2015

ISSUE: AUGUST

Redefining the Digital Evolution in Wealth Management

hubbis

hubbis.com

Foreword

This is the 4th edition of our flagship publication for the technology and business community within wealth management in Asia.

The real disruptive potential of mobile, digital, social and cloud technologies and channels is re-shaping the look and feel of this industry.

And it is happening across all aspects of the value chain, from client acquisition to advice to ongoing portfolio monitoring and decision-making.

Banks, along with other institutions within wealth management, need to adapt quickly to keep up with these dramatic changes on the landscape.

If they don't, or can't, then they will become less and less relevant for many of the clients they are looking to serve.

We have interviewed and gathered insights from key individuals in the community to produce the content in this publication. This includes senior management and technology specialists from the leading private and retail banks, wealth managers, technology vendors and consultants.

The chapters look at a variety of the issues confronting the industry: what's shaping its future; the opportunities, challenges and priorities across wealth management in local markets to build-out the technology engagement; understanding the decision-making process at different types of firms; practical challenges of upgrading systems and software; how vendors can meet the needs markets and organisations; and the real game-changers and disruptors in Asian wealth management.

Ultimately, rather than viewing digital as a threat to disintermediate relationship managers and financial advisers, it should be embraced – as an opportunity to free them up to do what they do best: give clients a high level of service and leverage internal resources to deliver top-tier investment advice.

The content in this publication covers these issues and more. I hope you enjoy reading these articles and profiles, and derive value from them.

ANDREW CROOKE
EDITORIAL AND CONTENT DIRECTOR
HUBBIS

CONTENTS









Feature Articles

LEONTEQ
SWISS INVESTMENT ENGINE

1st

Leonteq has received **more than 20 awards** since its foundation in 2007

THE QUINTESSENCE OF OUR MISSION STATEMENT

LET´S REDEFINE YOUR INVESTMENT EXPERIENCE

Leonteq's explicit goal is to make a difference through particular transparency in structured investment products and to be the preferred technology and service partner for investment solutions.

We count on experienced industry experts with a focus on achieving client's goals and a first class IT infrastructure, setting new standards in stability and flexibility.

OUR DIFFERENTIATION

Modern platform

- Integrated IT platform built from ground up with a focus on automation of key processes in the value chain
- Platform functionality to address increased customer demand for transparency, service, liquidity, security and sustainability

Vertical integration

- Control of the entire value chain as a basis for proactive service tailored to specific needs of clients
- Automation of key processes mitigating operational risks

Competitive cost per issued product

- Modern platform resulting in a competitive cost per issued product allowing for small ticket sizes

LEONTEQ SECURITIES (SINGAPORE) PTE. LTD.
Company Registration Number 201134784N
8 Marina View #39-02, Asia Square Tower 1 | Singapore 018960 | Phone +65 6690 5200 | Fax +65 6690 5298 | sg@leonteq.com

CONTENTS









Profiles

Roundtable Summary

Case Study

[IMTF]

ICOS

Automated Onboarding

- Client Onboarding & Account Data Management
- Seamless onboarding from capturing to client welcome package
- Structured and guided for every type of product
- Ensured regulatory compliance: KYC, FATCA, MiFID, suitability, risk profiles
- Multijurisdiction, multichannel, and multilanguage

Switzerland | Singapore | UAE | Germany | Austria

IMTF Banking Software Pte. Ltd. | 10 Anson road, #34-16 International Plaza | Singapore 079903 | Phone: +65 6735 6150

CONTENTS









Expert Insights

Co-published Article

Directory

Published by Hubbis. Printed in August 2015 in Hong Kong.

Michael Stanhope
Chief Executive Officer
Hubbis
T (852) 2563 8766
E michael.stanhope@hubbis.com
W www.hubbis.com

15 billion

The number of connected devices expected by 2020
Page 16

3,000

The number of IT professionals Stefan Arn leads as part of a cross-cultural, trans-continental team at UBS
Page 22

2 weeks

The frequency with which the Credit Suisse team typically delivered working software for review when developing the digital banking app
Page 34

72%

The percentage of audience members at a recent Hubbis event who said that main role of technology in advisory should be "a disruptive role, to change the way customers seek advice"
Page 52

7 years

The number of years before which the S-curve for social banking will really kick in
Page 58

33%

The percentage of audience members at a recent Hubbis event who said stability and reputation are most important when choosing a vendor
Page 64

Content colour coding - for articles in this publication

REGULATION & COMPLIANCE	SKILLS
INVESTMENTS	STRATEGY & BUSINESS
FAMILY WEALTH	TECHNOLOGY

assentis

Perfecting Customer Communication

Are you digital?

We are.
We enable you to be, too.

- **Customer communication platform**
- **Client reporting solution**
- **Credit application solution**
- **Presentation solution**

Globally more than 100 renowned banks have included us in their digitization strategy and all of them continue to use our solutions today.
They are designed to help your customers receive relevant, timely information anytime, anywhere, and on any device of their choice. It is all about customer centricity.
We help you easily transform your traditional documents for the digital world and be responsive to your customers. We seamlessly integrate into your existing architectural landscape enabling highly industrialized processes.
Our solutions focus on increasing the efficiency of your front, mid and back office.
We would be happy to share any of our case studies that exhibit the journey with one of our many customers from strategy to implementation.

Talk to our specialist.

Assentis Technologies Pte Ltd.
10 Anson Road, International Plaza #34–16, 079903 Singapore, Singapore
Phone: +65 983 115 47, sales-apac@assentis.com, www.assentis.com

Digital wealth management – the journey has just begun

Wealth management institutions are at the outset of their journey in terms of utilising digital technology, and will need to watch for various signposts along the way.

Cutting-edge technology is not necessarily the first thing that comes to mind when discussing the wealth management industry. Nevertheless, banks must embrace the digital revolution to remain relevant to their client base, said panellists at Hubbis' Redefining the Digital Evolution in Wealth Management Forum 2015, held in Singapore in mid-June.

According to Ketan Samani, chief digital officer for APAC at UBS Wealth Management, the industry is just at the start of its digital journey.

