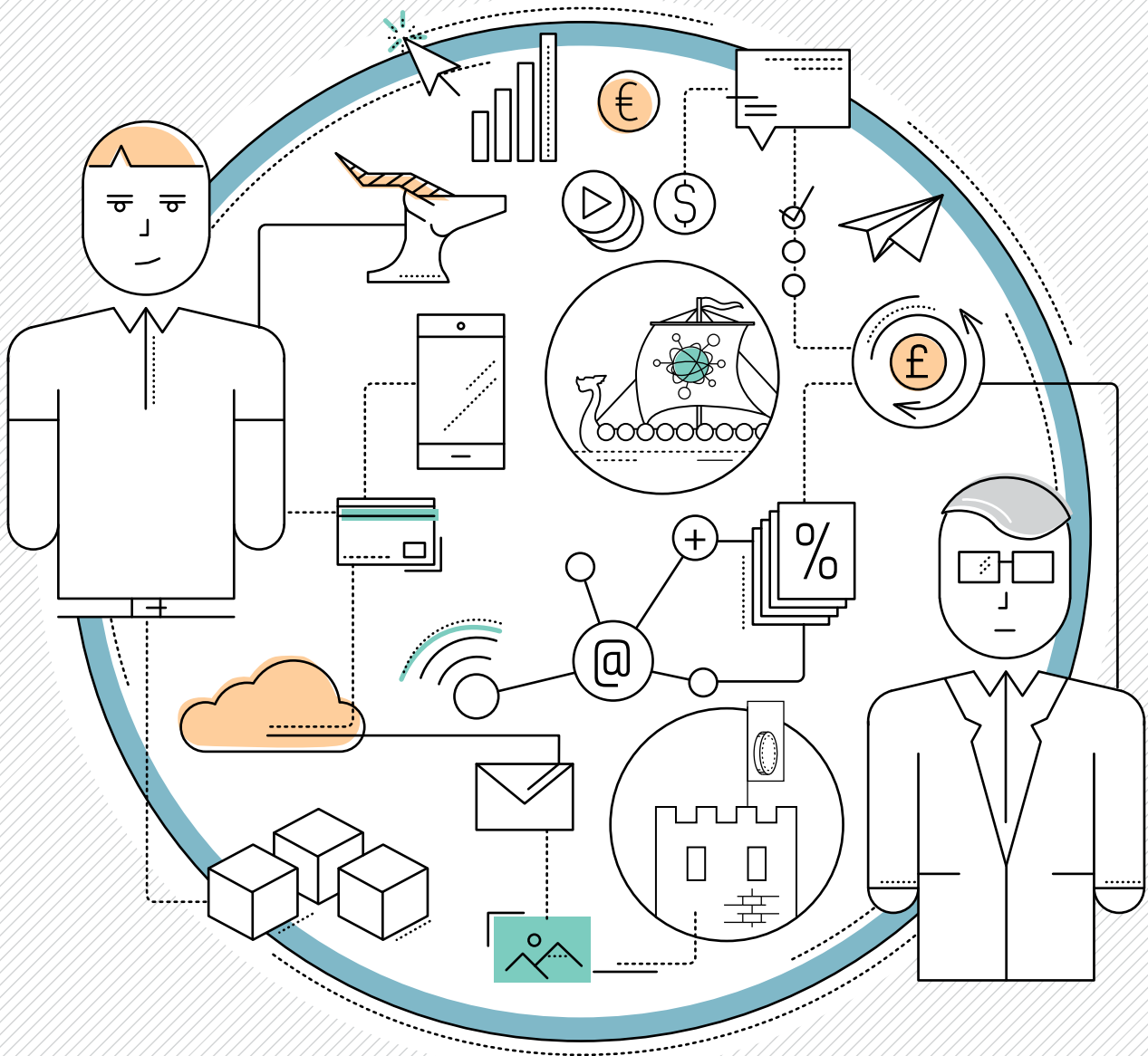


# 2017

Fintech Disruptors Report  
Nordic Edition

## INNOVATION, DISTRIBUTED

MAPPING THE NORDIC FINTECH BRIDGE



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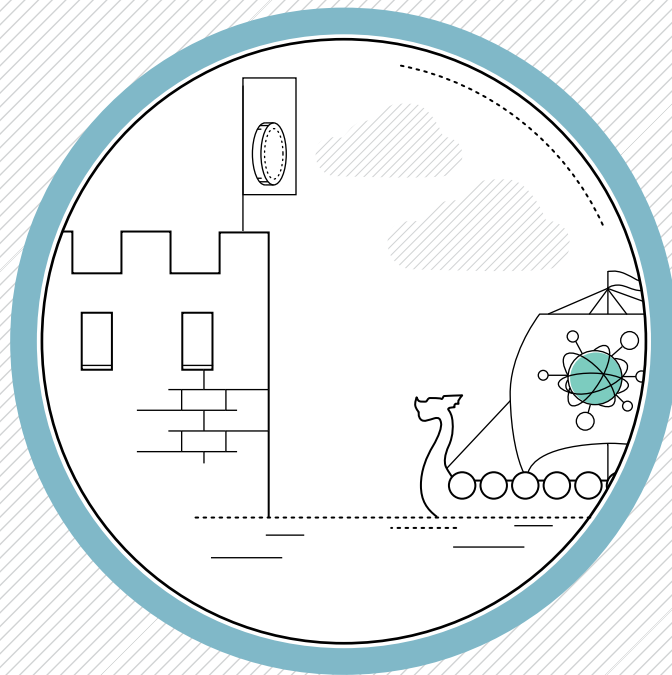
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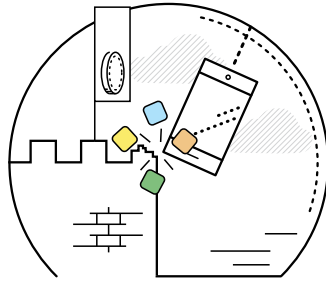
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The winning banks of the future will be those that emulate the working practices, culture and methodology of successful technology companies.

Halvor Lande, DNB





# EXECUTIVE SUMMARY

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The future is highly uncertain, you have to dare to have complementary products in the market. Customer preferences are changing fast so you need to be ready to think differently.

Knut Anders Wangen, MobilePay

## CASHLESS OR JUST LESS CASH?

The launch of our report on Nordic Fintech in 2016 underlined Scandinavia's traditional prowess in fostering collaboration between the region's banks to innovate to improve the lives of consumers and business. Success that often went hand-in-hand with deservedly cherished traditions of innovation and seamless, user-friendly design.

