

DATA ON E-COMMERCE

	2017
Average annual online expenditure (per online shopper)	2,491 chf
Value of e-Commerce market (on 27 cat.)	11,9 bn chf
Var. ecomm. market (vs last 12 months)	+6%

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From e-Commerce to Innovation



Carlo Terreni, General Director at NetComm Suisse Association

E-COMMERCE IN SWITZERLAND: PAST, PRESENT & FUTURE

NetComm Suisse was founded five years ago now. If you compare the e-Commerce landscape from then with now, what are the most significant differences you see?

When NetComm Suisse started five years ago, the e-commerce market in Switzerland was quite young and still developing. For most companies, the challenge at the time was finding the best way to enter the e-commerce market - which, due to the technical hurdles, often meant using an outsourced provider. I saw the role of the Association in the early days as assisting companies with this transition to digital, and helping them gain the skills essential to understand the online market.

Today's e-commerce market in Switzerland is established and well known and trusted by customers. We continue to work with small and medium enterprises (SMEs) that are looking for the best way to profit from e-commerce, but many larger businesses now have new needs: they want to evolve their business alongside the evolving market. We're working with them to help them fine-tune the performance of their services for optimum revenue and minimum cost, to develop innovative technology solutions and also to explore new business models.

You mentioned a focus on maximising Return on Investment from e-commerce ventures. How much of that do you think is a matter of optimising processes - maximising efficiency and getting the most from data, for example?

Both are very important, of course. For companies who have well-established e-commerce operations, there is an ever-present business demand to reduce costs and increase revenue, and intelligent use of customer data is just one tool that

can help with this. I mentioned that earlier in the evolution of e-commerce, many businesses had chosen to outsource their online sales, and now we've seen companies choosing to bring this side of the business in-house with a specific aim of get-



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ting more control over their customer data so that they can use it to merchandise and market more effectively.

But alongside this, we're seeing how new technologies and innovations are helping our members get more from their customer base. We've already seen huge changes in the ways that customers shop online, and I believe these incremental innovations are going to be particularly important as we go forward into the next five or ten years.

What do you see as driving this need for these incremental innovations - are they led by new technologies becoming available, or by the customers, or both?

I see these innovations as being driven by three key factors. The first is a new audience. We've seen data showing that the Millennial generation is a particularly important market for e-commerce - for example, the Comscore research showing that this generation makes significantly more purchases online than their peers do. And we know that the way that Millennials use the internet in general tends to be different to other groups - more mobile-oriented, for one. As they become a more and more significant purchasing group, e-commerce merchants, and the vendors supply technology to them, will need to innovate to match this new shopping behaviour.

Second, there are new technologies that themselves drive consumer behaviour. Take voice-controlled home assistants such as Alexa, for example - these appeared very suddenly in the market, and are now acting as a vehicle for e-commerce purchases. This new technology offers a new way for customers to purchase, and vendors will look to take advantage of it.

And third, the market will be driven to innovate by new competition, often coming from unexpected quarters. As an example, the idea of a smartwatch isn't a new product or a new market sector, but both Apple and Google suddenly entering that market with new technology - and in the iWatch, a significant range of products - has driven sudden innovation in that sector from many companies, not least the luxury watch industry here in Switzerland, of course.

As well as offering new avenues for existing e-commerce businesses, do you see innovation and new technologies as opening up entirely new business models?

Very much so. We're seeing an increasing number of startup businesses appearing to offer new products and services that are enabled by online commerce, and also an interaction between startups and more established businesses.

For example, we're seeing existing businesses move towards funding startup accelerator programmes,

buying startup companies in order to benefit from their technologies, and even setting up their own independent startup-like businesses that can innovate in an environment separate from the main business. All can allow the business to reach out to entirely new markets in new ways.

At NetComm Suisse we want to facilitate an interaction between our members and disruptive innovators and startups, and we're doing this by collaborating with organizations such as the F10 fintech accelerator, Loomish and digitalswitzerland.

Are there any new technologies that have caught your eye particularly, and which you think could be particularly relevant to e-commerce over the next five years?

We are keeping our eyes on many new technologies. To take an example from the fashion technology industry, I'm fascinated by 3D prototype creation, which looks like it will revolutionise how these products are made in future. In the next five years we could see garments designed online by the buyers themselves in collaboration with designers, or even the chance for users to custom-create bespoke clothing collections.

And also the Internet of Things - we're already seeing examples in business-to-business services where devices are automatically ordering spare parts before they are needed; this kind of in-

telligent, automatic ordering and fulfilment process presents fascinating opportunities across both business and consumer sectors.

What do you see as Switzerland's key advantages for a new startup company, or for businesses looking to set up a base in Europe?

Switzerland offers huge advantages for any online merchant, and is particularly suited as a hub for startup innovation. Obviously the taxation system is a significant benefit; for a company with 15 employees that is based here Switzerland offers a very competitive tax rate. But that's far from the only reason to be based here.

For larger companies looking to integrate innovative technology into their business, Switzerland offers a deep pool of skilled workers, and several excellent universities teaching the next generation. We have developed the infrastructure - such as accelerator programs, for example - needed to encourage disruptive startup businesses to thrive, and the legislation here makes setting up a new business clear and straightforward. And for businesses seeking funding, there is a large amount of capital available in the economy that can be tapped into to make things happen. Really, for a digital business in Europe, there is no reason to be in any other country.

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SWISS E-COMMERCE IN 2017

CATEGORIES	% PENETRATION	UNIVERSE (nr ind.)	AVG ONLINE EXP. YEARLY
Clothing, fashion items	57	2.700.000	654 CHF
Transportation	43	2.100.000	824 CHF
Events, matches, etc. tickets	35	1.700.000	378 CHF
Holiday	34	1.600.000	1087 CHF
Books (print)	29	1.400.000	173 CHF
Beauty products/cosmetics	26	1.200.000	400 CHF
Tech prod.	25	1.200.000	613 CHF
Mobile apps	25	1.200.000	400 CHF
Household items	21	1.000.000	674 CHF
Food, beverages	21	1.000.000	628 CHF
Multimedia prod. (CDs, DVDs, etc)	19	900.000	221 CHF
Computer software	19	900.000	261 CHF
Multimedia files	18	900.000	158 CHF
Sports equipment	16	800.000	401 CHF
E-books	16	800.000	177 CHF
Watches, jewelry	16	800.000	407 CHF
Games of chance	16	800.000	315 CHF

Observatory NetComm Suisse

Average online expenditure (main categories and overall) - Last 12 Months

Base: online shoppers 16-65 y.o: n=907, (90%); %

2017 is a pivotal year for e-Commerce in Switzerland. Research conducted on behalf of NetComm Suisse shows that, although online shopping is now a hugely popular mode of purchase for consumers, both demand and spending continues to grow.