"Wealth management is taking the lead from the retail banks, which experienced high disruption by start-ups in payments, lending and other products," he said. "It is just waking up to the fact that the robo-advisers will do the same. There is a way to go, but the journey has begun."

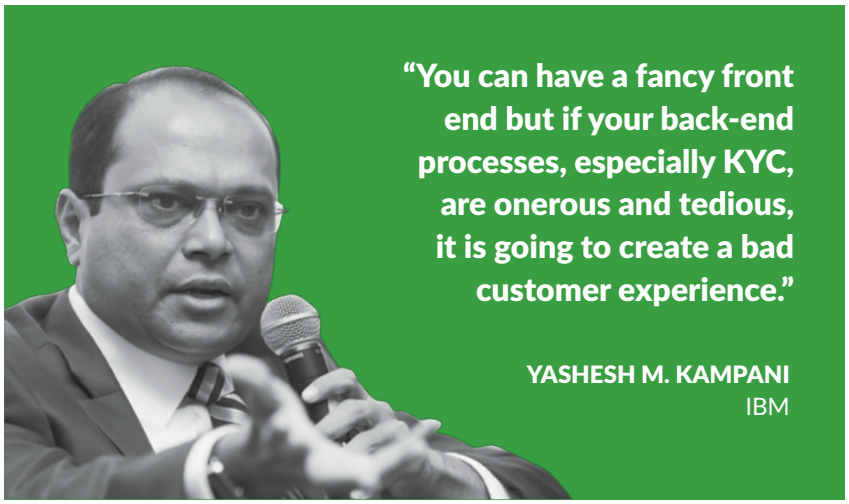
"Wealth management is just waking up to the fact that the robo-advisers will disrupt it. There is a way to go, but the journey has begun."

KETAN SAMANI
UBS Wealth Management

"There will be four major milestones along wealth management's journey towards digitisation."

Rajiv Agarwal, managing director of management consultancy and investment adviser Arete Financial Partners, suggested there will be four major milestones along the way.

The first will be institutions giving their sales and marketing departments, and



relationship managers (RMs), the ability to conduct client acquisition, portfolio management and advice through digital means, he explained.

The second will be integrating the transmission of customer information across multiple channels, including online, call centres and branches.

The third will be introducing technology to input external data and output client-specific investment recommendations for RMs. And the fourth will be instant order fulfilment (and reducing costs) via straight-through processing.

Customer experience would be paramount across each of these four steps, particularly in the back-office, believed Yashesh M. Kampani, IBM's general manager, banking and financial markets for ASEAN.

"You can have a fancy front-end but if your back-end processes, especially KYC, are onerous and tedious, it is going to create a bad experience," he said.

"The customer experience and expectations have changed completely in the last five years," added Iker Ibanez, PwC's director of digital transformation. "What are the experiences clients and customers expect? You should look at how to implement digital technologies to meet those expectations."

This is easier said than done, noted Adrian Hutzli, head of value-added services at data vendor SIX Financial Information. "We do not know what users really want from banks," he said. "It is key to think from outside [the institution] to inside and not only from inside [the bank] to outside."

System design is a vital element of this, according to Samani, and should take into account not just the end-user experience but also the interaction of an institution's entire value chain, from the chief executive to the RM.

Artificial intelligence could help institutions understand each client and deliver the right recommendations, according to Kampani, who cited his company's 'Watson' computer.

It works by processing natural language documents to generate answers to commonly-asked client questions.

Watson has already been applied in cancer research and diagnosis, and Kampani believed it and technologies like it could also be applied to investment advice within wealth management.

"Customers are overloaded with information. If RMs are struggling with this you can imagine how [it affects] the customer, who might not be as financially savvy or able to understand market movements. Having a tool like this, plus advanced analytics, can [enable you] to understand each individual and come up with specific recommendations."

This would support not disintermediate the conventional RM, noted Samani.

"If you look at the models for robo-advisory, the person who reinforces investment decisions is still fundamentally important," he said. "Human capital applied in the right way, with the right experience, will be the key differentiator."

However, Hutzli suggested if a bank were to be set up from scratch it would be more important to have behavioural psychologists to analyse clients' needs, digital expertise to design experiences around those, and algorithmic risk specialists to determine what markets might look like in future.

"Community is also very important," he added. "On the internet and social media there are people with huge influence... sometimes much greater than bankers and others in the industry."

Other panellists agreed that it would be important to put customers at the centre of technology, as institutions could no longer differentiate themselves through increasingly commoditised products.

"If you look at how travel has been disrupted, it is not just the fact that you have a digital experience."

RAJIV AGARWAL
Arete Financial Partners

"Many banks are broken up into different silos with very little interaction, which means they cannot present clients with a distrinctly branded experience."

BREAKING DOWN SILOS

Samani believed this was because many banks are broken up into different silos, and there is very little interaction between them, which means they cannot present clients with a distinctly-branded customer experience.

"Technology can help this. If the silos can be broken down within a bank the entire customer experience could be transformed," he explained. "This will bring out all the individual characteristics of banks as differentiators, and this is where [technology] design thinking brings everything together."

Agarwal said consumers in many industries are becoming more used to giving personal information to organisations, which should make it easier for wealth managers to offer personalised services and products.

"We should try to bring in experience from other industries. If you look at how travel has been disrupted, it is not just the fact that you have a digital experience," he said. "The RM is not going to disappear, and there will be a human aspect inherent to the industry. How this experience is augmented by technology is going to change it."

This is particularly important in Asia, according to Samani, as wealth management customers in the region seek more digital engagement than those in North America and Europe.

"They demand huge engagement through digital, specifically to touch information they feel is relevant to their investments," he said. "And they want to be kept in touch with any opportunities so they can make decisions together with their advisers."

Agarwal agreed, noting that digital could help to make it more attractive for investors to trade through a particular institution and boost its AUM.

"On average customers in Asia have four bank accounts. If you are providing a superior experience and relevant advice they will naturally gravitate their balance to you," he said.

Digital could also help RMs be more effective and free them to have more meaningful contact with client, which currently takes up only about 12% of their working lives.

This was not simply about making front-office functions more attractive, the panellists believed.