Despite their collaborative pedigree, the region's own bruising financial crisis at the end of the last millennium was not helped by the Global Financial Crisis of 2008 in ensuring that the limits of collaboration often stopped at the bank door. While the rest of Europe's banks appeared to dive head-first into the digital financial services revolution, their Scandinavian peers appeared more hesitant.

As we launch the second edition of our review of Nordic financial innovation, this year extended to incorporate the results of an industry-wide regional survey, it's clear that the region has moved on. While elements of conservatism remain, and perhaps rightly, the research suggests that bank-fintech collaboration – as in other parts of Europe – is increasingly normal, and that the divergence is narrowing. Among survey respondents, 74% of Nordic banks said are they engaging in partnerships with fintechs, compared to 78% across the whole of Europe.

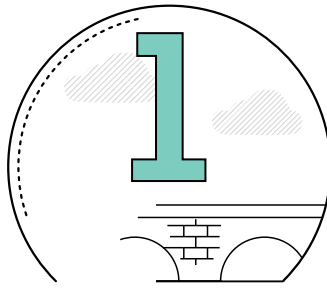
Over the last eighteen months, the region has also seen the launch of six dedicated fintech accelerators, often backed or financed by regional banks. A sign that fintech innovation is being taken as a serious opportunity among both banks and digital entrepreneurs. Indeed, there are encouraging indications that the region is harnessing advanced levels of adoption of electronic payments to create a fintech innovation marketplace that is much broader-based than peers in other regions. Characterised by specialisms in individual markets ranging from payments in Sweden to authentication and security in Norway, e-invoicing and SME banking in Finland and blockchain in Denmark.

Such anecdotal evidence is exciting and should be celebrated. More importantly it inspires and gives confidence to the many other digital innovators within the region's banks, and beyond, of the abundance of opportunities to drive digital inclusion and exploit this generation's greatest provider of growth and productivity.

The rewards are there to be taken, but as the research also suggests, success will be down to the region's ability to sustain its openness – to collaboration, to ideas, and to the people that bring them. More simply, it could mean the choice between a cashless or a less cash society.

- In comparison to the launch of our first report in 2016, this year's Nordic Report reveals a significant increase in collaboration between fintechs and established financial institutions, with evidence of regional specialisms emerging within Nordic markets in security and authorisation, payments, insurance and investment management.
- The research highlights that the region's renown for the sophistication of its consumer base and familiarity with electronic payments and other technologies, together with a tradition of innovation, mean the region is well placed to position itself as a fintech hub; this confidence is reflected in respondents' belief that the Nordics will be a key global hub for fintech by 2020.
- Evidence from survey respondents and at interview underlines the potential for the Nordic region to spearhead advances in fintech innovation and adoption. Compared with other parts of Europe – where fintech is more typically focussed on payment technologies – Nordic fintech innovation is broader-based with innovation focusing on a wider range of areas including new platforms for financial services delivery, security and authorisation and customised services for small business.
- Respondents predict a huge upsurge in levels of funding and in merger and acquisition activity in the sector over the next two years. The first wave of consolidation may already be underway in Nordic fintech, from which respondents predict the industry will emerge stronger and better equipped with new business models to challenge the banks.
- Incumbent financial institutions are responding by engaging in unprecedented levels of collaboration and partnerships with fintechs, as well as getting involved in accelerator and incubator schemes with government and corporate partners. As evidence of this six fintech accelerators have been launched across the region in the last eighteen months.
- Insights from interview reveal a degree of consensus that the sector will see increased regulation and interest from government over the next eighteen months, especially in areas such as KYC and AML. This will act as a spur to further collaborative activity between fintechs and banks, as fintechs lean on bank experience of these issues.
- Respondents believe that AI, Big Data and Machine Learning techniques are growing in importance, as well as better security and authorisation.
- With digital innovation heavily dependent on talent and entrepreneurial zeal, some respondents see an opportunity for Nordic fintech in Britain's decision to quit the European Union, though most predict it will make little difference.
- Opinion is similarly split on blockchain, where some respondents are dismissive of the hype surrounding the technology others are excited by the breadth of potential applications for trading, capital markets and settlement – though even the optimists are aware that widely adopted blockchain-based applications could be up to a decade away.





# BUILDING THE BRIDGE

## EXTENDING AN OLIVE BRANCH



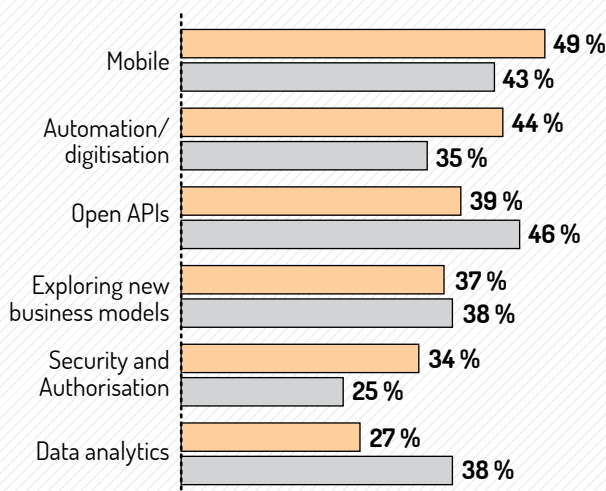
Last year's report highlighted the strength of collaboration between Nordic banks in developing new technologies and services. This year's research reveals how banks are facing up to the challenge of adapting to a different culture as they open their doors to work with fintechs, either to transform business models or respond to the changing needs of customers

### THE COLLABORATIVE TRADITION

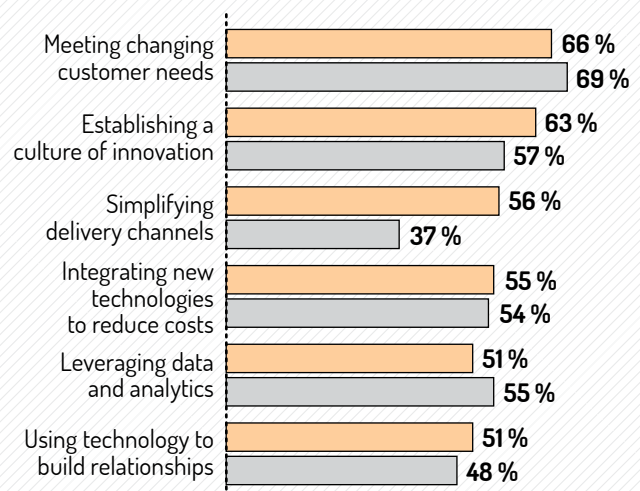
In common with other sectors of the Nordic economy, banks have benefitted for many years from a technologically advanced, sophisticated and homogenous approach compared to other parts of Europe. This approach has enabled open platforms such as MobilePay to flourish in the region, but – as recognised by interviewees for this report – the incremental pace of fintech developments has seen some players scrambling to keep up with the pace of change.

