



FINCONNECTA

PRE-READING

ACELERA

WHERE FINANCE
TECHNOLOGY MEET



WELCOME TO ACELERA

You will start ACELERA shortly.

During 3 rounds, you will play the role of Gaston Miles, the CEO of the New World Bank a.k.a. NWB, one of the leading banks in Prosperland.



Gaston Miles

Gastón joined NWB 5 years ago, after a meteoric career of 15 years in the financial industry, from being just a graduate MBA trainee to being CEO of this bank. He is connected with colleagues in banking and the main industry leaders in Prosperland; he also has a good relationship network in the US, including MBA alumni and teachers.

Gaston joined NWB with the intention of making a dent in his trajectory and leaving a legacy of relevance and best practices.

He is 48 years old, married, and has 17-year old twins, Alex and Alexa.

Regarding lifestyle, Gaston lives in the suburbs, owns his house, drives a Mercedes-Benz E350d Estate, holds a membership from the best golf club in the country and typically vacations in

Western Europe or inside the US.

Miles is an avid reader of new trends, not only in his industry and country, and is known as an early adopter of new technology.

While jogging, he usually listens to podcasts about new trends (economy, science, societal changes, technology) and of course his preferred playlists (Nirvana from the good old times in college, and of course REM, Depeche Mode and Radiohead). When riding the car with the family, the kids take over with Screaming Females and Iceage - definitely something different.

Gaston preferred food style is Italian, mostly desserts. His kids are starting to try a vegan diet, and even though he is making an effort to accompany them, he compensates during business lunches by treating himself to steak.



PROSPERLAND

Country information

Prosperland is a mid-sized emerging market with close to 70 million inhabitants, a stable government and a growing economy.

While the urban areas are most developed, roughly half of the population lives in rural areas, some of which are very remote and often lack any meaningful trade with the urban centers.

Prosperland's neighbor, named "Adjacentland" is much larger and is its main trading partner.



NEW WORLD BANK

Company Description

NWB is now the third largest bank in Prosperland (out of a total of ~35 commercial banks) and both the Board of Directors and its Management Team are discussing to start a digital transformation journey.

For now, NWB is active in three different client segments: Corporate (including multinationals as well as large local companies with more than USD 250 million in annual revenue), Small and Medium Enterprises (SME), and Retail (cards, other transactional banking products and credit products, for individuals).

In terms of demographics, NWB's retail client base can mostly be labeled "middle class", composed of Millennials (~20% of the client base, growing fast), Gen X (~40%) and Baby Boomers (~40%). There are discussions to expand the Bank's Target Market into lower income segments, both in urban and rural areas.

In terms of assets, NWB has a balance sheet of almost US\$ 11B, a Credit Portfolio of close to \$7B,

composed of ~250 Corporate Bank accounts (45%), ~2300 SME Accounts (15%) and Retail (40%).

By product, after the Treasury Department, Personal Loans is the strongest revenue generator, followed by Cards. Retail deposits are funding most of the bank's portfolio.

The Bank's Return on Assets (ROA) has increased from 1.1% to 1.2% and its Return on Equity (ROE) from 18% to 22% after a significant one-off dividend payment.