NOT JUST LIPSTICK

"A lot of people tend to overlook [back-office] as they are busy focusing on the front-end, putting lipstick on the bank," said Kampani.

"There are multiple forms [to fill in], and you have to collect the same data repeatedly and customers get irritated. There is a combination of technologies available now that will help you capture the information up front, once and for all."

Outsourcing such standardised, non-core services could help in this process, as it would reduce the need for RMs and other client-facing staff to undertake administrative work.

"This is not just about digitising for the sake of it, it is relooking at every single process and eliminating [those that] are not strictly necessary," said Ibanez.

"This can increase the percentage [of time engaging with clients] and make that time much more effective by empowering the RM."

Although RMs would remain important in certain parts of the wealth management value chain, the panellists believed robo-advisory would be an important element of serving Asia's growing mass-affluent population.

"A lot of the private banks are differentiating by going up to [minimum portfolios] of USD10 million," noted Kampani.

"This leaves a massive untapped population which can be reached by robo-advisory. Everyone needs advice and if you have peace of mind that [your money] is invested according to the best portfolio theory and you have good advice, robo-advisory could take off like it has in the US."

"RMs will remain important in certain parts of the wealth management value chain, but robo-advisory will be an important element of serving the growing mass affluent population in Asia."

However, Samani argued that this was not just about segmenting clients by the amount of money they had to invest, but rather what the objectives of their investments were.

"Robo-advisory is simplifying self-service through education so individuals can make informed decisions around investment. The incumbent banks are also trying to go [in this direction]," he said.

Indeed, Hutzli suggested the growth of robo-advisory should be considered by the banks as an implied criticism of their client servicing, and could encourage them to up their games.

"The use of robo-advisers is a sign that customers are not happy with banking services," he explained.

"It is a filter for advice, and in the end I believe that if I as a customer get the right service from a bank I don't need a robo-adviser."

This would come down to a question of the right use of technology, concluded Samani. "[It should be about] enforcing the marketing effort, the design effort, and the value effort in terms of engaging users on a continuous Q&A basis.

"The clients we talked to looked at the design and interaction [of our platform], and they want three pieces of data, not 10. When we redesigned based on this feedback their level of engagement went up tremendously." ■

Creating the "Apple of banking"

DBS Bank has become synonymous with the digitisation of wealth management. And far from being finished with the evolution of its offering for bankers and customers alike, it continues to make strides in taking its platform and the client experience to the next level.

Contrary to what some industry executives might appear to believe, riding the digital wave in banking involves more than just offering mobile applications and snazzy websites.

It involves, instead, a series of stages of evolution in thinking and acting which start with a shift in culture and mind-set, and culminate in an entirely remodeled back-end process to allow instant digital fulfilment.

But DBS has embarked on what its senior management believe is a genuinely game-changing mission.

"We want to be the Apple of banking," says Tan Su Shan, managing director and group head, consumer banking and wealth management at DBS Bank.

THINKING AHEAD

This is a bold vision, yet one which in today's changing world is required if banks are as serious as they say they are about keeping up with the times and staying relevant to their clients, especially in competitive markets.

TAN SU SHAN
DBS Bank

"We want to be seen as the Apple of banking."

The billions of dollars that it costs to attempt such a feat, let alone the time, expertise and flexibility required along the way, isn't for most banks.

With more firms entering the financial services space, and from non-traditional backgrounds and perspectives, plus the acceleration in use of mobile

OLIVIER CRESPIN
DBS Bank

devices, the behaviour of customers has changed markedly, based on the shifting expectations from their banking experience.

They don't necessarily need a physical bank, but instead access to financial transactions anytime, anywhere, explains Olivier Crespin, group head of the digital bank at DBS.

Driving this step-change is critical given that the potentially disruptive digital entrants within financial services such as Google, Facebook and Alibaba, among others, are much more client-centric than the traditionally-slow moving and heavily product-centric banks.

In response, DBS has been among the most proactive players in terms of working towards doing things differently – and, ultimately, making financial advice more accessible to a larger number of people, giving them, in turn, more comprehensive information. "With this new way of looking at the world of banking today, we are trying to combine the best of what a bank has to offer, such as risk management, financial expertise and payment security, with the best of the services of digital players," says Crespin.

OPTIMISING ADVICE

While giving Hubbis a sneak preview of his digital bank in development, it is easy to see that Crespin is visibly excited at this opportunity to spearhead something that no traditional banking player has attempted before.

"With this new way of looking at the world of banking today, we are trying to combine the best of what a bank has to offer, such as risk management, financial expertise and payment security, with the best of the services of digital players."

And seeing the digital platform in practice is a rare and practical insight into the evolving nature of the world of wealth management.

DBS' digital bank involves three main types of technology.

First, explains Crespin, the platform detects the pattern of behaviour of customers, by viewing their transaction history as well as their demographics to help the banker assess their investment preferences.

Secondly, the bank is using a rules-based engine, given its advanced mathematics capability to understand and interpret the multi-variable path that leads to an investment decision by a customer.

The third technology used within the digital bank is DBS Watson Wealth Adviser, powered by IBM's artificial intelligence system.

This mimics comprehension using cognitive computing to recognise the sentence pattern of the English language, says Crespin.

"That reads all the research material the bank has for the RM (relationship manager) to use to identify what is suitable for an individual customer," says Crespin.

A combination of these technologies is helping the bank resolve a key hurdle which most of its competitors continue to face – limitations on the time and expertise of the bankers, which lead them to default to the products they know best and are most comfortable talking about.

"This bias is created by limits on capacity and experience," he explains.

Now, DBS is able to level the playing field across its bankers and at the

same time help them to understand more specifically the individual customer they are dealing with.

On any given morning, for example, Watson might select around 100 products for an individual client.

These are then ranked by stars, dependent on suitability – which is linked to a combination of customer preference, product performance against its peers, and also DBS' outlook of factors which will impact the product.

Dividing the offering by product is a good way to do this, he adds, to engage the client and generate a certain amount of interest. "We have taken a decision to fine-tune the platform in order to resolve the issue of bankers not calling their clients due to their existing workload."