Signs of the Nordic's heightened level of technological sophistication can be seen in some of the charts on this page. If most European banks are still most interested in payment technologies, Nordic banks – while recognising the payments opportunity – appear more focused on a broader array of solutions to meet their customer's changing needs, integrate new technologies and deliver new services securely (see Figure 1, "Biggest Opportunities for Banks"). Between them the countries of the Nordic region are leading the race to becoming the world's first cashless societies, with cash payments already accounting for around

### 1. BIGGEST OPPORTUNITIES FOR BANKS



### 2. BIGGEST CHALLENGES FOR BANKS



Legend: Nordics (orange), Rest of Europe (grey)

Source: Fintech Mundi, MagnaCarta

10%, or less, of all payments in Sweden, Denmark and Norway so a more sophisticated approach to fintech is hardly surprising. Despite this however banks across the region recognise the significant cultural and commercial barriers that remain in the move to digital banking delivery.

### THREE'S COMPANY

Either because of cost pressure or to meet changing customer demand, our research on fintech activity across Europe shows that banks are aware of the need to lower the drawbridge to third party providers via open Application Program Interfaces, or APIs. Both in the Nordics and across Europe, however, traditionally risk-averse elements of banking culture may make this a challenge.

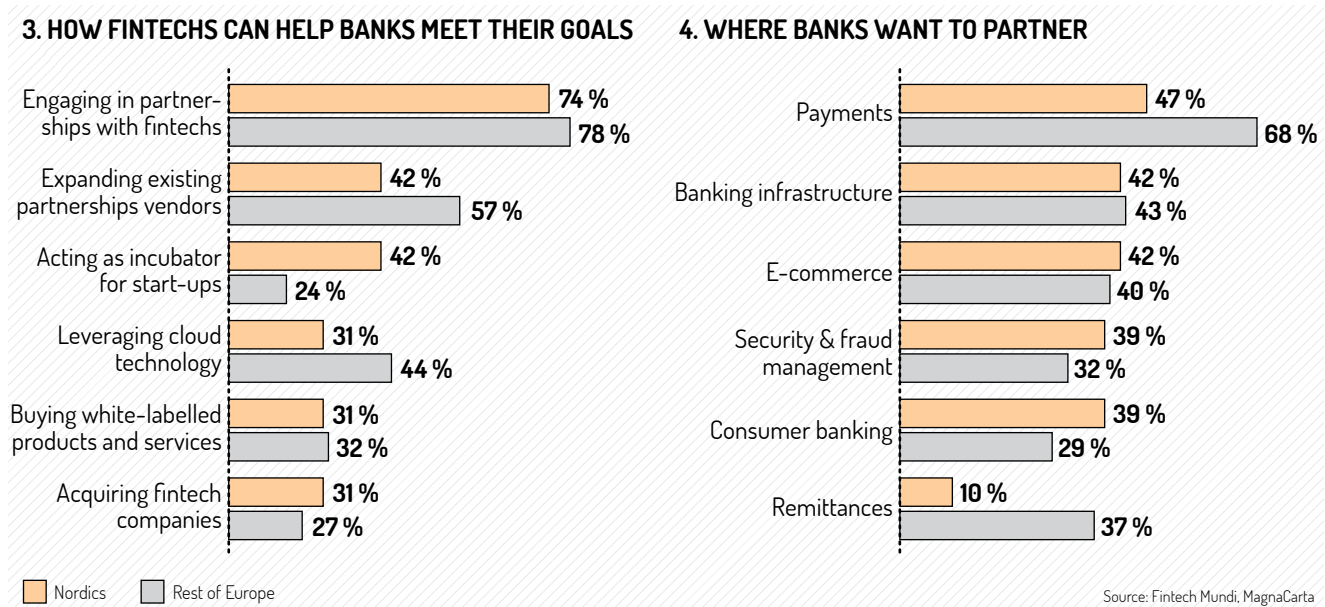
In the survey for this report 63% viewed “creating a culture of innovation” as a major challenge for Nordic banks, compared to

57% for Europe as a whole. As Halvor Lande, head of digitisation at DNB, puts it: “the bank winners of the next decade will be modern, successful technology companies. Smart incumbent banks will have to learn from fintech start-ups.”

Nordic banks estimate that 26% of their current business could be under threat from new digital service providers. While this is a lower figure than the 31% cited by banks elsewhere in Europe, there’s no doubt that banks are now alive to the threat their business faces, as Lubaina Manji, head of the group innovation office at Barclays puts it: “challenger financial institutions and fintechs do the same things banks do – only in a more agile way.”

### BETTER TOGETHER

Nearly three-quarters of Nordic banks interviewed for this report intend to partner with fintech companies, and just under half intend to extend their existing partnerships. Impressively,



some 42% of Nordic banks want to open fintech incubator hubs, compared to just 24% across Europe as a whole. Tone Lunde Bakker, global head of cash management at Danske Bank, notes that “from a customer point of view, fintech products are faster, easier and cheaper – especially when it comes to retail payments.” Bakker goes on to comment that “we’re seeing more and more banks and fintechs collaborating across the region: we have the customers and the capital, but fintechs have the technology and innovative culture.”

The need for banks to reinvent themselves lies at the heart of the fintech revolution, much as General Electric, Xerox and IBM have reinvented their businesses to confront external challenges to their business models. As a result the trend for banks is to shift from the delivery of single or grouped products to acting like systems integrators in engineering, providing a wider range of products over digital platforms. For Bo Olafsson, executive

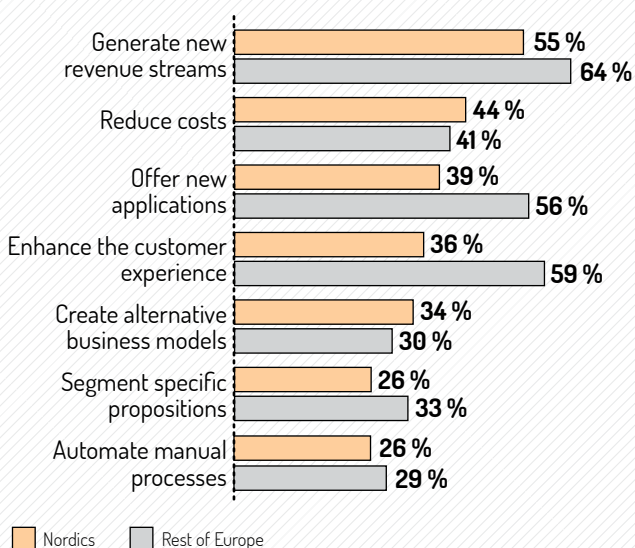
board director at Islandsbanki, the Nordic region is ideally placed to lead this change: “our smaller scale enables us to move faster. And the fact that we have fewer resources means that we need to pick where we can lead more carefully.”