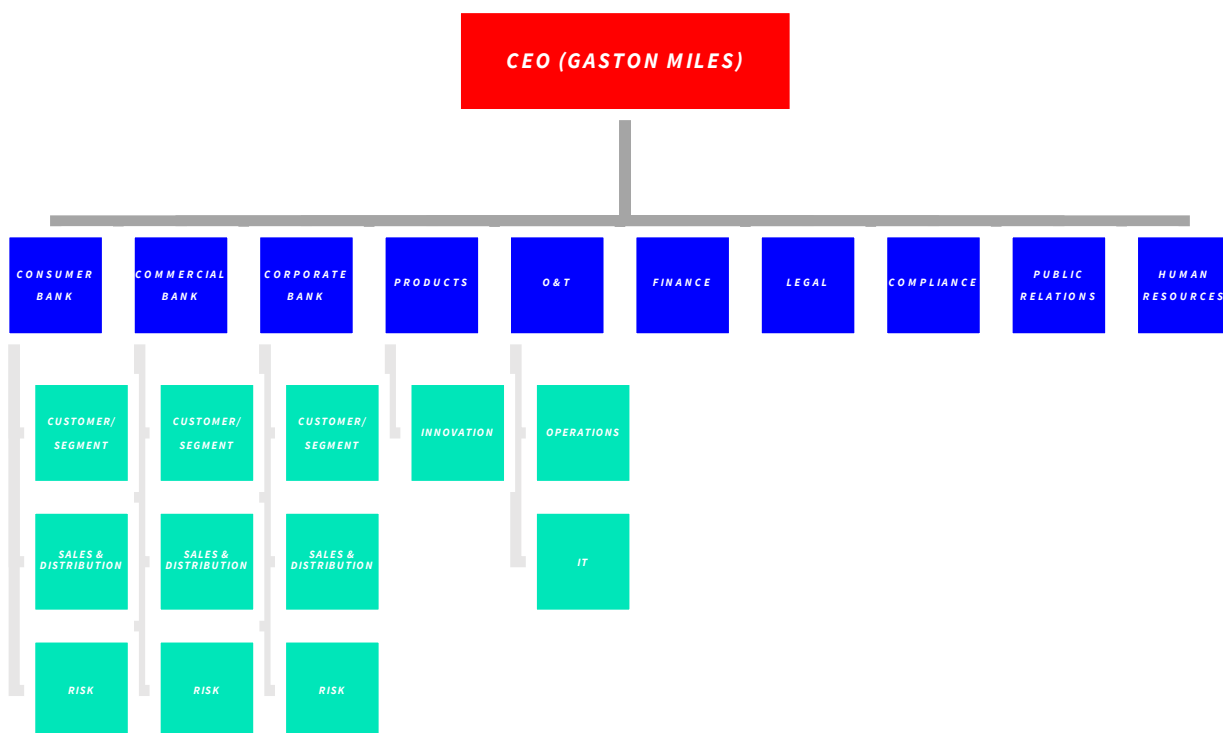
The Bank counts on 9250 employees and has 483 branches and 782 ATMs, all in urban areas.



NEW WORLD BANK

Organization





























































The New Bank Organization Chart, at the starting point of the game, is as follows:



TEAM

Demographics

The New Bank Organization Chart, at the starting point of the game, is as follows:

	N NAME	P POSITION	G GENERATION
	 Gaston Miles	 CEO	 Gen X
	 Raul Chaptain	 Channels	 Gen X
	 Martin Chang	 Products	 Baby Boomer
	 Roxana Di Pietro	 HR	 Baby Boomer
	 Bria Qwara	 CFO	 Gen X
	 Adhira Patel	 O&T	 Gen X
	 Akiyama Kenzi	 Compliance	 Baby Boomer
	 Farim Nakuru	 PR	 Millennial
	 James Donovan	 Innovation	 Millennial
	 Dolly D'Acosta	 Call Center	 Baby Boomer
	 Abdul Mustafa	 CTO	 Baby Boomer
	 Mr Hermann	 Wealth Management Head	 Baby Boomer
	 Cynthia McDougall	 Int'l Cash Mgmt Head	 Gen X
	 Rodrigo Valle	 Investment Bank Head	 Millennial
	 Salomon Slosky	 SME Business Head	 Gen X
	 Raquel Hansen	 Associate	 Millennial



THE GAME

Simulation

The first round at the start of the game, reflects the situation as of today. The second round reflects the situation one (1) year later and the third and last round, another full year later.

The 21 situations you will face are related to: organizational design, quality indicators, technology architecture, FinTech integration, talent acquisition and development, KYC, financial inclusion, artificial intelligence, social media, blockchain and digital currencies, among others.

All decisions that you will be required to make during Acelera will impact the Digital Transformation Blueprint, which considers five key domains:

Business Model, Culture & Organization, Technology Model, Innovation Approach and Client Engagement.

As in real life, there are two additional constraints:

the first being the innovation budget limit and the second being the level of change that your bank is able to handle. Decisions will have both a short-term (up to one year) and a long-term impact (over one year).

After every round, you will receive a table with the results of your decisions, as well as a comparison of the performance of your team compared to other teams playing in the same cohort.

Upon reception of the results, you will join a debrief session to discuss the topics covered during each round.

Good luck Gaston!