The challenge for merchants, almost all of whom now have established e-commerce businesses, is to enhance, iterate and innovate on their offerings to take advantage of this demand. In particular,

the research shows both an opportunity within the country, where some demand is currently being fulfilled by foreign merchants, and a very significant opportunity presented by foreign markets where Switzerland is associated with positive values such as quality and security.

Strong Performance in an Established Local Market

Through annual research conducted over a number of years, NetComm Suisse has established that the initial

transition of online shopping from a niche to mainstream role in Swiss retail is complete. 90% of Swiss internet users, or 4.8 million people, now shop online.

The total value of the e-commerce market in Switzerland is now estimated to be CHF 11.9 billion, and continues to grow year-on-year. Fashion continues to be the most popular product sector for online shopping, with almost 60% of online shoppers having made a purchase this year, followed by transport ticket sales, and holiday purchases. Books and technology products remain popular, and were both purchased by over one quarter of shoppers surveyed, as were beauty products (26%).

Measuring the amount spent per shopper, the fashion and travel sectors both performed strongly, with average spends of

654CHF and 1911CHF respectively. Both household items (674CHF) and food and drink (628CHF) also recorded notably high average spends and significant increases in the past year.

And this strong performance is not isolated to a particular type of e-commerce merchant. NetComm Suisse's research shows that both e-retailers dedicated to a particular sector and those operated by a particular brand saw excellent levels of interest, with 42 and 48 percent of online shoppers respectively having purchased from one in the past year.

Alongside online-only retailers, 44 percent of shoppers had purchased online from retailers that also operate physical stores. And the line between physical stores and the internet is blurring even more, as 1.6 million users are now comparing prices on their smartphones when shopping in store - up over 25% since 2014.

Continued Opportunities for Growth

Research shows that Swiss spending on e-commerce is likely to continue to grow from this strong po-

sition. In particular, of the 10% of the population who do not already shop online, NetComm Suisse's research shows that 59% - over half a million people - do intend to do so - and over 25% plan to become online shoppers within the next year.

Of the Swiss buyers who do already shop online, the same research shows that a significant proportion - over 60% of those surveyed - currently buy goods from e-commerce sites outside the country. This amounts to a cross-border spend of around CHF 3.2 billion.

The most common reasons given by shoppers for purchasing from online merchants outside the country were a desire for a better price and better availability of products. Over half of those surveyed who had purchased from abroad did so from Germany, with France and China also popular. The significant volume of cross-border purchasing by Swiss online shoppers suggests a significant opportunity not yet fully capitalised on by local e-commerce merchants.

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Observatory NetComm Suisse

Other markets avg. annual online exp. per online shopper (in €):

- CH: 2.279 €
- IT: 1.576 €
- UK: 2.552 €
- DE: 1.778 €
- FR: 1.178 €
- ES: 1.750 €

Observatory NetComm Suisse

Another key opportunity identified by the research lies in Click And Collect delivery, where goods are purchased online for collection at a physical location rather than delivery. This remains relatively uncommon, with up around 10% of those surveyed having made a purchase for collection in the past year, but the demand from non-users remains strong.

Notably, over 40% of those surveyed would be interested in click-and-collect technology purchases. For books, tickets, fashion and food, over a third of those asked expressed an interest in collection.

A Global Market

Alongside the Swiss online shoppers buying from other countries, the NetComm Suisse research shows a huge opportunity for e-Commerce companies located in Switzerland to increase cross-border sales themselves.

The research found that the location of an e-Commerce site being in Switzerland is a significantly attractive factor to shoppers from most countries surveyed. Over a quarter of German shoppers questioned would strongly recommend (9 or 10 on a scale of 10) using

an online shop based on it being Swiss; for Italian and Spanish shoppers the same strong recommendation was given by 24 and 23 percent respectively.

And this strong positive association is far from limited to EU countries. 34% of shoppers questioned in New York, 33% of those asked in Shanghai and 28% of those in Moscow and St Petersburg would make the same recommendation.

In total, around 36.5 million online shoppers in the EU alone would strongly recommend purchasing from Swiss e-commerce merchants - suggesting a very significant opportunity for local businesses to increase cross-border sales. Looking globally, the potential market is over 235 million buyers - almost 50 times the current domestic market.

Quality and Trust: The Swiss Factor

This huge potential export market is built on the Swiss Factor - the significant positive values that foreign buyers see as associated with Switzerland and its businesses. The research shows that these are threefold.

Most importantly, customers surveyed strongly associate Switzerland with

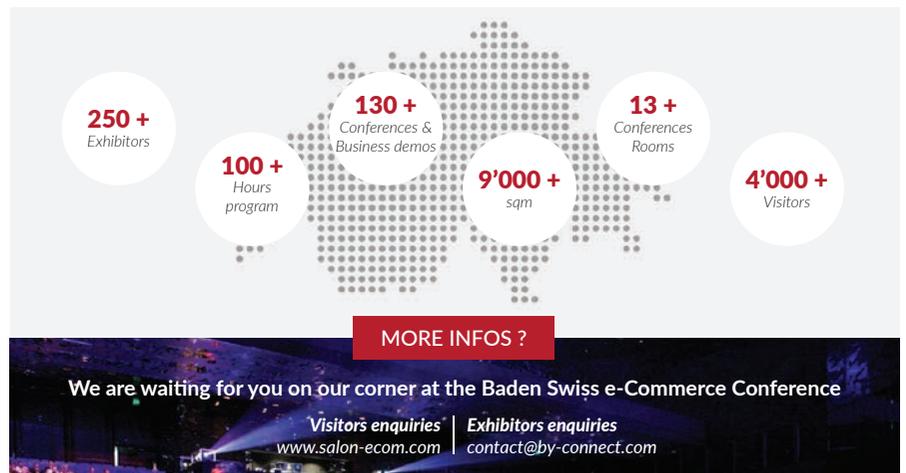


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high quality products - this view was held by over 30% of those surveyed in every single region, and in many cases a higher proportion. This no doubt builds on the country's continued history of high-quality craftsmanship in specialised fields, but extends to a more general association between the country's businesses and quality merchandise.

Secondly Switzerland, with its globally unique reputation for banking, has a simi-

larly strong association with security and trust. This is particularly valuable in the field of e-commerce, which relies almost entirely on payments made remotely directly before the delivery of the products. A third of those asked associated Swiss e-commerce with payment security, and 38% with trustworthiness of websites - both well above the global benchmark.

Finally, almost a third of those surveyed directly associated

Switzerland with another key factor in online purchase decisions: timeliness of delivery. This is, perhaps, due to the country's well-established postal infrastructure. Put together, the combination of these strong positive associations and a huge market yet to be fully tapped make for a very significant opportunity as e-commerce in Switzerland looks forward into 2018 and beyond.