### INNOVATION BY DECREE

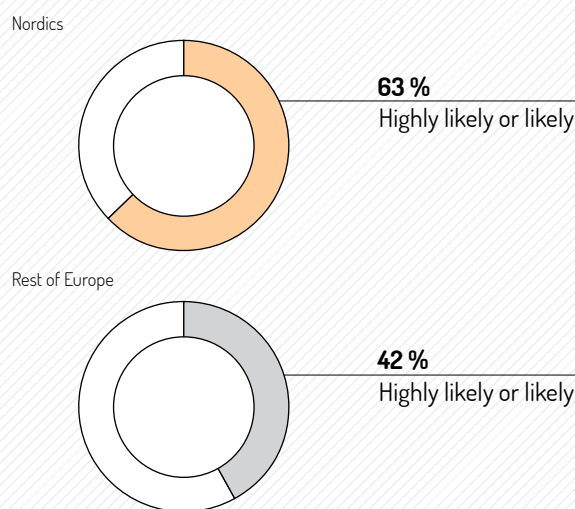
While regulation is often perceived as an impediment to innovation in financial services, the Nordic region takes a more enlightened view. Among survey respondents 63% of Nordic banks believe the prospect of future regulation is spurring the development of new financial technologies, compared with 42% across the rest of Europe.

The UK’s regulatory infrastructure is widely praised by interviewees for its flexible approach to the introduction of new fintech regulation, with Estonia and Lithuania also cited as displaying innovative regulatory regimes. Tone Lunde Bakker from

### 5. BUSINESS BENEFITS OF PARTNERSHIP



### 6. HOW LIKELY IS REGULATION TO BE A DRIVER TO PARTNERSHIP?



Source: Fintech Mundi, MagnaCarta



We're seeing more banks and fintechs collaborating across the region. We have the customers and the capital, but fintechs have the technology and innovative culture.

Tone Lunde Bakker, Danske Bank

Danske Bank notes, "any new fintech company will need to deal with KYC and Anti-Money Laundering regulations, and we have deep experience of these issues."

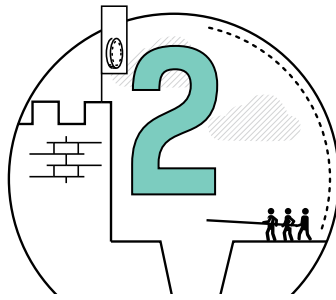
Nordic bankers also recognise the current phase of proliferation of new technologies will lead to a subsequent phase of consolidation, in common with peers across Europe – and many think this consolidation is already happening, predicting increasing

consolidation of fintech firms, either by acquisition by established financial institutions, or mergers with other fintech firms, over the next eighteen months. Looking ahead, banks find the areas of greatest potential in the next five years to be the application of Artificial Intelligence to consumer banking, the use of Big Data, and the provision of real-time payments – anticipated to be available in Scandinavia within the next two years.

**Table 1: TOP 6 NORDIC BANKS' FINTECH STRATEGY**

RANK	BANK	ACCELERATORS	PARTNERSHIPS	VC FUNDS	ACQUISITION
1		Nestholma – Helsinki, Stockholm	B2BPay, R3, MEDICI		
2		STING	Tink, R3, Amelia, Ripple	SEB Venture Capital	Coinify, Leasify
3		STING, Innovate Finance	Sprinklebit, NCR, Bloomberg Polargate		
4			Meniga, BANKID		
5		DNBNXT	Infosys, Startuplab, Telenor (Tap2Pay), R3		
6		CPHSW, SUP46, Danske Business Lab	MobilePay, R3, BDO (Research)		PowaTag

Source: Fintech Mundi, MagnaCarta Research



# BREACHING FORTRESS FINANCE

## THE FINTECH PERSPECTIVE



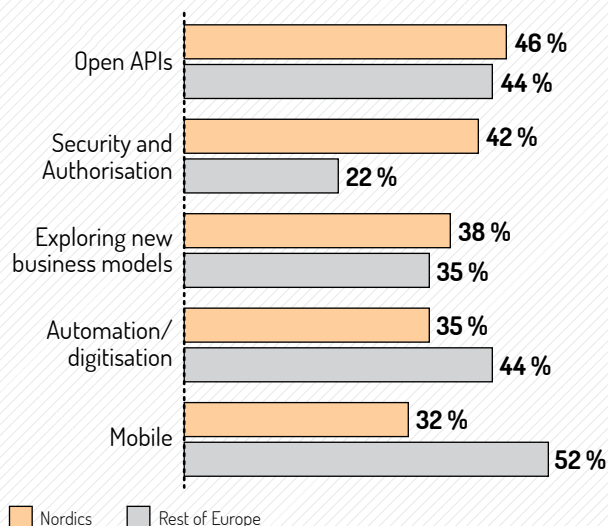
Despite the region's entrenched traditions of collaboration and appetite for innovation, fintech companies in the Nordic region face many of the same challenges as their peers in other parts of Europe. At the same time, evidence is emerging of regional specialisms in security and authorisation technologies, small business banking and crowd-funding. As with the banking sector, Nordic fintechs are increasingly looking to collaboration as the best route to success.

The comparative sophistication of Nordic markets relative to other parts of Europe is seen in fintech firms as much as in established financial institutions. Whereas fintech companies across Europe are mainly focused on payment and mobile technologies, Nordic fintechs are more concerned with the development of open APIs (46%), security and authorisation technologies (42%) and the creation of new business models (38%):

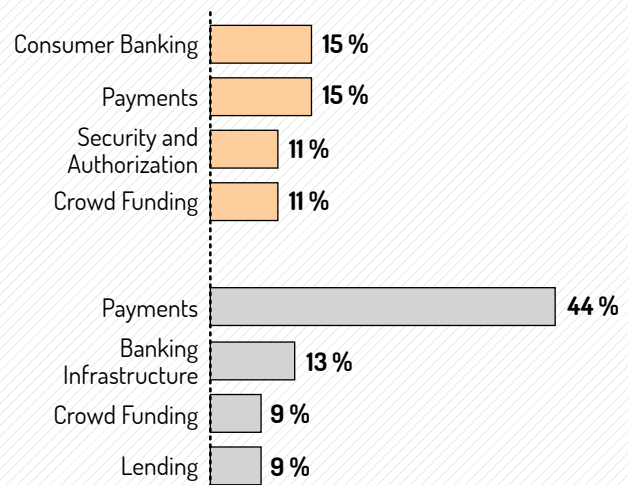
these interests suggest that the Nordic region has already passed the first phase of the mobile financial services revolution to explore new areas.