The length and depth of this transformation is in your hands!



ABOUT ACELERA

Description

ACELERA is the first Digital Transformation Simulation Game for the Financial Industry, and one of the learning solutions provided by Finconecta's Digital Transformation Academy.

Its goal is to provide players with a foundation of digital transformation principles - a learning experience based on real life situations, experimenting the value of failure, the lessons learnt and the power of collaboration.

When you join ACELERA, you become the CEO of a Bank initiating a digital transformation process. Throughout the 3 rounds, you and your team will discuss various scenarios, analyze alternative outcomes, and make decisions, which will in turn lead to new situations and considerations until the game is completed.

Designed in partnership with Business Skills, a global company specialized in simulation games for different industries, the game proposes real world situations that banking executives face with increased frequency.

Finconecta is a global FinTech company, with the mission to build an interconnected financial network, integrating financial institutions, FinTechs and others, in one single open platform called 4wrd.

The 4wrd platform seamlessly connects our clients with FinTech solutions from around the world. It is designed to provide a secure, scalable, and product-ready integration of the financial institutions' core banking systems to financial technology solutions.



FREQUENTLY ASKED QUESTIONS

Why a Simulation Game around Digital Transformation in the Financial Industry?

Disruptive technologies are reshaping the financial industry, creating an urgent need for transformation. To successfully embark on a Digital Transformation process, Financial Institutions must define a clear strategy. ACELERA takes you on an empowering journey, where you embrace new technologies, explore new perspectives, and lead the way to success.

What are the benefits of Gaming as a learning tool?

Immediate feedback: each team's decision generates an impact in different dimensions, budget, and the organization's ability to shoulder change and to accomplish the desired results.

Learning with others: players participate in rich discussions in their own team during the rounds and have the opportunity to interact with experts during the debriefs.

Safe environment: Acelera re-kindles the joy of learning and provides a collegial environment for competing. Players are encouraged to try and test, size impact, reframe, and entertain different courses of action.

Which business dimensions are considered in ACELERA?

Players will be presented with different scenarios demanding decisions throughout the 3 rounds. The decisions pivot on multiple digital transformation domains, impacted by budget allocation and organizational efforts.

Digital Transformation domains: Business Model, Culture & Organization, Technology Model, Innovation Approach and Client Engagement.



FREQUENTLY ASKED QUESTIONS

How long does each round take?

Each cohort (an international group of players from different countries and institutions) start with a 90 min opening session about the Future of Finance. After this first meeting, each round has a duration of 60 mins; taking into consideration that there is a 60 min debrief after the First and Second Rounds, and a 90 min debrief after the Third Round. The total duration of ACELERA is 8 hours, divided into 4 sessions along 2 weeks.

Who should play ACELERA?

Financial Institutions executives: Presidents, CEOs, CMOs, CTOs, CIOs, CHROs, PMOs, Students of financial-related careers, and anyone interested in current and future trends in the financial industry.



GLOSSARY

A

Agile Methodology: A set of design and development principles originally created for software development. It involves developing solutions and requirements through the collaboration of self-organizing and cross-functional teams. It has proven to be an effective way of implementing quick and adaptable development as well as continuous improvement.

API: API stands for Application Programming Interface. An API is a software intermediary that allows two applications to talk to each other.

In other words, an API is the messenger that delivers your request to the provider that you're requesting it from and then delivers the response back to you. An API defines functionalities that are independent of their respective implementations, which allows those implementations and definitions to vary without compromising each other. Therefore, a good API makes it easier to develop a program by providing the building blocks.

API call: This is the name given to requests made to an API to collect data from another tool or application. Every time you make a call to a server in name of an application using a SDKs or a API, it counts as an API request or API call

Anti Money Laundering (AML): Set of procedures, laws, and regulations designed to stop the practice of generating income through illegal actions. Though anti money laundering laws cover a relatively limited number of transactions and criminal behaviors, their implications are far-reaching.

Artificial Intelligence: the study of developing and applying cognitive skills to machines and computers. It is currently being used to increase security, reduce processing times, reducing human error, recognizing patterns invisible to humans, and automating processes.

Augmented Reality: the integration of digital information with the user's environment in real time. Unlike virtual reality, which creates a totally artificial environment, augmented reality uses the existing environment and overlays new information on top of it.