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Beat Vonlanthen, Member of the Council Of States

TOWARDS A TRUST MARK FOR SWISS E-COMMERCE

Switzerland has a certain reputation in the wider world - an association with values such as trust, security of money and punctuality. Do you believe this gives Swiss businesses a unique advantage when it comes to selling online?

Trust plays an essential role in online selling, in particular with respect to security of payments, delivery services and data protection. As many studies show, customers often feel uncertain about the seller's reliability, in particular in the case of small and relatively specialized providers. Customers then tend to cancel the purchase process.

Regarding the issue of trust, online sellers based in Switzerland have a competitive advantage thanks to the reputation of the country

and therefore also an additional potential for development. The export industry already benefits today from the values that are typically associated with "Swissness", such as product quality and the reliability of the services. For the highly export-orientated Swiss economy, it is important to also make use of this advantage in the digital world.

You have submitted a motion to the Council of States proposing institutional backing for a "Trust Mark" - a label to identify Swiss e-commerce websites, so that shoppers can associate them with the trust they place in Swiss businesses. Could you outline the idea of this scheme, who would be certified and why?

In the today's global market environment, the image of a country has a ma-

ior impact on the success of companies which are located there.

A recent ranking by "Brand Finance" shows that Switzerland is the second most valuable national brand in the world, after only Singapore. The idea of the trust mark is to capitalize on the excellent Swiss image in order to increase the market opportunities of Switzerland based online sellers. The trust mark will demonstrate that the company is legally registered as a Swiss company, that it is financially sound, and that it uses Swiss-registered payment and logistics service providers.

Small and medium-sized enterprises constitute the backbone of the Swiss economy. Many of them are still cautious when it comes to offering direct



cross border online sales. What benefits does the initiative offer them?

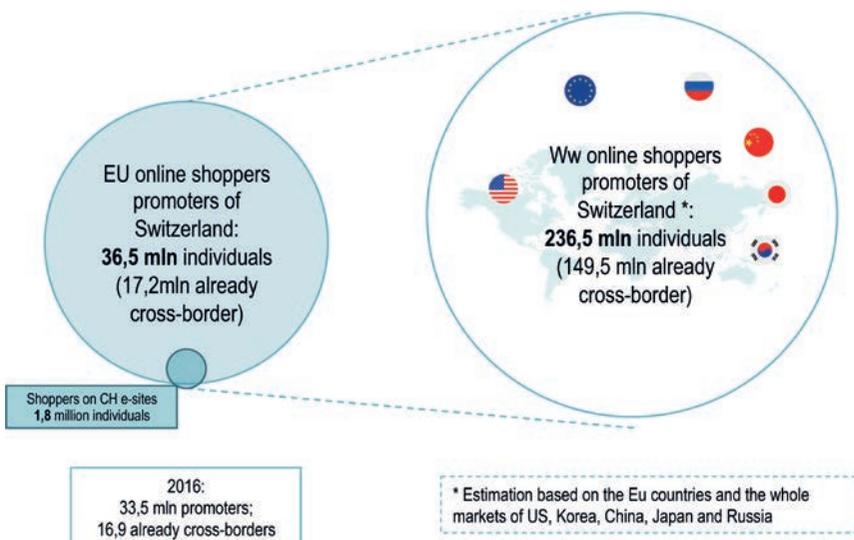
The proportion of small and medium-sized enterprises (SMEs) with internationalization strategies is continually growing. However, SMEs have much more limited resources and substantially smaller networks than large enterprises. This means that selling abroad is a particular challenge for them. And in this context, selling online to overseas buyers is a particularly interesting and promising option. It allows smaller enterprises to reach potential customers directly even in the most distant markets and therefore to implement internationalization strategies more efficiently. Being connected with the national brand of Switzerland can make a decisive contribution to the success of such a strategy.

Do you think that an increase in worldwide customers choosing to shop from certified Swiss e-commerce sites could make the country an attractive location for overseas businesses - say, from the USA - wishing to establish an operation in Europe, or for online shopping start-ups seeking a base to launch from?

Switzerland offers numerous advantages to companies engaged in the growing e-commerce sector. Foreign companies benefit from well-functioning and effective structures, for example in the field of logistics such as delivery services and transport, as well as from high standards concerning data protection and intellectual property rights. These factors are particularly important in digital business. The task is now to develop a policy and a legal framework that will allow businesses to take full advantage of these opportunities.

Outside of e-commerce and its related industries, do you believe an uplift in Swiss e-commerce could benefit the country as a whole - in terms of job creation, perhaps?

Further internationalization has a positive economic impact at different levels. Reinforcing the Swiss export sector contributes to the stability and growth opportunities of the whole economy and along the entire value chain. Opening up new international markets also positively impacts the capacity for innovation and technological progress of Swiss companies. Finally, we must not forget that the ongoing digital revolution and globalization are profoundly changing business models. New and



Observatory NetComm Suisse
Online shoppers promoters of Switzerland in the world
Base: users aged 16-65 shopping online in the last 12 months

innovative approaches in the export sector will allow Switzerland to defend and strengthen her economic position in the long-term.

What first brought the idea of the Trust Mark in particular, and the idea of growing e-commerce in Switzerland, to your attention personally - do you have a particular interest in the digital economy?

Digital transformation presents a major challenge to traditional business models

and to society in general - for example, in relation to our working environments and educational systems. The rapid change opens up new opportunities for innovative ideas and approaches. Since economic promotion is a key area in political terms, I was naturally interested in initiatives that allow Switzerland to grow her export sector through e-commerce. The trust mark project is all the more important in the light of the current economic challenges presented by cross-border shopping

tourism from Switzerland to neighbouring countries and the high value of Swiss currency.

Are there any other areas in which you believe that Parliament might be able to help Swiss e-commerce businesses perform even better in the global marketplace?

Several issues should be addressed as a priority. An important aspect concerns the ongoing implementation of the European Digital Single

Market strategy. Since Europe is the most important market for Swiss companies, we should strive to cooperate closely with European institutions in order to ensure the compatibility of relevant legal provisions in the field of e-commerce. It is also important to simplify as far as possible the formalities of export and customs, which represent a barrier in particular for small companies with few resources. Finally, it is important that up-to-date information about legal regulations in other

countries and support services are available to companies that wish to develop an online business.

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Erik Herlyn,

Working Capital Management at PostFinance

THE BENEFITS OF WORKING CAPITAL MANAGEMENT

PostFinance provides many services of use to e-commerce businesses, but in particular you offer Working Capital Management solutions such as off-balance logistics. Could you give an

overview of how such a system works, from the perspective of a company selling goods online?

Fast-growing e-commerce companies often face the challenge of lacking work-

ing capital, because it is tied up in their warehouse as goods that they have purchased from suppliers but are yet to sell. Our off-balance logistics solution enables our e-commerce clients to order goods from their suppliers, but buy and pay these only after they physically need them for their clients.