The first step is assisted RMs with tablets, to enable them to have a more transparent and relevant conversation with their clients.

Plus, the automated process fills a knowledge gap by enabling clients to access information in a more organised way. "The goal is to deliver knowledge to the customer," he explains. "A lot of people now want to know more about what they are investing in."

According to Crespin, a key application of the intelligent, automated interactions between bankers and customers is effectively the bridge between advisory and discretionary. "The system monitors a client portfolio on a continuous basis, and as soon as there is a trigger from positive to neutral, or neutral to negative, it can prompt a conversation about potential changes in the portfolio," he says.

IMPLEMENTATION

The underlying architecture being built across the platform as a whole should be able to assess the credit, compliance and operational risks.

This is something which Crespin thinks will make the difference over non-banking players trying to enter this space.

As a result, it is important to leverage the rest of the bank and maintain open communication to get the best outcome possible. "We are not building everything from scratch. We are trying to leveraging our existing operations, compliance and technology," explains Crespin.

This is important to stay connected to the main business and the advances being made in other areas, including apps.

Clearly some independence from the main bank is important to ensure flexibility in coming up with a new solution, but there must also be alignment with the rest of the institution.

CREATING ITS OWN ECOSYSTEM

Critical to the success of the digital bank is getting the customer journey and overall client experience right.

To get everyone at DBS singing from the same hymn sheet when it comes to its digital initiative, the bank wants to be part of the everyday lives of all its customers.

For example, when a customer rides the subway, they can do their mobile banking via the DBS PayLah! app.

Or there is a service where the bank knows what coffee the customer wants, and from which shop, and orders it and pays for it via online banking as the customer is arriving at their office tower.

Or when there is a major life event, such as getting married, having a child, or getting a first mortgage, the relevant products and services are delivered seamlessly via the digital engagement the bank has with its customer.

"This isn't about trying to sell something to the customer, but rather about helping the customer fulfil their goal," says Tan. "Nobody wants a mortgage; they want to buy a house."

The other key element is ensuring the delivery channel ties into what they really want. "We can be truly creative as we push ourselves in many new areas to think about what we do from a very different perspective," explains Crespin. ■

"We can be truly creative as we push ourselves in many new areas to think about what we do from a very different perspective."


canopy
account aggregation
technology
/tɛkˈnɒlədʒi/
noun
Freedom to
focus on what
you do best
All banks, all assets. Aggregated. Analyzed. Visualized.
https://canopy.sg

Life at the edge of disruption

Steve Monaghan has something akin to a "dream" job for any techie working within financial services. His objective is to put AIA at the cutting edge in terms of the way it engages its customers, with digital and design at the centre of his innovation radar.

Steve Monaghan spends his day scanning the market for various disruptors to traditional business models in financial services.

As regional director and head of edge (group innovation) at AIA, he is purely focused on moving the business to the next generation in terms of its engagement of customers.

His part of the group earned its name, explains Monaghan, from the fact that almost all disruption occurs at the edge of business models, where there are what he describes as inflexion points with other industries.

"I look at the business models in adjacent industries, not just insurance," he explains. "I am trying to find examples of disruption happening elsewhere to bring back to the firm so we can build them in to our planning an urgency for change." This is a process he calls "ICE" (innovation, collaboration,execution).

He points to observations of companies in other industries operating at the edges of their existing business model.

"They tend to have a long-term view that they have capabilities and experience to gain by doing so," he says. "We view it in the same way, so continue to innovate within our core business."

Many financial firms might consider such an approach to be too big a risk. But for Monaghan, it is about doing something meaningful, that will also help migrate the core offering with a reasonable degree of safety, "We want to initiate projects that might change the game around insurance."

STEVE MONAGHAN
AIA Group

A COMPELLING CLIENT EXPERIENCE

With technology becoming 100% smarter every 18 months, in his estimation, and being far more scalable than people, a step-change in how to do business in today's environment seems inevitable. "We want to take the traditional advisory interaction and make it much smarter and more effective," explains Monaghan.

Ultimately, in his view, this comes down to simplicity, ease and experience.

This is key for a business which operates across 18 markets in Asia Pacific. These locations range from Hong Kong, Singapore and Australia, to Vietnam, the Philippines and Indonesia, for example.

Inevitably, there is a need to ensure consistency of agents and other front-line staff within all of them.

As a group, AIA has already invested significantly in several initiatives to achieve this, and at the same time translate customer data and information into better experiences.

For example, in Malaysia, efforts to create fully-digitised sales and distribution mechanisms have played a critical role in putting AIA at the forefront in this area. That started around two years ago, revolutionising the point-of-sale technology by trading the previously outdated systems for iPads.

Further, with the launch of AIA Accelerator, a 12-week programme for start-ups in the field of digital healthcare, it already had (at the time of this interview) 76 applicants from 16 countries.

THE UNIQUENESS OF INSURANCE

Digital disruption, however, is only one element of change. Innovation in insurance, explains Monaghan, includes various components, some of which have nothing to do with technology.

"We also need to look at the overall business model, and then see how best to take that forward," he adds.

This ties closely into the client experience, where design is playing an ever-important role in creating something meaningful and in enhancing human relationships. "Great design leads to differentiation and cost leadership," says Monaghan, "so we strive to deliver both strategies at once."

Plus, despite his background and passion, he doesn't believe that technology should replace humans. Instead, it should augment customer relationships, given that there is still a lot of scope for the human touch.

It is just that the way in which technology needs to be used within the business is changing.

"It used to be the case that a higher value was placed on an individual who remembered the most," he explains. "Now, with the focus on productivity, it is about using technology to achieve this," he adds.

NOT BEING COMPLACENT

The nature of financial technology in today's world is that anyone can disrupt tried-and-tested business models – even those of leading incumbents.

Monaghan likens this to what he has seen in other industries. "When I first came to Asia 20 years ago, I worked for a computer manufacturer, and the industry was convinced of the importance of physical distribution in the IT space, and how it couldn't be transformed, given that computers were too complex to sell online."

By contrast in banking and insurance, there has been a notable emergence of digital businesses that don't see the need to invest in physical distribution. And with some digitally-driven firms seeing growth rates north of 100%, it will in theory only take them five years to get to a number-one position.