GLOSSARY

B

BAT: Baidu, Alibaba, and Tencent. These three are the leaders in innovation and technology in China.

Big Data Analytics: the collection and analysis of massive and varied (text, interactions, graphic, incomplete, etc.) sets of data to uncover hidden patterns, unknown correlations, market trends, customer preferences and other useful information that can help organizations make more-informed business decisions.

Bitcoin: the first and biggest cryptocurrency in the market. Bitcoin is a decentralized, open source, and secure digital currency. It is based on blockchain technology, using a decentralized ledger stored in a decentralized peer-to-peer network. Bitcoin is not tied to a government entity or financial institution. The validity of each transaction is easy to verify when comparing to the existing ledger stored in the network, but because of its reliance on consensus majority, creating faulty transactions is essentially impossible. This corroboration of the ledger to create new transactions is called mining and users are rewarded with the creation of new bitcoins when they donate computing power for the network to corroborate the shared ledger. Bitcoin is open-source meaning that the code used to make it is available to the public and users can adapt it to create cryptocurrencies of their own.

Blockchain: A breaking technology designed primarily to create and maintain open, secure, and decentralized records. Anyone can check the records but cannot make additions to the record without corroborating the existing ledger. Because one needs to check every existing record prior in order to make a new addition, blockchain can be computationally expensive.

Blockchain Protocol: The system or procedure used to maintain and use a blockchain network. Differences in these can allow blockchain networks to be privately stored or shared securely in a public network.



GLOSSARY

C

Change Management: The reason for so many definitions of change management is that 'change management' is a term used to describe change at both the individual and organisational level.

For example, the term Change Management is used to describe:

The task of managing change;

An area of professional practice;

A body of knowledge (consisting of models, methods, techniques, and other tools); and

A control mechanism (consisting of requirements, standards, processes and procedures).

Change Management is also used to describe the process of following change in computerised systems, logging best practices or system upgrades, for example.

Chatbot: Artificial intelligence programs designed to simulate conversations. Usually used to convincingly mimic a human through text or auditory prompts and responses. These can be used to handle basic customer interactions, automate training sessions, and assess damages in emergencies just to name a few examples.

Cloud-based: Cloud-based applications and services are those digital services that are not stored in the user's computers or servers. These services are stored in the developer or provider's servers and are then accessed by the client or user through the internet. Cloud-based solutions are easy to use, always work regardless of the machine being used, and does not need updating on the user or client's computers.

Cryptocurrencies: Currencies that are not tied to single government entities or financial institutions but remain secure through the use of advanced cryptography and distributed ledger technology.

Bitcoin is the first and most popular of these new forms of currency but other emerging and important players include Bitcoin Cash, Litecoin, and Ethereum.



GLOSSARY

D

Developer Portal: A hub designed to streamline communication between platforms and third-party developers. These tend to include tools useful for the development process as well as tools that simplify communication and implementation, therefore reducing cost and effort for both the platform and the developers.

Digital Channels: Channels of communication handled exclusively through digital mediums. Examples of these include social media, web forums, video conferences, and online events. The incorporation of digital channels can revolutionize the way we interact with each other remotely.

Digital Bank: The emerging practice of offering banking services through digital means as opposed to physical brick-and-mortar centers.

Digital Disruption: Is the change that occurs when new digital technologies and business models affect the value proposition of existing goods and services.

Digital Readiness: Assessing the current digital transformation maturity status of the institution is a critical starting point to help define the roadmap for the Digital Transformation Strategy. Additionally, it helps adjust certain policies or decisions in order for them to be aligned to the overall strategy. An accurate Digital Transformation Readiness Assessment should reflect the level of digital maturity, showing key strengths and gaps along the 5 domains of Digital Transformation.

Digital Transformation: It's the profound transformation of the entire business leveraging a combination of digital technologies, anticipating

and adapting to present and future changes. An effective digital transformation must be both holistic and strategic by nature. Finconecta's approach encompasses 5 distinct domains: Business Model, Innovation approach, Technology Model, Customer Engagement and Culture & Organization.

Digitization: is the automation of existing manual and paper-based processes, enabled by the digitization of information; from an analog to a digital format.