"Consumers are quick to adapt to new technologies in this region", explains Johan Tjärnberg, chief executive of Bambora, the Nordic-based payments group. "And now it's coming back to

### 7. PERCEPTION OF FINTECH OPPORTUNITIES BY FINTECH FIRMS



### 8. TOP AREAS OF FOCUS FOR FINTECH FIRMS



Source: Nordics Fintech Survey 2017

where fintechs can solve a problem for customers and financial institutions. Five years ago, if you look at what fintechs offered, it was mostly a mess. Now it's much clearer."

As well as developing a clearer idea of their target markets and areas of focus, fintechs are also much clearer on where their biggest challenges lie. Much like their counterparts across Europe, these challenges lie in funding and financing their growth, achieving scale and reach, and in building brand awareness among potential customers. And none of these are simple tasks; as Tine Wollebekk, head of financial services of Telenor, puts it, "more and more, we see that people want to be treated as unique."

### OUT OF ISOLATION

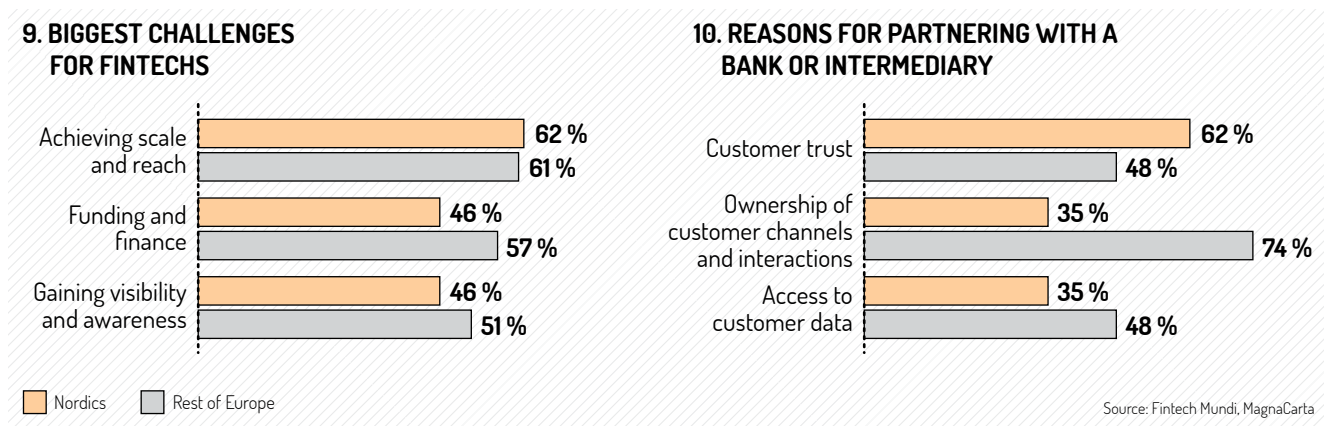
To access customers and achieve brand awareness rapidly, fintech firms are increasingly partnering with established financial institutions across the Nordic region. Axel Sjøstedt, chief executive of Cloud Insurance, has observed this trend over recent years: "There's a change in the structure of the financial services industry in this region. Now incumbents and fintech companies are working together. Electronic payments have led the way in changing consumer behaviour – now open APIs and PSD2 will lead the drive into new product areas such as insurance."

For Nordic fintechs, in common with start-ups across Europe, the advent of the EU's revised payment services directive, or PSD2, is

a significant step as it will provide enhanced security, open APIs and – for the first time – a level playing field in terms of service provision between established financial institutions and challenger organisations. As Lars Boström, head of cards and mobile payments at Nordea, the region's biggest bank, puts it, "PSD2 and its requirement for open APIs will be a game changer."

The fact that digital payments are so well established in Nordic markets perhaps explains why Nordic fintechs are more concerned with building customer trust than fintech firms elsewhere in Europe (62% compared with 48% in the rest of Europe). Correspondingly, firms from the rest of Europe regions take a greater interest in gaining access to customer channels and interactions (74% versus 38% for the Nordic region).

Like their counterparts in established financial institutions, fintech companies anticipate further regulation of the sector through 2017 and 2018, another potential driving force behind the growing wave of partnerships between fintech firms and banks. Gunnar Nordseth, chief executive of Signicat, the Norwegian e-identity and e-signature specialists, predicts a wave of regulation in the sector within two years. As Axel Sjøstedt comments, "regulation will be all about tech firms understanding the "fin" in "fintech."





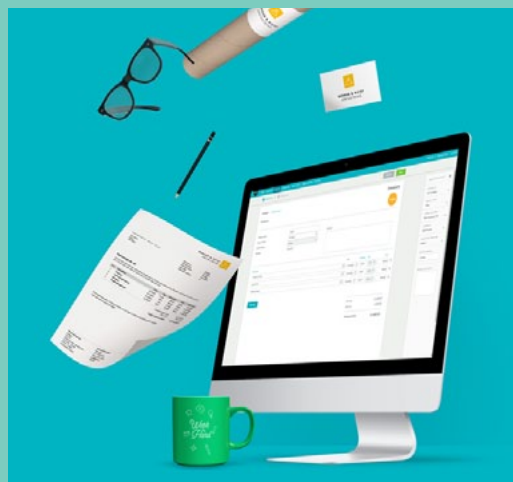
Fintech is now serious business, and the big boys at the banks want to play.

Lasse Mäkelä, Invesdor

### SCANDINAVIA'S EMERGING SPECIALISMS: HIGH LEVELS OF ELECTRONIC PAYMENT ADOPTION ARE HELPING THE REGION TO BUILD A BROADER FINTECH BASE

As the fintech sector develops across Scandinavia, there's evidence of emerging specialisms in the individual countries of the region. Norway is developing expertise in security and authorisation, represented by companies including Zwipe, Encap, Signicat, Promon and BankID. Sweden, home to Klarna, iZettle, Trustly and Wrapp is developing expertise in payment, online acceptance and loyalty, while in Denmark, companies including Chainalysis, Blocktech, Brainbot and WeMoveCoins are leading the development of blockchain while Finland boasts a cluster of SME banking and e-invoicing companies such as Holvi, Arex and Zervant.

