEDED

- Senior **sponsorship**
- Invest and allocate **key roles**
- Will to **prioritize** (really)
- **Lean decision taking and release** process
- Making progress of work **visible**
- **Coaching**

## CAREFUL

- It's **change**
- The **easier change**
- **100%** team dedication
- **Discussing** new ways of working **more than problems** of the current one
- **Language**

## CONSTRAINTS

## TIME

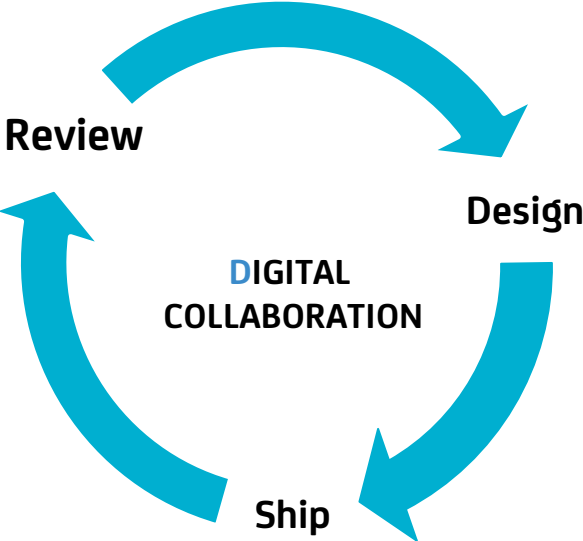
## LEGACY



# Creating the loop to design, ship and review reinforce change

**BEST PRACTICE  
SHARING**

**CUSTOMER  
EXPERIENCE**



**AGILE**



# Conclusion - Transformations work best when guided by four principles



Best in class  
**Customer  
Experience**



**Rigorous  
simple**  
operating  
model



Upskilling  
passionate  
**people**



Short  
**time to  
market**