*AIA taps A*Star's data insights*

*In late May 2015, AIA Group announced a multi-year and first-of-its-kind joint collaboration agreement with A*Star's Institute for Infocomm Research. The aim is to leverage its consumer insights to develop innovative behaviour-changing programmes and products to help bridge the estimated USD41 trillion insurance protection gap across Asia.*

By linking with Singapore's largest information and communications tech research institute, AIA will be able to mine much more data to enhance customer profiling and behavioural prediction. It will also enhance IT mobile security by analysing data from primary and secondary research.

The upshot of the collaboration is to enable the insurer to introduce revolutionary innovations that make a real difference to the lives of individuals and families in Singapore.

The added challenge for incumbents is the need to drive digital through changing the culture of the organisation. In large companies, in particular, it can be a challenge to achieve such a shift in mind-set.

But this is the goal he has every day when trying to find the next new thing.

Fortunately for him, AIA's management and leadership have an open mind to the role of innovation in driving the customer experience to the next level. "Through this, and over time, we will see changes in consumer behaviour."

The sources of disruption in Asian wealth management

Mobile technology and tech-driven advice are set to be the biggest disruptors in the region's wealth management industry over the next half decade.

Asian wealth managers have a big opportunity to leverage the latest advantages in digital technology, particularly in client engagement, said panellists at Hubbis' Redefining the Digital Evolution in Wealth Management Forum 2015.

Mobile technology is likely to be the major disruptor of the wealth management and private banking industry over the coming five years, believed Jacqueline Teoh, head of business consulting for APAC at Orbium.

"There will be at least 15 billion connected devices by 2020, and 10% of revenue growth is going to come from [wealth managers] who are investing in innovation and prioritising this in their businesses," she said.

"Out of social media, mobile, analytics, and cloud, disruption is going to come from mobile advisory technologies, at least from a private banking and wealth management perspective."

"There will be at least 15 billion connected devices by 2020, and 10% of revenue growth is going to come from wealth managers who are investing in innovation."

JACQUELINE TEOH
Orbium

"UHNW clients will be looking for access that a disruptor may not be able to provide, such as primary or secondary offerings through investment bank equity teams."

Although robo-advisory is already disrupting mass affluent clients, it will also start to have an influence further up the value chain, according to Loic Pitrou,

"A second generation of robo-advisers is going to target accredited investors and the lower private banking segment."

LOIC PITROU
additiv

general manager, Asia at additiv. "There is a second generation of robo-advisers that is going to target accredited investors and the lower private banking segment," he said.

He also noted that these robo-advisory clients would typically have AUM of USD300,000 to USD5 million.

The way in which investment research is conducted and the resultant advice is delivered is also being disrupted, according to Hoong-Shen Wong, head of client reporting and output for Singapore and Hong Kong at UBS Wealth Management.

"Ten years ago, when digital was not as pervasive, you needed to get research on your investment from a broker or financial institution," he said. "Today there are several independent research companies that are able to reach the client directly through marketing."

His institution is looking to respond to this threat as it seeks to engage clients and bring the views of investment specialists directly to their digital devices.

However, Shiv Dewan, principal in the financial services practice of Boston Consulting Group, suggested wealth management technology might not advance as quickly as people expect.

"There are innovations taking place, [but it is] incremental," he said.

"Regulation and the organisational structures of banks mean they are not able to move as quickly [to] innovate and stay ahead of clients' demands."

DIGITAL EXPERIENCE

The emerging wealthy among those clients require a mixture of digital interaction and expert, personal ised advice, according to Wong.

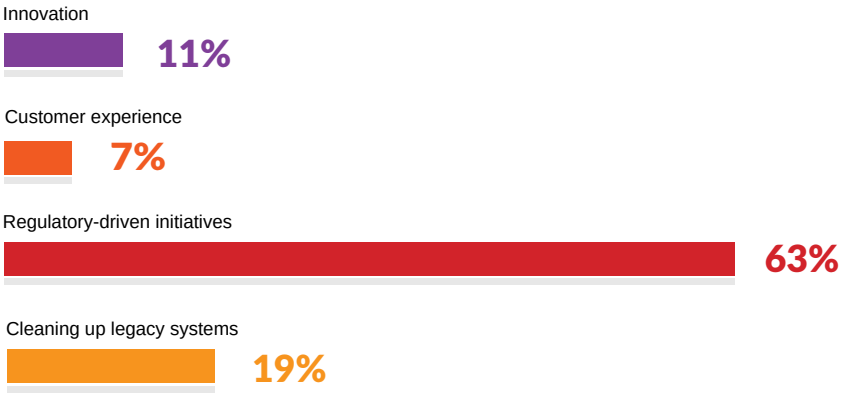
Cultural differences should also be taken into account when targeting services, Teoh added, noting that investors in the US were more open whereas Europeans had a greater need for privacy.

"The hybrid model works well," she said. "[This is] where you still need to provide a degree of personal service as well as allowing clients to be more self-directed in their investments."

Dewan said the mass affluent segment would be the main target for digital disruption, as technology could not serve all the needs of UHNW clients who demanded a higher level of contact.

"The disruption is in lower-cost models for people who want to self-direct [their investments]," he explained. "In the UHNW space many clients will be looking for access that a disruptor may not be able to provide, such as primary or secondary offerings through investment bank equity teams, or leveraged investments that non-banks will not have the balance sheet to provide."