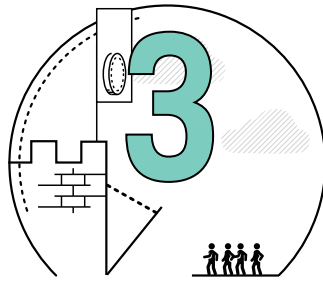
Zervant has rapidly gained market share in the SME and micro-enterprise markets for its e-invoicing technologies. Micro-enterprises face a number of unique challenges, not least of which is getting paid: 30% of micro-businesses across Europe report difficulties in receiving payment for their work. In this context, delays in distributing and processing paper invoices – to say



nothing of the costs – can be very difficult for smaller scale businesses to manage.

Co-founder Mattias Hansson set up Zervant in 2010 while working as a management consultant to help SMEs and micro-businesses manage invoicing and cashflow. In 2012, the company launched in Sweden and now has significant traction in seven European markets, aiming to be active across 80% of European markets by 2017.

E-invoicing has been so successful in Finland that more than 90% of the country's billing now takes place electronically – in stark contrast to Germany, where 80% of invoicing still takes place on paper. Hansson says he has noticed significant changes in his seven years in business, not least of which is banks' attitudes to fintech companies: "We've noticed that things are getting easier with the banks. Technology is not the crucial component of a solution – it's all about the business model and what the customer wants."



# BETTER TOGETHER

## THE BANKING PERSPECTIVE



Despite the region's homogeneity and the digital readiness of its citizens Nordic fintech faces similar cultural challenges as elsewhere in Europe, with some banks seen as risk averse and slow to adapt to new environments, and some fintechs perceived to be insufficiently focused on profitability and customer outcomes. The advent of PSD2, which will force banks to offer open APIs, is one driver to change; a looming period of consolidation, with some fintechs acquired or merged into bigger entities, is another.

The senior executives interviewed for this report all provide evidence of increased collaborative activity between fintechs and established financial institutions. This increased activity is also reflected in the creation of fintech accelerators across the region since our 2016 (see case study below), and there's tangible evidence of collaboration between fintechs, one example being Finland's Invesdor turning to Norway's Signicat for its document authentication and e-signature needs.

Both banks and fintechs in the Nordic region, and across the whole of Europe, are clear about the benefits of collaboration. As Figure 11 demonstrates, all players see the benefits of collaboration as enhancing the customer experience (63% of respondents in Nordics; 60% across Europe); providing a next-generation technology ecosystem (57% and 59%), and responding better to rapidly changing market conditions (37% and 45%).

There's less clarity, though, about where the need for cultural change lies. For Georg Ludviksson, chief executive of Icelandic personal finance fintech Meniga, PSD2 has been a driver of culture change inside banks: "banks are much more aware than before [of the need to collaborate]; there's a sense of urgency, and increased awareness that change is coming." Tine Wollebakk of Telenor agrees, noting that, "in the last four years banks have

started to regain territory: historically, they have not been the most innovative when it comes to technology."

Apart from engaging in sandboxes, hackathons and investing significantly in accelerators and incubators the region's banks are embracing the trend set elsewhere in Europe by trying to redefine themselves as technology companies. Among Nordic institutions, Norway's DNB is the most prominent example of this.

Among the region's fintechs, there has also been a cultural shift with fintechs significantly more focussed on delivering results. Until recently creating value from digital initiatives has proved hard to realise or define. By comparison this year, the results from our Europe-wide and Nordic research reveals that some of the froth of the first phase of the fintech revolution is disappearing.

As Axel Sjøstedt, chief executive of Cloud Insurance, says: "incumbents and fintechs are now working together... fintechs know they need to solve real business problems for incumbent financial institutions if they are going to be successful." Vahid Zohali, Banking Sector VP at Tieto, concurs: "fintechs need to show how their particular innovation adds value and benefit to both end users and investors."

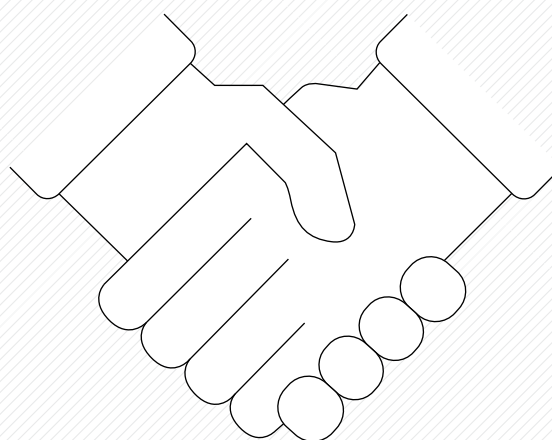
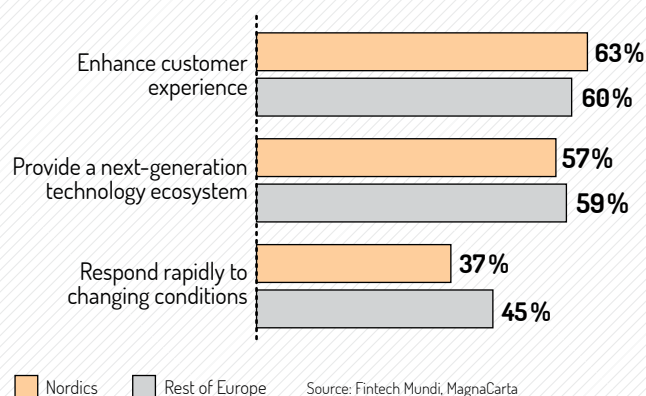




At its heart, fintech is a challenge for the banks, who should change their approaches to culture and technology

Ingun Berget, Bright

### 11. Benefits of bank and fintech partnerships



### FINTECH INCUBATORS – COLLABORATION IN ACTION

With fintech investment accounting for around 10% of all investment capital in the region<sup>1</sup> fintech activity is surging. Since the first quarter of 2016 six accelerators have launched across the Nordics. A review of the region's more prominent accelerators is included below.

In **Denmark**, home to MobilePay, the Danish Financial Services Union, Danish Bankers' Association and the City of Copenhagen have joined forces to create Copenhagen Fintech, while in Oslo, Norway, DNB has joined forces with Startuplab to launch the DNB NXT Accelerator; Oslo also boasts the Fintech Factory, launched in November 2016.

In **Sweden**, Stockholm's burgeoning fintech sector has attracted 18% of all private equity placements across Europe since 2012. STING, Stockholm's Innovation and Growth hub, runs a fintech stream and this will be joined by the Stockholm Fintech hub in early 2017 – a joint venture between KPMG, NFT Ventures and Invest Stockholm.