Distributed Ledger Technology: A compilation of shared, synchronized, and replicated ledger data stored across a decentralized network. Blockchain fits within this family of emerging technologies but these include non-linear forms of storing data. Because of this it can be less computationally expensive than blockchain and can include devices that are part of the Internet of Things.



GLOSSARY

E, F, G, I, K, M, N, O

E

Ecosystem: a complex network or system where multiple and varied entities coexist and work off each other.

F

FAMGA: Facebook, Apple, Microsoft, Google, Amazon. Giants in the tech industry who are leading innovation in many ways and provide the most capital to technology related solutions. These five have become the largest U.S. companies by market cap.

Fintech: Any type of technology that is applied to a financial institution or for management of finances. The term originally referred to innovations in back-end operations but has grown to include other applications such as HR, business management, and customer interaction for example.

G

Global Payment Innovation: A new SWIFT initiative that aims at standardizing and facilitating cross-border payments. It aims to increase transparency, add same-day value of funds for cross-border transfers, as well as greatly expediting the process through the use of emerging security technologies and cloud storage technologies.

I

Integration: The addition and implementation of new solutions so that they work seamlessly with the core platform.

Internet of Things: Network of devices containing non-standard computers (i.e. kitchen appliances, TVs, vehicles, etc.) that allows the exchange of data

between these various devices. These devices and networks can be used to collect extensive amounts of data that can be used to predict and explain customer behavior.

K

Know Your Customer (KYC): refers to due diligence activities that financial institutions and other regulated companies must perform to ascertain relevant information from their clients for the purpose of doing business with them.

M

Mobile Wallet: Mobile apps designed to carry credit card, debit card, and other types of financial information, even cryptocurrencies, in order to allow the user to make payments and charge fees directly into their accounts without the use of cash or providing physical information.

N

NPS: The Net Promoter Score is a scale from -100 to 100 designed to measure a customer's willingness to promote a company or product. Often used to measure customer satisfaction.

O

Open Architecture: A type of hardware or software architecture designed to allow simple additions and exchanges of modules in order to fix or improve existing systems. An example of this would be Google APIs which allow third party entities to design modules that are compatible with Google products. This method greatly facilitates the implementation of third-party products and



GLOSSARY

Q, S, V

Q

QR: A type of barcode that is able to store more information in a smaller space than standard barcodes. The technology has advanced to provide quick delivery of data such that even simple smartphones are able to read and create unique QR codes.

S

Sandbox: A testing environment designed to find issues and test functionality of new code in a simulated environment, isolated entirely from the main environment. This allows for the creation and testing of new radical ideas without compromising the integrity of the main environment

SCRUM: an agile way to manage projects. Mainly used in software development, it involves small development teams (3-9 people) meeting for 15 minutes every day to discuss development and breaking down goals and requirements into short actions that can be completed within 30 days. This allows for quick adaptability and development.

SCRUM master: The scrum master is the main facilitator of scrum meetings, performing the role of a mediator and organizer during said meetings and ensuring that the team has the appropriate tools needed to implement and develop the solutions being developed. The scrum master is not the leader of the project, just a facilitator.

Six Sigma: a method that provides organizations tools to improve the capability of their business processes. This increase in performance and decrease in process variation lead to defect reduction and improvement in profits, employee morale, and quality of products or services. Six Sigma quality is a term generally used to indicate a

process is well controlled (within process limits $\pm 3s$ from the center line in a control chart, and requirements/tolerance limits $\pm 6s$ from the center line).

Super-platforms: A term used to refer to the rising wave of platforms designed to offer a multitude of services over varied industries. Examples are BAT (Baidu, Ant, Tenecent) and FAMGA (Facebook, Apple, Microsoft, Google, Amazon) companies.

V

Virtual Reality: the use and creation of immersive and interactive computer simulations. Can be used to make automated services more customer friendly, revolutionize data visualization, as well as explaining abstract and intangible concepts in a more intuitive and immersive way.

Virtual Reality, also known as virtual environment, immersive multimedia or computer-simulated reality, is a computer technology that replicates a 3D environment, real or imagined, and simulates a user's physical presence that environment in a way that allows the user to interact with it, manipulate and explore while feeling as if s/he were in that world.