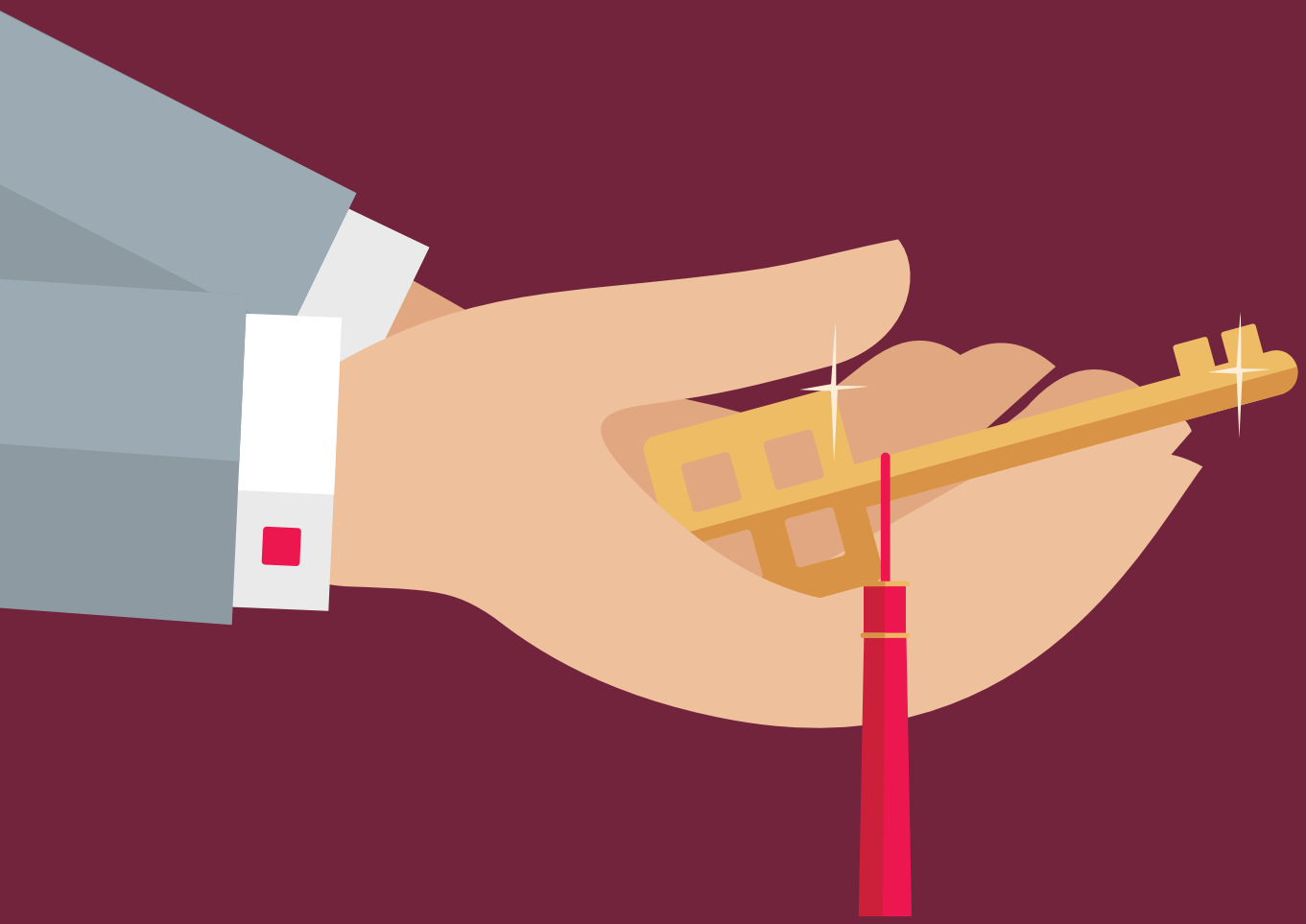
WHICH OF THE BELOW GETS THE HIGHEST % OF THE IT BUDGET?



Source: Hubbis Redefining the Digital Evolution in Wealth Management 2015 - Singapore

External Wealth Management Platform

YOUR KEY TO INDEPENDENCE



SWISS-ASIA
FINANCIAL SERVICES PTE LTD
瑞士亚洲金融服务有限公司

Are you a Private Banker?
Have you ever considered being independent ?
Do you want a lifestyle change?

IF YES TO ALL OF THE ABOVE, LOOK NO FURTHER,
CONTACT SWISS-ASIA FINANCIAL SERVICES PTE LTD

INFO@SWISSASIA-GROUP.COM

In a sentiment poll during the panel, the audience was asked which of four factors took up the largest percentage of an institution's IT budgets.

Regulatory-driven initiatives were the clear winner, with 63%, followed by cleaning up legacy systems at 19%, innovation at 11%, and customer experience with 7%.

The wealth management industry is reaching the tail end of spending heavily on regulatory initiatives such as FATCA and Common Reporting Standards, among others, and this would free up budget for technological innovation, believed Wong.

Teoh suggested that in Asia the top 10 banks are investing heavily in innovation projects, either by themselves or in partnership with fintech firms.

"Institutions are being challenged to think about how other industries are paving the way in digitisation," she said.

"Some of the leading banks are looking at end-to-end implementation, which means not only looking at the front end of mobile advisory, but also at digitising all their processes as well as offering digital products and services."

MODEL INNOVATION

Banks in Asia tended to provide universal services, as opposed to pure-play private banking, noted Dewan, and would therefore look to offer innovation in areas such as online sales of credit cards and branchless banking.

"The pure-play private banks have reached a stage where it is expensive to operate under their current model so have to find ways to innovate in the segments they serve," he added.

"Today there are several independent research companies that are able to reach the client directly through marketing."

HOONG-SHEN WONG
UBS Wealth Management

"The activity around wealth products tends to be catch-up, such as online trading, or 24-hour foreign exchange. It is not particularly innovative but that is where they are going to be spending their digital banking budgets first."

Digital ways of interacting, particularly social media, would enable some of these institutions to differentiate themselves, noted Pitrou.

He added that this is one way established private banks with long-established client lists would be at an advantage. "We recently launched a club for the ultra-rich where the clients of the bank can interact and contact each other, and invite one another to events. This complements real meetings," he said.

The transmission of information was another area in which banks could innovate, believed Wong, as HNW clients were increasingly wanting less volume, and more relevancy, from the content they receive.

"The bank needs to transform how it transmits information to the clients. Otherwise they will get information overload, and will start to ignore it." ■

"Regulation and the organisational structures of banks mean they are not able to move as quickly to stay ahead of clients' demand."

