



Fading Boundaries in the Digital Economy

Santitam Sathirathai, PhD, Group Chief Economist, Sea Group, September 2018

| Fading Boundaries#1

Consumers or Producers

Consumer-to-Consumer marketplace model



Fading Boundaries#1

Consumers or Producers

Consumer-to-Consumer marketplace model



Local



Fading Boundaries#1

Consumers or Producers

Consumer-to-Consumer marketplace model



Local



Education



Fading Boundaries#1

Consumers or Producers

Consumer-to-Consumer marketplace model



Local



Education



Female



Consumers or Producers

Consumer-to-Consumer marketplace model



Local



Education



Female

Discovery vs Disruption



Investment or Expense

Two-sided market: More sellers \Leftrightarrow More buyers



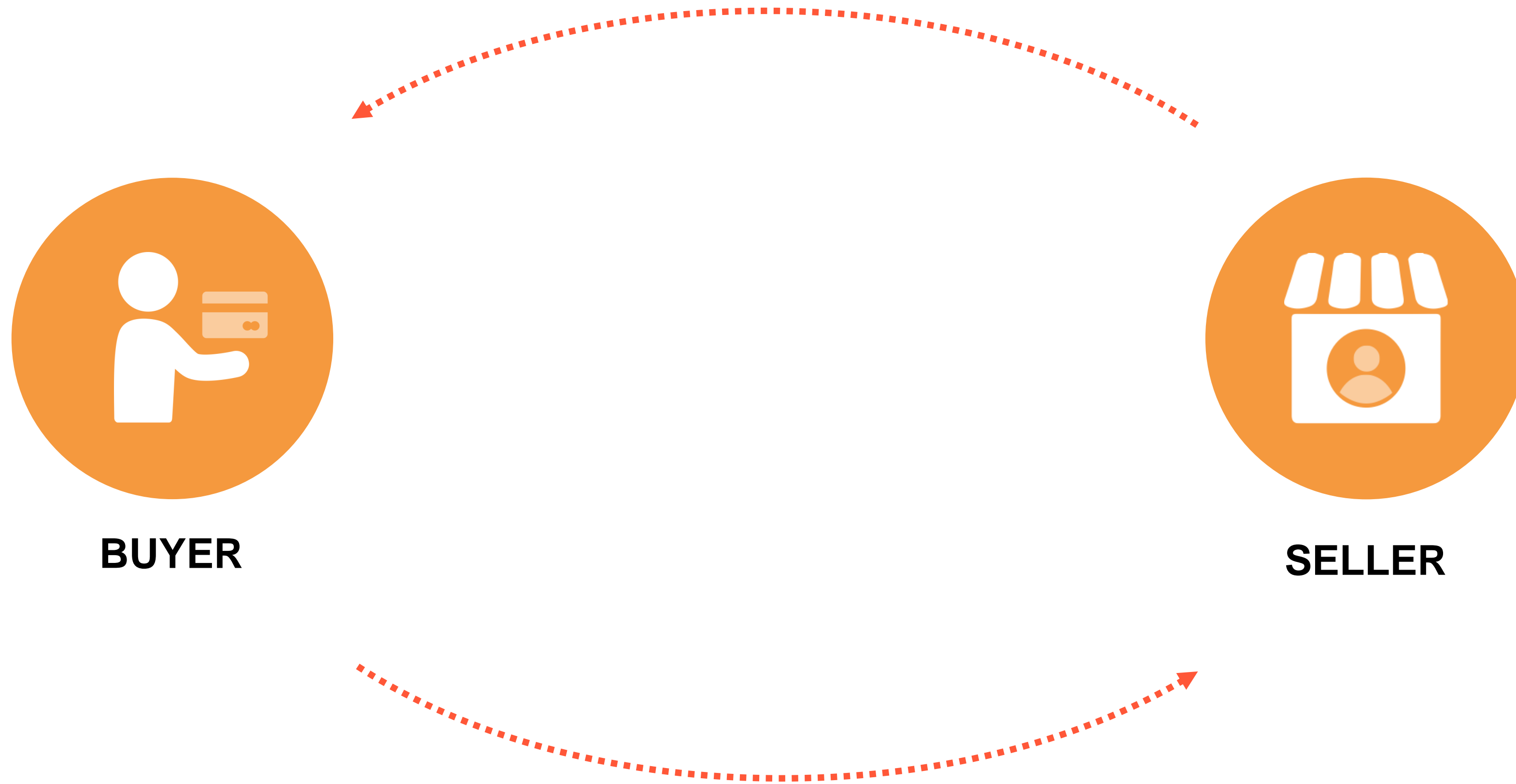
BUYER



SELLER

Investment or Expense

Two-sided market: More sellers \Leftrightarrow More buyers



Investment or Expense

Two-sided market: More sellers <=> More buyers



BUYER



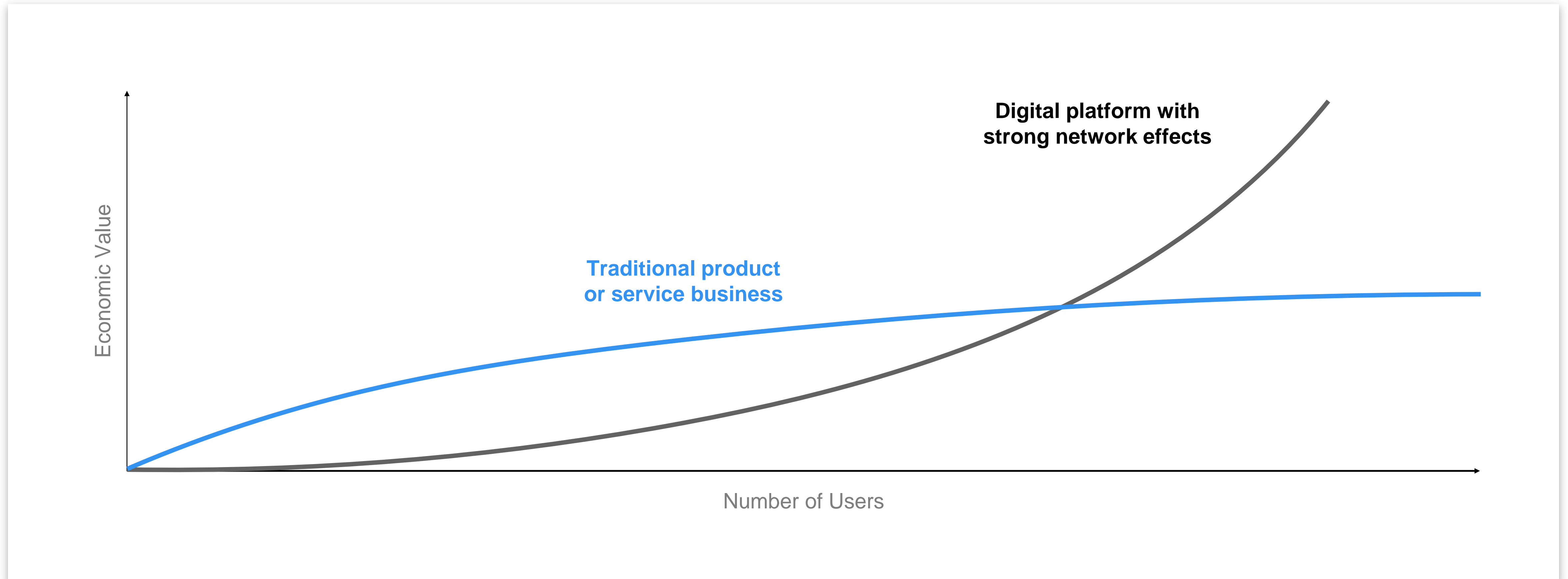
US\$2.2 billion GMV
171% YoY 2Q '18



SELLER

Investment or Expense

Tangible vs intangible assets; Increasing returns to scale vs diminishing returns