So, from the perspective of an e-commerce vendor selling computers, for ex-

ample: traditionally, when a new laptop is released, the distributor might buy a number of them for stock, and have them delivered to a warehouse. The goods then wait until they are ordered and shipped to customers. And while waiting for sale, a significant amount of capital is tied up in those items.

If the same company makes use of the PostFinance Working Capital

Management solution, however, the laptops would be delivered to Swiss Post directly from the supplier, and Swiss Post then purchase them. Only when a computer is sold does the company need to purchase that item from PostFinance, and it is delivered directly from Swiss Post to the customer. While the goods are waiting for sale, they are off the customer's balance sheet.

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So this system means that, while waiting to be sold, goods can be held by Swiss Post both physically and in terms of being off the seller's balance sheet?

That's correct. Our clients do not only gain liquidity but they also optimize their balance sheet for the same amount. Companies held by institutional investors, in particular, assess this as a key advantage of the solution. And the physical stock is delivered to, stored by and shipped to the end customer from Swiss Post, so they don't have to manage that at any point.

What other benefits are there besides freeing up capital - presumably, reducing warehouse costs must be an attractive benefit?

In Switzerland, Swiss Post's subsidiary companies include PostFinance, the largest transaction bank, and PostLogistics, the largest logistics company. As such, we are able to offer unique solutions by integrating these logistics and finance services together into one complete package.

And we can offer really quite advanced integrated solutions to e-commerce vendors. Imagine for example a telecommunications company in Switzerland that requests a minimum stock of every smartphone product in each of its stores. Swiss Post can monitor the stock in each store, purchase the goods from suppliers - in this case, perhaps smartphones from Apple, for example - store them, and then deliver them overnight

to any sales points whenever the stock at each goes below a certain level. It's a fully integrated purchasing and logistics solution.

Who do you see as the most likely customers for PostFinance's Working Capital Management services - existing businesses looking to increase their profit and ROI, new businesses, or both?

Off-balance solutions are complex, and usually make sense for companies with revenue of at least CHF 10 million. So our clients for these services are usually well established, fast-growing entities seeking to operate more efficiently rather than startup businesses.

This service obviously draws on Swiss Post's expertise in logistics as well

as finance. Do you see the quality of the delivery service as an important factor when it comes to e-commerce buying decisions, and how can PostFinance's services help?

Yes, quality delivery is certainly of an important factor, particularly in business-to-business transactions. For example, hospitals can request that consumables are transported into the operation room from the logistics supplier. Out-of-stock items can be ordered from an e-commerce vendor by simply pushing a button fixed to the shelves there. PostFinance can run e-commerce purchasing syndicates and enable the financing for such a setup.

More generally, what do you think makes Switzerland an attractive location

for e-commerce companies to operate from?

There are many of good reasons to consider operating from Switzerland. In particular, margins here are still high, there is often little competition and taxes are low.

And do you believe that Swiss vendors are a particularly compelling or trusted proposition when it comes to online shoppers buying from abroad?

This is probably true, yes. However, there are some challenges as well: for example, the high value of the Swiss Franc and the relatively high cost of labor in Switzerland are difficulties that are yet to be overcome.

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**Claudia Patochi, Head of Product Management
Team e-Commerce at Asendia**

SELLING INTERNATIONALLY WITH DELIVERED DUTY PAID

Asendia is a relatively young company, but with the longer histories of Swiss Post and La Poste behind it. Could you briefly outline the types of services that you offer to e-Commerce companies?

Asendia Switzerland is part of Swiss Post and responsible for the import and export of international mail items. We handle items weighing up to 2kg and up to roughly the size of a shoebox.

For our cross-border e-commerce customers we are offering different services depending on the

size and experience the customer has in the cross-border business. This approach allows us to focus on the different needs that different companies have.

For startups and Small and Medium Enterprises (SMEs), for example, we have services that make it easy to enter the international market. We provide information on the challenges and opportunities of cross-border shipping, attractive prices and easy-to-use solutions.

For bigger companies we have a more customized approach and we are de-

veloping individual solutions based on individual companies' infrastructure. Solutions and services we offer include for example Track and Trace, Delivered Duty Paid (DDP), returns management and of course international distribution. Our services and solutions are complemented by the sound knowledge and experience of our sales force and project management teams.

You specialise in cross-border shipments. Do you see international shipping as a big opportunity for Swiss e-commerce com-



panies - one as big, or even bigger, than the domestic market? Are Swiss companies currently making the most of this opportunity?

The e-commerce market in Switzerland is still growing, but nationally the growth rates are no longer as explosive as they were since we are heading towards a kind

of saturation point domestically. So it is obvious that the next step must be to go beyond the border, where the markets are much bigger and the demand for Swiss products is not yet fulfilled.

For the last two to three years we have witnessed a growing number of SMEs who are taking the leap in-

to cross-border sales, but there is still enough room and growth potential for more Swiss companies to participate in this borderless commerce and to take advantage of the economic growth it offers.

What do you see as the biggest challenges for Swiss businesses wishing to sell their goods to international customers?

I think there are two significant areas that can be challenging. First of all, the strong Swiss Franc can make shopping in Switzerland quite expensive for foreign buyers. This makes it important to be in a market either with Swiss products that cannot be found elsewhere or by highlighting the Swiss quality of one's products. Many studies, including those produced by NetComm Suisse, show that customers are willing to pay more for reliably high quality and associate that with Switzerland.

Secondly, as Switzerland is not part of the European Union, the customer journey can become a nightmare for the shop-

per if they have to pick-up their shipment at a regional customs office or pay additional, unknown administrative costs to the delivery party. Fortunately Swiss Post has a solution for this particular challenge in our Delivered Duty Paid products.

You mentioned Delivered Duty Paid (DDP) as a product that could benefit e-commerce vendors looking to sell abroad. Could you outline how a DDP delivery transaction works, and the benefit from the shopper's perspective?

DDP solutions allow the vendor - in this case, say an online shop - to pay all the duties and taxes for an order to the corresponding authorities. Consequently, the buyer will receive their package to their door without any unexpected costs or unwelcome surprises such as the need to go and further charges.

As all fees are already paid in advance and the customs clearance is handled automatically, the distribution in the destination country is also much faster, so the

buyer should receive their goods more quickly. What's more, the DDP solution allows the online shop to show the buyer all the costs and duties up-front and in a very transparent way, so they know the total cost throughout the transaction. As such, the main result should be satisfied and therefore loyal customers.

From the seller's point of view, does offering DDP services add much complication to the process of shipping goods overseas/abroad?

There are some initial steps that need to be taken by the shop owner to profit from the DDP solution. Using DDP requires, for example, that the online shop is fiscally registered in Germany. But this is where there are big advantages in working with Asendia Switzerland. Our DDP Solutions are designed to provide a legal and compliant customs clearance in the easiest way possible for the online shopper. As such we can offer, for example, an arrangement with a German trustee that solves the issue of fiscal registration.