<sup>1</sup> *Cutting through the FinTech noise*, McKinsey & Company 2016

**Finland's** capital Helsinki has the stated ambition to become the Nordic's fintech capital, and Nordea has invested in a partnership with IBM, Tata Consultancy and Nestholm Venture Accelerator to create a three-month accelerator programme in Helsinki focused on innovations for customer experience, digital touch-points and value-added opportunities in payments and savings. This programme, first launched in autumn 2015, was sufficiently successful to be repeated by Nordea in Stockholm at the end of 2016. Jan Sirich, Head of Experimentation and Learning at Nordea, comments: "Our challenge to startups is to come up with good ideas in cognitive computing, Artificial Intelligence and blockchain technologies."

#### NORDIC REGIONAL INITIATIVE GETS UNDERWAY.

In addition to the individual country accelerators, the four biggest centres of fintech entrepreneurs in Norway, Sweden, Denmark and Finland countries will from now work together on a cooperation across the Nordic region. The partnership includes the Norwegian centre Fintech Mundi, Danish Copenhagen Fintech Lab, Swedish Stockholm Fintech Hub and Finnish HUB13.

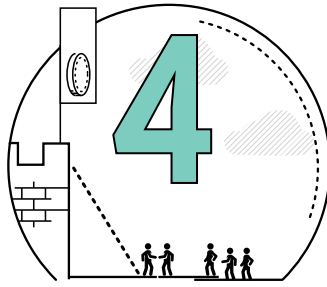


We have good reason to believe that the region can lead the fintech field with the Nordic region as cutting edge on IT with orderly and stable market for banking, pensions and finance.

Matthew Argent, Stockholm Fintech

## EMERGING FINTECH SPECIALISMS BY COUNTRY 2017





# EMBEDDING THE ALLIANCE

## FROM BRIDGE TO PLATFORM



This year's research shows substantial optimism about the potential for the Nordic region as a global fintech leader. 72% of survey respondents believe the region will be a leading fintech hub by 2020, while some feel Brexit will provide an opportunity for Nordic fintechs, with others seeing it make no difference. Views are similarly divided on the future potential of blockchain technologies although there's consensus that the next two years will see a continued flow of investment and a gathering wave of consolidation.

High levels of penetration of electronic payments across the Nordic region as well as trailblazing digital financial services success stories such as MobilePay, Klarna and Holvi, is giving the region renewed confidence for her future as a global fintech hub.

In the survey 72% of respondents believe the Nordics will be the global hub for fintech by 2020, followed by the US and Canada (58%), the UK (52%) and the rest of Europe (29%). By comparison, respondents outside the Nordics are most positive about the US and Canada (79%) and the UK (67%) than any part of Europe (43%). Georg Ludviksson, chief executive of Iceland's Meniga explains: "Fintechs are tapping in to the Nordics' brand reputation for innovation and electronic payments. Countries like Iceland, Denmark and Norway are showing the world how quickly mobile payments can rise."

Nordic fintechs also see more of an opportunity in Britain's exit from the European Union than their counterparts elsewhere in Europe. Whereas more than half those surveyed across Europe believe Brexit will have little or no short-to-medium term impact on their markets, 56% of those surveyed in the Nordics see an opportunity for other European fintech hubs in Brexit – and 50% believe it could benefit the Nordics specifically. Although there are some fears that Brexit could signal the end of a single European payments market, others note that there are areas in

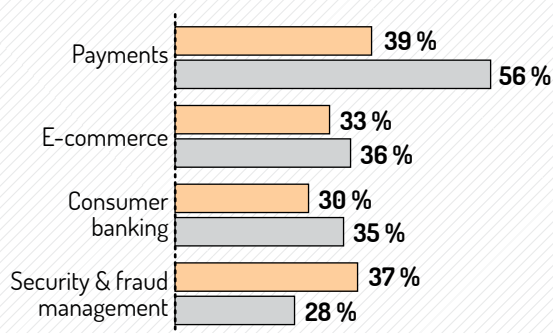
which the UK excels – such as standardised APIs – and that the UK's regulatory regime is a leader in the kind of flexible regulatory environment fintechs need to thrive.

### **SLOW-BUILD FOR BLOCKCHAIN**

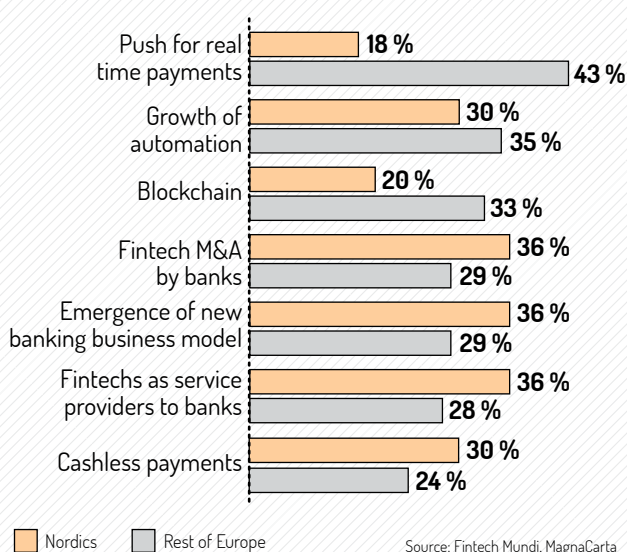
In line with the results from our research from the rest of Europe, Blockchain technologies appear to be similarly divisive for our respondents, with some believing their introduction will be seen within the next three to four years. Most opinion, however, sees blockchain as having specific utility in capital markets, clearing and settlement functions, and that widespread implementation of blockchain-based systems may be as much as a decade away. As proof of this, with only 20% of respondents view blockchain as a key theme for the industry over the next three years.

There are some differences between the Nordic region and the rest of Europe however. In part reflecting the reality that real-time payments are likely to be adopted more rapidly in Nordic markets over the next two years, compared to a slower transition to electronic payments elsewhere. Where other regions of Europe believe the push to real time payments (43%) will be the dominant theme in the next five years, Nordic fintechs and banks see a period of mergers and acquisitions (36%), the emergence of a new business model for financial service (36%) and fintechs providing services to banks (36%) as key themes for the future.