Tech or Finance

“Techfin” – From tech solutions to financial services

Origins		
		
Payments		
Financing and lending		
Investment		

| Fading Boundaries#4

Disruptor or Disrupted

In the world of exponential changes, disruptors can always be disrupted

Disruptor or Disrupted

In the world of exponential changes, disruptors can always be disrupted



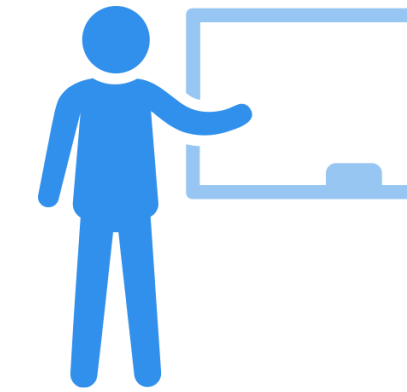
Disruptor or Disrupted

In the world of exponential changes, disruptors can always be disrupted



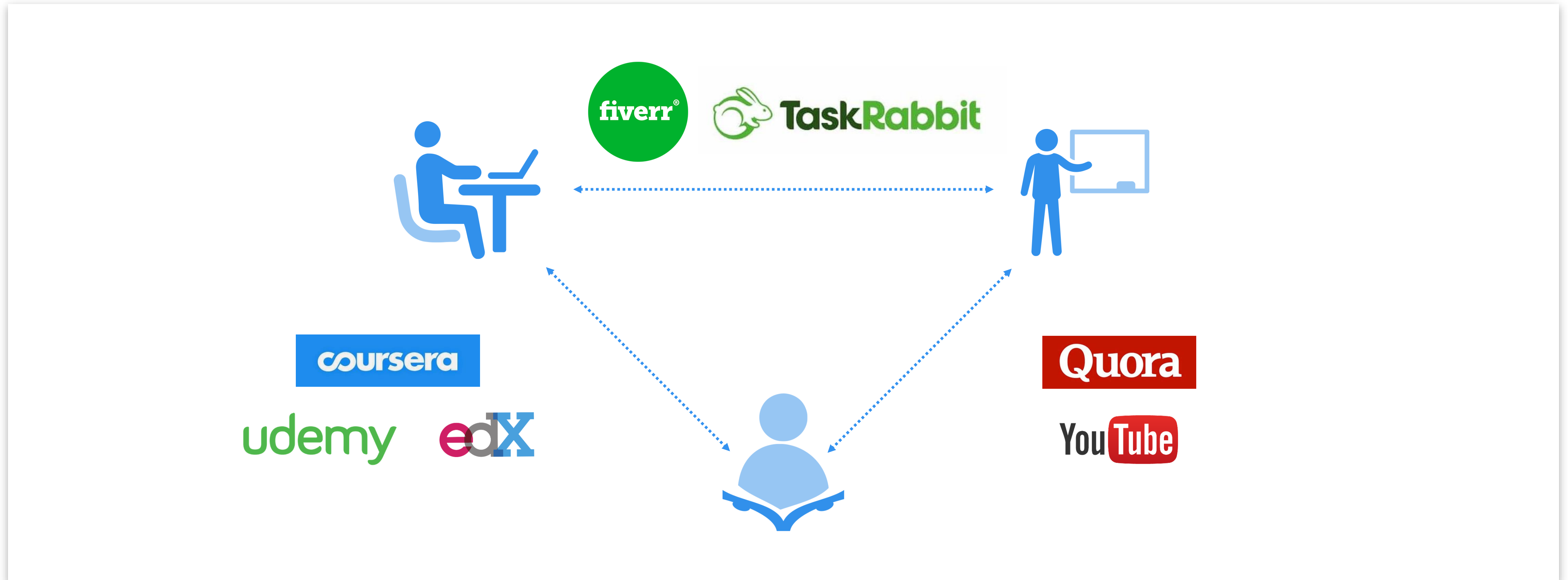
Students or Teachers

Students vs Workers vs Teachers or all of the above?



Students or Teachers

Students vs Workers vs Teachers or all of the above?





1 “Consumers” or “Producers”

2 “Investment” or “Expense”

3 “Tech” or “Finance”

4 “Disruptor” or “Disrupted”

5 “Students” or “Teachers”



Fading boundaries

- 1 “Consumers” or “Producers”
- 2 “Investment” or “Expense”
- 3 “Tech” or “Finance”

- 4 “Disruptor” or “Disrupted”
- 5 “Students” or “Teachers”



Fading boundaries

New possibilities

- 1** “Consumers” or “Producers”
- 2** “Investment” or “Expense”
- 3** “Tech” or “Finance”

- 4** “Disruptor” or “Disrupted”
- 5** “Students” or “Teachers”

ขอบคุณ

Cảm ơn bạn

Salamat

Thank you!

謝謝

Terima kasih