Do you see services such as DDP as factors that could help online shoppers choose one particular e-commerce site over another?

Definitely! Satisfied and loyal customers will come back to the online shop and, above all, are likely to leave good feedback about the shop online. This helps the shop to build a good reputation and to gain even more customers. Negative publicity due to negative feedbacks from customers would have the opposite effect.

Do you see DDP as particularly suited to any particular kind of goods or market?

The DDP solution makes sense for goods that are not covered by any tax exemption limits, so in general it is suitable for items with a value above 22 EUR.

Aside from DDP, what other shipping services or facilities do you see as particularly valuable to e-commerce vendors - for example, parcel tracking or ease of management?

Our experience and also various studies show that apart from the DDP service, customers are interested in Track and Trace systems, returns management and easy handling. And as you can guess, at Swiss Post we can provide all these solutions to e-commerce vendors.

Prepared by Tom Royal
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Prashant Kumar,
Senior Director of Engineering at Flipkart

INNOVATIONS FOR THE INDIAN E-COMMERCE MARKET

Flipkart is the biggest e-commerce site in India, and 2017 is its ten year anniversary. If you had to attribute the company's growth to one key strength, what would that be?

I believe a part of our success was due to being able to get in touch with customers directly. For example, cash on delivery was a model that was unheard of when we first adopted

it - but we knew from our customers that trust and reliability of online commerce was a serious issue.

But I think the biggest factor was our being in India, being run by team members who really understand the pulse of our customers. It's about understanding India from inside-out, and then innovating for that market. Whether it's logistics handling, buy-now-pay-later,

cash on delivery or our ability to offer instant bank discounts - that doesn't even happen today in any other e-commerce firms in India - these advances have really been able to take us ahead.

Continuously improving the experience for your existing customers must be very important when it comes to increasing revenue. What would you say are the most im-



portant enhancements to the service that you've worked on?

Flipkart has devoted significant focus to product categories. For example, three and a half years ago we invested very significantly in the Life and Style category. Back then this area was very fragmented - we were doing well, but then we acquired a few critical companies, and now it's one of the most significant sales areas for Flipkart.

The other side is service. The two largest parts of service are logistics and support, and these are the things that ensure that our customers keep shopping with us. Even if you compare it to pure-play logistics companies, Flipkart's logistics service is one of the largest in India in terms of the number of people on the ground, and where we have hubs.

And then there's support, which I believe is a key factor. If customers do experience any issues we really focus on giving them the extra attention that they need, and I believe that's a key driving force when it comes to why Flipkart has such loyal customers.

With a large customer base, and customers across a large geograph-

ic area, logistics must be particularly important to Flipkart. What do you see as the most important innovations the company has made in the area of logistics, and how have they benefited the business?

We aim for packages being delivered by our logistics service to be able to arrive in any corner of India within a maximum of three days. That is unheard of, and this in part is enabled by our mobile approach. From the moment the orders get placed, to the fulfilment system, to the person doing the actual delivery, mobile remains a first-class system in the company and is used wherever applicable. So when we say "mobile first" we don't just mean for our customers - it goes very deep into the fabric of the company itself.

This also allows us to offer services like Card on Delivery payments, where customers to pay at the point of delivery, using our mobile application. We've are moving towards making traditional Point of Sale machine redundant and all this is facilitated by the availability of low-energy, low-cost Android phones - our developers have created applications that will run on just about any mobile phone in the

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market. And we have partnered with firms that have enabled us to create solutions for last-mile delivery, pushing the envelope even further.

Large e-commerce services and up with a very significant amount of data on their customers and orders, and analysing that data must be key to personalising the sale process - something Flipkart has been doing for years. How important is personalisation based on data?

We took a very big step as a company when we decided that we would no longer allow any guest checkouts on our website. Guest checkout didn't allow us to know about our customers very well.

The entire merchandising system that determines which products appear for sale on the homepage is based on customer data, and uses a highly optimized ranking mechanism, delivering results in real-time. Every click that you make on the homepage goes on to modify what you will see next.

And we use the data for search. What is the point of showing a search result if the time to provide that product is six days, or if we can't supply it at this time? Our search results only show products that we can get to the customer. And it's more powerful than that. We know where the customer is, and we know where our warehouses are, so we can find the products that we can deliver to the customer within a day, and make sure they are listed high in the search results.

At the checkout, our transaction system uses user data to choose the credit model that will be offered to each customer - whether we can offer them a service such as Buy Now Pay Later, for example - and whether the shopper appears to be a reseller or a real customer. All of this comes from our data analysis.

The Festive season in India is clearly a huge opportunity for Flipkart, with reports of up to goods of a value of \$1.7 billion being sold each year. How big an opportunity is this

for Flipkart when it comes to testing out innovative new technology?

However surprising it may sound, our primary goal of this season is not the gross merchandising value that we achieve. We want those first-time customers, who can then become regular customers of Flipkart.

We do try new things, but the primary thing is to really make the sale run smoothly, because the number of views on the site is huge. If we do have a new innovation that's been tested really well then we'll keep it running, but our first concern is stability.

It has been reported that this year FlipKart has shifted towards innovative digital advertising - first using 360 degree Facebook videos, and this year customised videos targeted at specific demographic groups - do they offer better ROI than more traditional advertising media?

We have purposefully reduced our spend on traditional marketing, and

most of our spend is on digital. The power of digital is if you know your customers, and you can target them - otherwise you're just spraying your adverts all over the place. We've done really very detailed work on targeting the right customers, so we can get the same effect at a much lower spend.

Finally, if you look to the future, is there any one new technology that you think could be particularly important to e-commerce companies such as Flipkart, and which you expect companies to explore - VR, AR, or the IoT, for example?

Actually there are already two things that Flipkart has offered in Virtual Reality, and we've invested significantly in image sciences - for example, we already have the capability to perform a search by taking a photograph of the item you want. That's a technology that we developed completely in-house. And we already have a chat-bot that can chat to customers and respond to emails, to a certain extent.

Something we take pride in is that ours is a very agile company, and we've been able to maintain that. With competition heating up and with new entrants in the Indian e-commerce landscape, there have been a few divided opinions on the market - but I think that it was our agility that meant that we were always able to maintain our lead. And that's because of the way the company has grown, the way the leadership is built, and the way the company is run.

Prepared by Tom Royal
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Luca Pronzati, Chief Business Innovation at MSC Cruises

BUILDING A NEW DIGITAL EXPERIENCE ON-BOARD

The cruise industry is probably more associated with innovations in terms of customer service than with digital technology, but with its new MSC for Me program MSC has introduced a huge number of advanced technologies that will be available to guests on-board. What was the driving force for this digital innovation - is it something guests are already demanding, or are you looking to anticipate their future needs?