SHIV DEWAN
Boston Consulting Group

FinIQ
The Financial Engineering Company

ABOUT US

- FinIQ is a Singapore based banking software provider. The FinIQ system is currently used by over 10,000 bankers spread across 60 banks in Asia.
- Over the last decade, we have enabled 25 different banking groups with their treasury, investments and structured product distribution leading to unprecedented revenue growth for our clients.
- Our solutions have the right emphasis on ease-of-use, workflow management, pricing efficiency, trade execution and post trade event management.
- Besides our wealth management offerings, we also automate retail branch network, corporate sales, share custody, option trading and various other workflows.

RICH FUNCTIONALITY

MILESTONES

2003
Worldwide interest rate crashed. FinIQ became first FX-option linked yield enhancement product platform to offer investment alternatives

2007
FinIQ launched end-to-end functionality for equity linked derivatives and investment products

2010
FinIQ structured product platform became widely used platform across Asia. FinIQ also launched compliance & client suitability frameworks

2012
Having succeeded in structured products FinIQ launched a range of cash FX, bonds, equities and other traditional products

2014
Cloud based SaaS live. FinIQ became worlds first multi-dealer multi-asset trading solution for Private Banks

Financial Industry In 2020

Structured products will be more bespoke with clients demanding increasing degree of freedom.

Real challenge will lie in how to deal with the non-standard products without software changes.

FinIQ's future-proof design allows banks to customize the products and workflows at will.

GLOBAL FOOTPRINT

Hong Kong | London | Bangkok | Kuala Lumpur | Melbourne | Singapore | Pune | Taipei

Shaping a new technology mind-set at UBS

Stefan Arn probably has the biggest technology mandate in global wealth management. But spearheading change at a bank with the scale of UBS requires the kind of mind-set and vision that a track-record in computer science and entrepreneurialism fosters.

As a 10-year old, Stefan Arn used to try to convince his dad of the merits of racing fast cars. While that might not be uncommon in boys of that age, he is among a small minority to be able to genuinely claim to have achieved so much success pursuing a passion – although in a different type of hot-seat.

Forty-four years later, the computer scientist and proven entrepreneur finds himself leading a cross-cultural, trans-continental team of more than 3,000 IT professionals at UBS.

As someone who has already set-up, built and sold a highly-successful technology company, in the form of AdNovum, it is no surprise that Arn has a somewhat energetic and charismatic personality.

That has been years in the making, and comes with the territory of awards such as Ernst & Young's 'Entrepreneur of the Year 2003'. He also represented Switzerland at the 'World Entrepreneur of the Year'.

UP FOR THE TASK

Arn, who is chief information officer for UBS Wealth Management and also UBS Switzerland, as well as IT head for strategic regulatory initiatives at the group level, has a slightly more alternative way of looking at things. And this goes some way to explaining his achievements to date.

After all, it is his vision and desire to build things and take them to the next level that he says gets him out of bed in the morning.

More specifically, at UBS, he is focused on producing high-end software – not just being a utility for the bank's wealth management franchise.

Among Arn's achievements since arriving at the bank in 2007, are his change-the-bank, digital strategy, innovation and transformational agenda. That has led to a solid track record of successfully delivering innovative, and

STEFAN ARN
UBS Wealth Management

stand-out next-generation banking capabilities to the UBS Wealth Management and Corporate & Institutional businesses around the world, plus the private client / retail business in Switzerland.

In particular, creating industrialised and standardised platforms seem to be his thing.

And he has won the backing of UBS at the most senior level to pursue his vision of exporting the know-how the bank has, in the form of applications and systems, from the Swiss market via a single global wealth management platform. That is what he is building at the moment.

systems and moving dedicated parts of internal and external workforces from high-cost locations like London, Zurich and Singapore to lower-cost places without impacting the business.

After all, it is not difficult for Arn to find vendors who can tell him how to build the smartest front-end platform. But if there is no back-end to connect to, it will fail. And that's where everybody struggles, he explains.

DIGITAL DIMENSION

It is no surprise that digitisation is a key strategic priority for UBS Wealth Management around the world. "It gives us new competencies that offer added value for clients," says Arn.

"We want to further widen the gap between us and the competition by making the experience our clients have with us one that is superior to that of other wealth managers."

COST VERSUS REVENUE

Arn's responsibility is two-fold. First, as part of the executive committee of UBS Switzerland and Wealth Management, which is involved in creating the strategy, he has a revenue aspect to his job. Secondly, as CIO, he faces a challenging change-management agenda which includes having to reduce costs.

"Achieving productivity gains is vital because it allows us to accomplish more with less in terms of costs and workforce," Arn explains, citing examples include outsourcing non-core-banking relevant applications and

Generally speaking, the bank's digitisation strategy defines the services it wants to provide for its clients, and how it plans on doing this.

This approach comprises two basic components: first, digitising what it already does; and secondly, expanding its offering with new products and services that are only possible thanks to digitisation.

"We want to further widen the gap between us and the competition by making the experience our clients have with us one that is superior to that of other wealth managers."

Role reversal

Stefan Arn's career path has been unconventional, at least compared with most of his counterparts working within wealth management and private banking.

Before he even stepped foot into the politically-charged environment of a major financial institution, he had already created, run and sold a highly-successful software company in Switzerland. After setting up AdNovum in the late 1980s, he sold it in 2007 to IHAG Holding. That same year, he arrived at the headquarters of UBS Wealth Management, ready to start his next challenge.

Most people do it the other way around. They start in large corporations and after a while they develop the urge to purse an entrepreneurial avenue.

Arn has very clear views about this approach. "I think this is a waste of energy. [My] way round is much simpler."

Although this is easier said than done, he is more specifically referring to the fact that content should be the first step for anyone on the technology side of the business. Only after they understand this aspect should they immerse themselves in the politics that goes with working for a larger, multi-national organisation, he explains.

Otherwise, he questions how it is even possible to provide high-end software engineering within a large corporation without being constantly bogged down by all the processes and approvals required.

Essentially, the bank looks to build on digitisation to provide deeper insight from better data.

"This happens when a client adviser can look at a portfolio and add value by bringing real expertise and context to it," says Arn. "By creating bespoke solutions for clients, we deliver the core purposes of protecting and growing wealth."

