



# The Banker

## TECH PROJECTS AWARDS 2018

### THE JUDGES

**Simon Bailey,**  
Finarchy

**David Bannister,**  
Ovum

**Dr Louise Beaumont,**  
Publicis.Sapient

**Oliver Bussmann,**  
Bussmann Advisory

**Jost Hoppermann,**  
Forrester Research

**Carmina Lees,**  
Accenture

**Liz Lumley,**  
VC Innovations and  
FinTECHTalents

**Joy Macknight,**  
*The Banker*

**Virginie O'Shea,**  
Aite Group

**Catherine Sherwin,**  
AlixPartners

**Chris Skinner,**  
the Finanser.com

**David Williams,**  
EY

### DIGITAL TRANSFORMATION

**WINNER: SOCIÉTÉ GÉNÉRALE**

**Project name: Digital transformation**

Digital transformation is the most coveted category of *The Banker's* Tech Projects Awards. This year saw the number of submissions almost double 2017's and it garnered double that of the next most popular award. This indicates just how serious banks are taking the re-invention of banking – and of themselves.

The accolade in 2018 goes to Société Générale (SG). The judges were impressed by the sheer depth and breadth of the French bank's digital initiatives. For example, it has created a new data lake architecture, developed and exposed more than 1000 application programming interfaces (APIs) to clients, and is investing €650m over the next three years in security and data protection in the face of rising cybercrime. It is also focused on artificial intelligence and machine learning, virtual reality and block-chain applications.

For Alain Fischer, chief digital officer, global banking and investor solutions, at SG, the biggest achievement to date has been the creation of SG Markets, a single electronic platform of business-to-business services covering pre-trade, execution and post-trade services.

"We have brought all our tools together in a unique platform, which allows us to innovate quicker. SG Markets provides digital solutions for all markets, including financing, cash management and securities, which are personalised to meet client- and staff-specific needs and allow both sides to have control over trading and financing decisions," he says.

SG's strategy is as much about the people aspect of digital transformation as technology and the group implemented a new organisational structure in September



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**Alain Fischer** ●●

2017. "Led from the top management, the organisation is more agile and collaborative, and staff are encouraged to be creative and, at the same time, stay connected across all business and support units," says Albert Loo, SG's deputy head of sales for global markets.

Christophe Leblanc, group head of corporate resources and innovation at SG, agrees that the culture shift has been among the bank's greatest achievements. "People are beginning to think differently and open up to new methodologies. We created an internal start-up challenge and also work with external start-ups," he says. The bank's open innovation platform connects a network of incubators spanning the globe, including Dakar, Bangalore and Bucharest, as well as Paris, London and New York.

SG continues to advance its open banking strategy and plans to share all the APIs in the group by 2020. It also plans to have 80% of its infrastructure in the cloud by 2020.