It's really a mixture of the two. For one, we are now living in a day-to-day environment where we are constantly connected. This is part of our everyday life, whether it's at work or in our private lives; the world has changed. But in addition to that, we have always conducted quite extensive interviews with our guests on board and our crew members who see the guests on a day-by-day basis, and we also conduct external focus groups for additional research.

MSC has a 9 billion Euro investment plan, for building 11 ships - one of which, the MSC Meraviglia, was christened in June this year. We started work on MSC for Me back in 2015, because at that time we realised we had to move forward, to invest as technology as an way to elevate and innovate the future of the customer experience on board our ships.

We are a family business, the only one in the cruise business, so transforming the customer experience and elevating the services to customers on our ships is part of our job. Even at the top

management level, innovation is part of our culture. It's part of what makes our work complicated, and challenging - but also exciting.

Some of the MSC for Me technology will be available to view at the e-commerce conference, but for those who might not have seen it, could you outline a few of the many new facilities that it makes available to the guests?

It's an enormous system. We have installed more than 3,000 passive beacons, and more than 700 active beacons, on board in order to enable proprietary dynamic wayfinding and geolocation services. Remember of course that the ship is made of steel, with many different decks, so it's not possible to use GPS, and we can't use something like, for example, Google Maps, because of the satellite connectivity.

So we had to design from scratch, and invest in the engineering of a completely proprietary service that allows our guests to move around the ship, to find things like elevators, restrooms or their cabin, and to be guided from one place to another, with a user-friendly interface. And this is hugely useful, since our ships are giants - like small cities at sea, so moving around them could otherwise be complicated. Our new system removes that point of friction.

The beacons can also be used in other ways. The active beacons allow parents to locate their children on-board using the app - the

kids have special wearable devices that contain both Bluetooth LE and NFC technology, and these allow their movement to be tracked around the ship.

At the same time we designed wearables for our adult guests that allow them to open their cabin door, log in to digital displays, perform transactions onboard or embark and disembark, all using that one device. Our goal when we designed this was to really allow our guests to relax - to avoid any potential stress when on the ship, and the wearable is part of that.

Do you see the new technology as something that will primarily help attract customers who have not been guests of an MSC cruise before, or something that will encourage more repeat customers?

I guess it's a mix of both. As I said, whatever generation we are, we are all living in a connected world. We think guests who are already sailing with us, as well as those currently using other cruise lines or taking other types of travel, will appreciate this new connected experience.

And we are also looking to the future. We want to attract different segments of the market as well - the average age on our ships is 45, but we would also like people who are 35, 30 or even younger on board. But this isn't just about attracting a younger audience. By providing innovative smart ship features and a multi-channel approach, we aim to engage with all ages.



Developing technology for a cruise ship looks like a unique challenge. Was there any one aspect of the system that proved to be particularly challenging to develop, or any particular challenge that you're proud to have overcome?

The challenges presented by the steel construction blocking some connectivity and the limitations of satellite internet links are big ones. The ship is a closed environment, and one that's moving - in a connected environment where big data is key for many services, this presents a challenge when using a satellite internet connection where the bandwidth is more expensive and performance is more limited.

This means that things like cloud services aren't really available to us on board, which is a challenge when the majority of new innovative technologies rely on them. So we have to have plenty of great ideas and partners who can help us find solutions.

MSC has announced that it is rolling out the MSC for Me experience across its fleet. Do you plan to iterate on the experience and add new features with each additional ship, or is the idea to provide the same experience across every MSC vessel?

Absolutely. We are already working on what comes next - first MSC Seaside will launch, which has been designed specifically for the US market, then her sister vessel MSC Seaview, and then the first ship to be fitted out specifically for China, where we will customise the MSC for Me system for that market - we will integrate with WeChat and Alipay, for example.

And then in 2018 we will start Phase 2 of the project - we already have a list of new features that are in the pipeline for that. And we are also interacting with startups in incubators and accelerators, and with universities, where we can pick up innovative ideas that we can work on and develop for the future.

Finally, looking to the long term, are there any cutting edge technologies that interest you, and which you would like to bring on-board MSC cruises in the future?

We're particularly interested in artificial intelligence and machine learning - also robotics, holograms, and virtual reality - but for me all the topics related to AI, big data, machine learning, these are the environment in which we are investing significantly for the future.

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Dr Christopher Ganz,
Group Vice President Service R&D at ABB
SMART FACTORIES AND
THE INTERNET OF THINGS,
SERVICES AND PEOPLE



ABB is well known as a world-leading company in the fields of power, robotics and automation, and at first glance those technologies might sound somewhat removed from the e-commerce business. However, as the trend for customised orders continues, smart factories could be one way to efficiently deliver these products to e-commerce customers. Could you tell us a little about ABB's work in smart factories?

As well as in robotics, ABB is one of the world leaders in automation - so things like programmable logic controllers, motors and drives are essential parts of our offering. And as such we have a substantial portfolio of items required for smart factories. We have been putting equipment into factories for a long time; the "smart factory" is just a relatively new term.

In some places we're supplying discrete manufacturing items, such as motors for conveyor belts and robots, and we're also very strongly positioned in industries like steel, paper and oil and gas, places where products such as our 800xA automation system is used. We have more than 10,000 automation systems installed all over the world already.

I think many of us tend to associate robot assembly lines with very large devices used in the manu-

facture of large items such as cars or industrial products. Is that the case, or is there an application for robots in building smaller and consumer products, possibly to order?

In particular we have our YuMi robot, which was designed to work together with humans. The traditional industrial robot is a fairly large, powerful, and therefore dangerous piece of equipment that needs to be put into a cage - literally - and if someone opens that cage it is shut down. And this makes co-operation with humans slower; you have to shut down the robot every time the human needs to go in and do something.

YuMi is designed to work together with people. It has sensors built in to immediately detect when it touches something unexpected, and stops automatically. It has two arms, so it can grab something with one hand and manipulate it with the other, and it's also programmed in a new way. In the past, you had to teach a robot by means of a programming tool, step by step, but with YuMi you can simply grab its arms and teach it by showing how it's done. For example, we use YuMi in our factory where we make small low-voltage circuit breakers for household use.

when it comes to building items for custom orders on demand, if you look

around the world this is already happening in some industries - if you order a new car today, your particular car with your selection of seats and equipment will be produced as you ordered it, so when the robots start welding, the system already knows this is going to be your car. This idea is now moving into many more applications.

Another technology where ABB has significant experience is the Internet of Things - or as the company often refers to it, the Internet of Things, Ser-

vices and People. Could you explain what ABB means by the IOTSP?

If you look at the Internet of Things (IoT) it is typically about collecting data and analysing it. When we consider the IoT we see that it's not just about analysing data; that is quite useless if you don't then act on what you have found. So we're interested in closing the loop: sensing, analysing and then

acting. And this brings value to customers, as the value is not created in the digital space, but in results in the physical space, such as saving energy or time.