## 12. FINTECH INVESTMENT AREAS 2017



## 13. DOMINANT FINTECH THEMES TO 2020



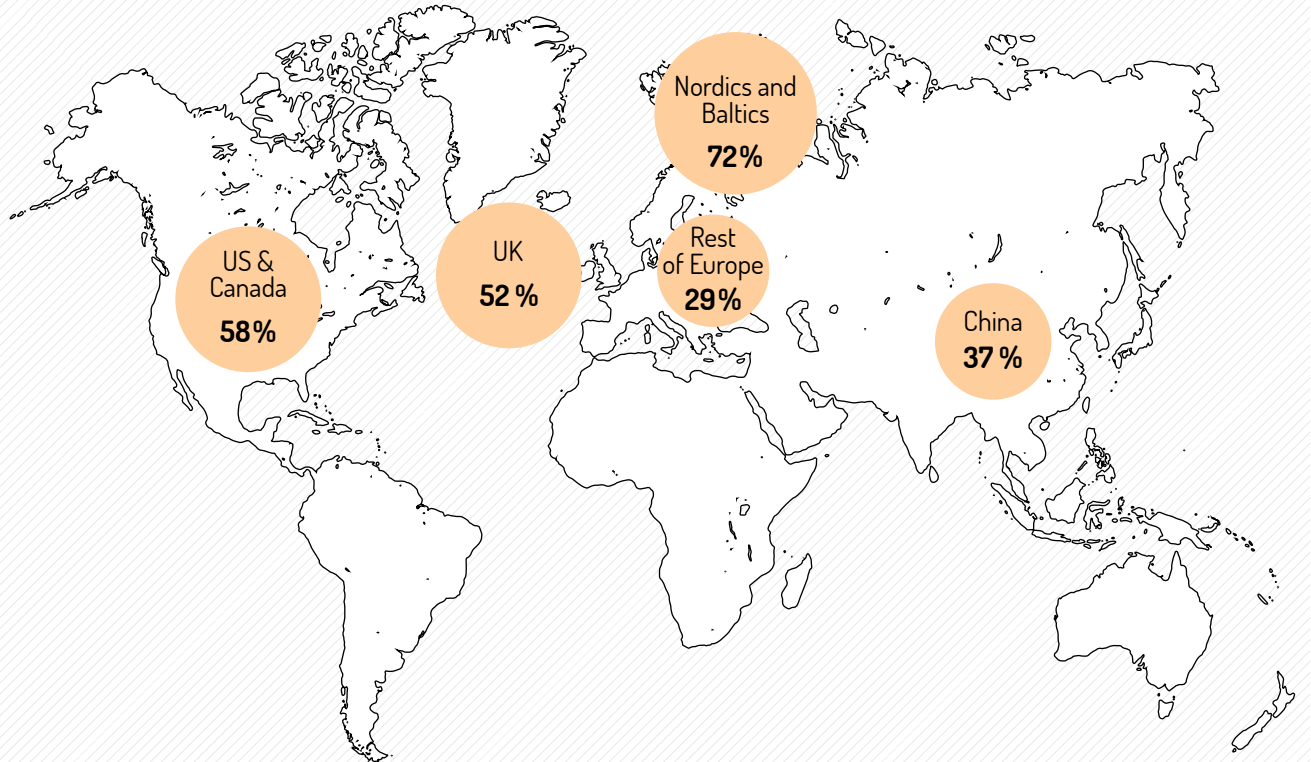
Further evidence of greater sophistication in the Nordic fintech market comes from our data on the key areas of investment focus in 2017. Respondents to our Europe survey believe that payments (56%), e-commerce (36%) and consumer banking (35%) will be core areas of investment in the year ahead. In contrast for the Nordics payments (39%) is followed closely by security, authorisation and fraud management technologies (37%). As Tone Lund Bakker from Danske Bank points out, “fintechs are going to have to deal with KYC, AML and other regulation issues” – echoing the increased emphasis on security and authorisation for Nordic players.

### MY FRIEND THE REGULATOR

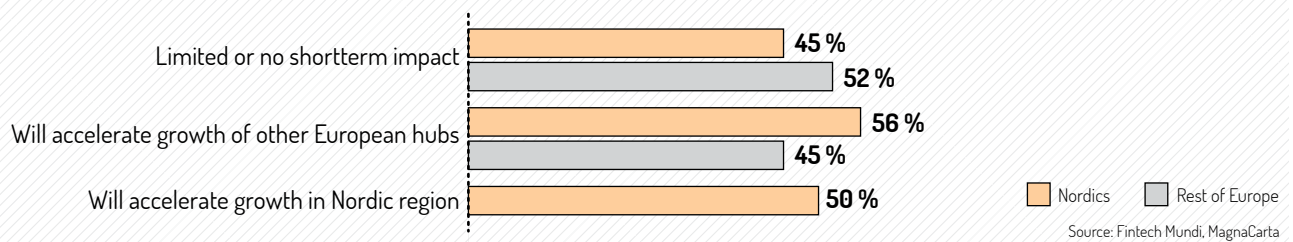
Over the next two years, regulation in its broader sense is widely viewed as an important issue for fintechs in 2017 and 2018, and several interviewees spoke positively about the existing regimes in the UK, Estonia and Lithuania. Alongside more regulation and increased investment, almost all respondents to our survey predict a wave of consolidation in the Nordic fintech industry, with some indications that this wave is already gathering pace. Vahid Zohali at Tieto comments that, “consolidation will see the emergence of structural changes that will challenge banks in their current form. It’s only a matter of time before the Googles and Amazons of the financial world arise from this consolidation.”

Axel Sjøstedt of Cloud Insurance sees the industry gathering momentum in the next two years: “the wheels will run faster in 2017, with new entrants gaining ground. Incumbents will also pick up the pace with an increased number of collaborations and acquisitions.” Greater investment, more focus on new technologies, and more partnerships at the same time as governments and regulators begin to take more notice of the potential in the fintech sector. Evidence, once again that while fintech’s northern lights shine ever more brightly, the challenges are in step with the region’s neighbours further south.

## FINTECH HUBS IN 2020



### 14. BREXIT IMPACT: DO BORDERS MATTER?



# INTERVIEWEES

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**MURSHID ALI**  
Huddlestock



**TONE LUNDE BAKKER**  
Danske Bank



**INGUN BERGET**  
Bright



**LARS BOSTRÖM**  
Nordea



**ELLIOTT GOLDENBERG**  
MasterCard



**MICHAEL GRONAGER**  
Chainalytics



**MATTIAS HANSSON**  
Zervant



**ROY JACOBSEN**  
Prego



**HALVOR LANDE**  
DNB



**GEORG LUDVIKSSON**  
Meniga



**LASSE MAKELA**  
Invesdor



**LUBAINA MANJI**  
Barclays



**INDREK NEIVELT**  
Pocopay



**GUNNAR NORDSETH**  
Signicat



**BO OLAFSSON**  
Islandsbanki



**AAGE REERSLEV**  
Wrapp



**SIGGA SIGURDARDOTTIR**  
Santander



**AXEL SJØSTEDT**  
Cloud Insurance



**CHRIS SKINNER**  
The Finanser



**JOHAN TJÄRNBERG**  
Bambora



**TUOMAS TOIVONEN**  
Holvi



**KNUT ANDERS WANGEN**  
MobilePay



**TINE WOLLEBEKK**  
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