If you consider maintenance, for example - the IoT application is analysing your equipment and sensing when it is going to fail, but in order to close this loop you have to deliver the needed service to the customer, to actually pre-

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vent the failure from happening. And this is where services come into play.

We don't really think that, at this time, the IoT is fully autonomous; you mostly need people in the loop. People need to take decisions, or to supervise. Our ABB Ability platform is a tool for implementing this Internet of Things, Services and People, and we're in the process of rolling it out to our customers now.

ABB Ability also includes home products, such as heating and lighting control for smart homes. Is this a case of technology developed for industrial applications filtering down to the home?

Our main application for ABB Ability is commercial, and commercial buildings, but we do have a strong home automation unit. In the end, the IoT data being collected in homes isn't so very different - you're collecting signals, alarm signals, and events. It's really about the different applications we can put on top of that, and we have specialised business units who put the expertise they have in their markets into applications that run on top of the ABB Ability platform.

ABB often refers to its products as being part of a "fourth industrial revolution". How far into that revolution do you think these technologies have taken us?

I think it has probably started some 15 years ago, and it's ongoing - I wouldn't say that we're finished. The more we move along, the more we see further areas where this digital revolution is

having an impact. There are ideas that we currently have in our roadmaps and plans where we already know what we'll need to do and how to do it, we just haven't done it yet. So our R&D roadmaps for the next five years are already packed with new ideas.

And looking forward, are there any technologies that you're particularly interested in pursuing, that you feel will have a really significant impact on our lives in the coming decade?

There are a few technologies that we're looking into. Artificial intelligence is one: although the first ideas date back to the 1950s it seems to come in waves, and this current one is very interesting, so we have research going on there. We're looking into the industrial applications of augmented reality - the environment in industry is still a bit tougher than in private environments, and things are coming up like the blockchain, which we're also looking into. We have quite a substantial research organization within ABB that is constantly looking for new trends.

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Wolfgang Prasser, Head of Product Management Private Customer at Baloise

NEW OPPORTUNITIES IN INSURANCE-TECH FOR A DIGITAL AGE



Very few people will not have heard of the Baloise group, or of Basler. But just for those who have not, how would you briefly describe the group's history and business?

Despite operating successfully in the insurance market for more than 150 years the Baloise Group is more than just a traditional insurance company. The changing security, safety and service needs of society in the digital age lie at the heart of its business activities. Our employees therefore focus on the wishes of their customers. In Switzerland we also offer banking services, and our daughter company Baloise Bank SoBa offers our customers the best services in both insurance and banking.

Recently we're hearing a lot about disruption in finance-related businesses brought about by new technology. How has Baloise

been able to capitalise on the new opportunities in fintech and insur-tech?

Our five year "simply safe" strategy focuses strongly on innovations that are based on new technologies and customer-friendly insurance solutions. Besides working with startup businesses with the goal of testing new products and services and incubating new ideas, we are investing in, acquiring or even building up startup businesses from scratch to provide the technology to achieve our strategy's targets. Some initiatives are still in their infancy but there are already visible successes. For example, our recently launched single item insurance products generate CHF3 for each Swiss Franc invested.

Earlier this year, Baloise committed CHF50 million to Anthemis Baloise Strategic Ventures, a partnership to invest in risk management and insurance startups. Do you see

startups and small companies as a good way to nurture new technology relevant to the insurance side of your business?

Exactly. We are working intensely with startups to profit from their know-how, and this not only for the insurance side of our business but for all business-relevant processes. On the other hand we are not neglecting to build up internal knowledge. To be an agile and entrepreneurial company means being able to create innovations from within, not just to buy them in from third parties.

Do you believe there are particular advantages to developing this kind of technology outside of your core business group, in startup companies and smaller businesses?

Definitely, and this is the reason we introduced our "homemade" startup. FRIDAY operates in Germany - independently from the corporate structures - as the only fully digital car insurance vendor in this market. FRIDAY has its own brand, management and business plan as well front-end and back-end systems. But of course there are a lot of touch-points when it comes down to transferring knowledge and exchanging information on best practices with the core business.

Another example is a Belgian company that we bought called Drivolution.

Drivolution focuses on optimizing driving behaviors of large car fleets economically and ecologically. We now enhance their core business with our know-how, and we've added a third area of optimization: safety. It's a great example of how you can combine two existing businesses from different markets and generate more value.

And cooperation with startups can be highly fruitful. As an example, our item insurance products are based on the technology of KASKO, a young German company. KASKO provides the middleware between digital touchpoints to customers, such as websites and apps, and the legacy IT systems of insurance companies. Thanks to their service, we can build digital insurance products in a fast and cost effective way.

And presumably Baloise will continue to innovate internally at the same time - are there any key developments or areas of interest that you can share?

There is a lot going on but one of the most tangible examples is the establishment of our omnichannel

project in Switzerland. At its heart this is - simply stated - an alignment of all the communication and distribution channels that we provide, empowering the customer to choose or switch the channel they interact with as they wish.

So, even if the customer bought an online product, they will have a dedicated customer consultant they can contact for offline advice. At first glance this may not seem very fancy, but there is a great deal of work involved here, and it is a significant step towards customer-centricity in the insurance industry.

Baloise recently acquired the Swiss startup MOVU.ch - which, at first glance, would seem to be outside the group's core business area. Could you explain how this kind of acquisition fits into the group's strategy?

We believe that the future of insurance doesn't lie only in specific products that are purchased separately from the insurance provider but as an "add on service" on platforms and in networks. This kind of purchase is

a more comfortable way of buying a service that is needed in a very specific moment.

For this reason, Baloise announced that we want to go beyond the traditional insurance business and look for opportunities that can expand our market. Of course we are not a specialized moving company, but when a customer moves house they are usually beginning a new phase of their life, and we want to be a part of that, accompanying our customer all along the journey of finding a home and beyond.

Are there any specific challenges when it comes to integrating a startup, founded just a few years ago, into an established business such as Baloise?

The question you have to ask first is if you really want to integrate a start-up in the incumbent business. In my opinion, there are very few cases where it actually makes sense to integrate. The examples I stated before (FRIDAY, MOVU) will most likely never be integrated because they need a special culture and pace to be successful. But in general: combining the cultures of a start-up and

an incumbent without endangering the working practices that work well for each one is definitely the biggest challenge.

It feels like the pace of change at the moment is incredible, especially when it comes to online services - but where do you see Baloise, and its products and services, in the future - say in five years?

In five years we will have established the foundation to serve the needs of our future clients. The business is changing and we have to make sure that we stay on top of the technological, economic, social and regulatory developments; this will be reflected in our services and products.

While serving a wide region, Baloise is of course headquartered in Basel. Do you believe that Switzerland is a particularly attractive location for fintech and insur-tech startups, compared to London, Berlin and other European cities associated with startup businesses?

Switzerland is listed among the countries with the best economic con-

ditions in general, so the situation for startups is good. There are also a lot of initiatives such as the F10 Incubator & Accelerator for Fintech in Zurich, where Baloise is an active partner. Also, the 'Digital Switzerland' initiative is adding impetus into the political landscape.

The number of startups may be smaller than in the places you mentioned, but that's also because Switzerland has a low unemployment rate and also good income opportunities in many areas, so there is less pressure to start a business from necessity. But if you do start a business, the risk capital market works and it is strongly connected internationally.

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Anthony Clark-Jones, Global Partnerships Manager at UBS Group Innovation

ON FINTECH AND THE FUTURE OF FINANCE CHALLENGE



This year UBS ran its second Future of Finance Challenge, looking for businesses with innovative new ideas in finance, and the shortlists have just been announced - including ten companies in the EMEA Zurich area. Were there any particular trends or areas of interest that you spotted in the entries this year?

We collaborated with UBS businesses around the world to articulate the four challenges, and took a targeted approach to the invitations. I am delighted to say that a high number of the businesses we targeted applied, and we were impressed with the breadth and quality of the submissions received.

Furthermore, we were pleased to receive a relatively even number of applications across our global regions and across the four challenges, again reassuring that the UBS brand is highly relevant in Fintech, has significant reach and can

attract the right quality in numerous verticals around the world.

The winners of the Challenge stand to gain a substantial amount of funding to support building a proof of concept, as well as mentoring and other support. What do you see as the biggest benefits to UBS of its involvement in the Challenge?

UBS is committed to collaborating with Fintech ecosystems in our key locations around the world. The UBS Future of Finance Challenge is an excellent vehicle to do this - whether this be with start-ups, more established enterprise, regulators, investors, media, or the many businesses UBS partners.

Broadly, the benefits to UBS are threefold: First, this is keeping engaged with cutting edge technology trends globally. Second, we collaborate with startups, help them evolve their offerings and potentially run proof-of

concepts or pilots with some of them - building a strong Fintech capability for UBS and for the benefit of our client offerings. And third, more inward looking, we can leverage the exposure and momentum of the Future of Finance program to inform, engage and mobilize our own people on key areas of our innovation agenda.

Do you see banking and investment as an area particularly open to the potential of technology-driven disruption at this time?

Technology has been, and will continue to enable new business models and new client propositions in many sectors of our economies. Banking is no exception, and while we are conscious that this is driving significant change, we see this as a fantastic opportunity to reassert our position as leading innovators in our industry.

For a company that is over 150 years old, we have, in some cases, led change in Financial Services, and the measures we are taking today - through, for example, our innovation labs - enable us to keep engaged with key stakeholders, facilitate the best products and services for our clients and maintain UBS as an employer of choice all over the world.

And what do you see as the most important new technologies or innovations that have been brought to the business in the past few years?

Clearly mobile technology and cloud technology have already strongly impacted how we provide banking today. 24/7 access to mobile banking services and mobile payments have become part of everyday life for many clients.

At the same time, advances and the ability to manage large amount of data have enabled tools like UBS Advice, where we provide health-checks and portfolio simulation for 650,000 portfolios each night, as well as targeted, personalized offerings. Going forward, we will see more automation, biometrics, connected devices and intelligent tools make processes smoother and more efficient, and augment client advisors' capabilities for investment advice.

The UBS white paper on Digital Identity outlines the challenges of verifying and safeguarding identities in the digital world. How do you see the research and innovation in that area changing the way we buy and do business online in the future?

Security and privacy of personal data is essential so that clients trust digital services. Regarding the various levels of authentication, digital identity provision, consolidation and safekeeping, as well as additional

services in this field, we have seen an explosion of providers, services and research papers.

Up to now, global standards and easily interoperable solutions have not yet been comprehensively formed. With this in mind, until we have a secure, stable and scalable digital identity solution, we will not enjoy a truly digital economy, and we will probably move incrementally towards this with (initially) localized solutions.

Ultimately the importance of authentication and identity related information rises in an increasingly digital world. The key drivers of how we do business online are convenience, service and security. As people become more aware what should or should not happen with their data, everyone will decide what is acceptable for their needs.

UBS has an internal Wealth Management Innovation Lab - could you tell us a little about what it does, and what advantages it brings to the business?

The UBS Wealth Management Innovation Lab has the mandate to identify and validate tomorrow's growth opportunities for UBS. The WM Innovation team has been connecting with startups and other external businesses for several years in order to attract new expertise,

technological know-how and talent for UBS. The lab additionally provides UBS employees with

coaching to drive ideas through a lean innovation process, with a variety of startup tools.

The lab's research and development approach is designed to incubate novel ideas into testable pro-

totypes within a sandbox environment. Ultimately, its aim is to guide validated ideas into production

and to bring innovative benefits to our clients.

You previously worked in London, which has seen some success in establishing a "hub" for tech businesses, before moving to the Zurich area. Do you see Switzerland as offering particular advantages for financial technology startups seeking a base in Europe?

When engaging with the Kickstart Accelerator – Europe's largest multi-partner accelerator program, based here in Zurich – many of the participants have explained to us why Switzerland is so attractive to them to develop their businesses. Switzerland is increasingly becoming a hub for innovative technology and with that you have the potential to exchange ideas and grow a really compelling, far-reaching ecosystem.

Switzerland's position in the middle of Europe allows access to many locations relatively easily, there is capital available for new ventures, and Swiss universities and the talent they produce are noteworthy. Overall, there are many converging elements that offer true advantages for setting up new enterprise here.

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NETCOMM SUISSE ROADMAP 2018 From e-Commerce to Innovation



Events

- Regulatory Framework for operating in Switzerland - Bern (Rathaus), January 16th
- Innovation in Food - Vevey (Nestlé), March 21st
- FashionTech Investor Day - Lugano, March 25th
- Innovation meets Fashion in the "Ticino Fashion Valley" - Lugano (LAC), March 26th
- Clientricity in Tourism - Geneva, April
- Salon eCom Geneva - Geneva (Palexpo), April 24/25th
- e-Commerce meets DesignTech - Lugano, June
- Ladies in e-Commerce and Digital - Zurich, July
- B2B opportunities in e-Commerce - Lausanne, September
- SeC - From e-Commerce to Innovation - Zurich area, November



NetComm Connect - Networking & One-to-one meetings

- General Assembly & Associates Day - Zurich, May
- Hawaiian apéro - Zurich, June
- Meet the luxury brands - Geneva, September



Trainings & Workshops

- Digital marketing workshops - Zurich, Geneva, Lugano



A Trustmark to boost online sales - BuySafe.Swiss

- Internationalization through e-Commerce workshop - Zurich, May
- Workshop for SMEs - Lugano, November



Research

- Swiss e-Commerce Consumer Behavior
- Internationalization potential for Switzerland
- Industry-specific e-Commerce research data (e.g. food, fashion, tourism, etc.)

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