Looking to Asia, in particular, the region's historical love-affair with technology adoption earlier and more rapidly than the West has made it an appealing place for the bank to assess what can be done digitally to drive productivity and effectiveness among its client advisers.

a complimentary service which allows clients to track and monitor their portfolio information online.

And in 2015, UBS is rolling out in Hong Kong and Singapore its next-generation tablet advisory application.

The focus is on enabling clients to review their portfolios, catch up on financial insights and news, seek professional financial advice, and also explore opportunities for personal financial goals.

DELIVERING ON THE DIGITAL PROMISE

Arn has a different take on what digital means. "To me, if you are successful in creating a digital journey, as an outcome you will see better client interaction with 24-hour, seamless coverage," he says. "But most projects I see start at the other end."

"We have launched a multi-year investment programme to improve our multi-channel offering in Asia Pacific. Among the improvements to our digital presence are our digital briefcase and other ipad apps for our client advisers, out of Hong Kong and Singapore."

"We have launched a multi-year investment programme to improve our multi-channel offering [in Asia Pacific]," explains Arn. "Among the improvements to our digital presence are our digital briefcase and other ipad apps for our client advisers, out of Hong Kong and Singapore."

This adds to the introduction of UBS Advice in March 2014, the bank's flat-fee advisory solution which digitally reviews and monitors portfolios in a structured manner. A month later, the new UBS e-banking followed, offering

In short, creating a robust environment is the key for Arn. This translates to infrastructure with as few breaks in the process as possible, to get as close to 100% straight-through processing (STP) as it can. This is the case in the bread-and-butter parts of the business, which include domestic and international payments as well as order execution.

Aiming high

1. Culture of innovation

Alongside Jürg Zeltner, president of UBS Wealth Management, Lukas Gähwiler, president of UBS Switzerland, and Dirk Klee, COO of UBS Wealth Management, Arn has spearheaded UBS' digital and multi-channel strategy by building a culture of innovation, resulting in solutions such as UBS Advice, E-Banking, Itop in Asia, and E-Private bank.

UBS has launched a number of projects with academic and industry institutions. It also keeps a close watch on the FinTech scene while working with several start-ups. Further, Arn pioneered the 'UBS Innovation Challenge 2014' in Asia Pacific in collaboration with Expara, a venture creation company.

2. Cetus Germany and one-platform strategy

In November 2014, UBS Germany was successfully migrated onto the Swiss platform as part of project CETUS. Clients in Germany now benefit from the full range of products and services – including e-banking.

This is the first step in delivering a single wealth platform – a phased plan to streamline and unify operating models, platforms and core banking systems across the globe.

More specifically, it aims to onboard various locations onto a clone of the UBS wealth management platform in Switzerland to offer advanced functionality across all booking centres to support business process convergence and regulatory requirements.

Only once that is in place can he build everything else he needs.

In particular, he is proud that UBS won the 'Best of Swiss Apps 2014' award for the simple, cost-effective and security-certified SumUp cashless payments service.

"That is a competition for design agencies and software companies, but we submitted our e-banking platform in the technical area and we won an award," recalls Arn.

The bank also claimed the Silver medal at the Swiss ICT Public Award 2014, and the Bronze medal at the Sitic (Swiss IT Intelligence Communities) Innovation Award 2014.

The latest achievement, its ubs.com homepage, which re-launched in early 2015, has won three industry awards: the 2015 silver Annual Multimedia award; the people's choice Lovie award in the Financial Services category; and the 2014 Lovie bronze award in the same category.

REDEFINING A VALUE PROPOSITION

If Arn has any private concerns about the disruptive nature of so-called robo-advisers, he doesn't show it.

Looking at the numbers of clients these organisations have, for example, or at their AUM, they are more akin to retail players – with average sizes of between USD5,000 and USD8,000, he says.

Plus, he adds, the money is held with a custodian.

This keeps the playing field open for true game-changers within global wealth management.

In Arn's definition of this, these are "institutions who can provide scalable services at the back-end to ensure regulated wealth," he explains.

With the number of banks shrinking, those firms who occupy the centre of that industry will survive, he predicts.

In practice, that means having multiple front-end interfaces in order to cater to different client segments depending on what they need and what is most appropriate for them. In turn, that leads to larger banks onboarding smaller organisations in more of a white-labeled approach, where it is more realistic for them to use the larger platform in order to meet their execution needs.

That approach goes one step beyond what some of the existing outsourced options claim to offer.

HUMAN TOUCH

Despite Arn's instinctive innovativeness, he doesn't envisage a world without client advisers.

"I think there will always be a client adviser, although they will have a very different purpose than today," he explains. "They might be called a 'client adviser', but they will play a fundamentally different role".

Ultimately, it comes down to know-how, especially when there is a need to bridge the gap between putting a few thousand dollars into an online platform such as the Nutmegs of the world, and investing USD1 million.

"I see the role of IT in a digitised world as providing the STP environment," predicts Arn, "to provide a compelling offer and bring clients up to a certain level of knowledge before the client adviser takes over at that point."

TO DO IS TO ACHIEVE

In today's wealth management landscape, those banks which are not already investing strategically in technology, and which don't appear to have the conviction or commitment to do so, will get left behind.

"If a bank has so many human beings involved in each and every step of the banking process, the cost of doing business will become prohibitive," claims Arn.

"Many will even struggle to comply with the regulatory requirements they face," he adds.

At the end of the day, it is about scalability, Arn says. He must be in the right place then, at the right time. ■

"I see the role of IT in a digitised world as providing the STP environment, to provide a compelling offer and bring clients up to a certain level of knowledge before the client adviser takes over at that point."

Is technology the game-changer for Indian wealth management?

At an exclusive roundtable hosted jointly by Infosys Finacle, Samsung and Hubbis in Mumbai, wealth management leaders debated the extent to which technology can drive change in how the industry interacts with clients in delivering advice and products.

In India, probably more so than most other countries on the planet, using technology smartly to create scale and consistency via mobile, digital and social offerings will be a critical success factor in the delivery of financial services.

"The key is leveraging technology to either enhance the quality of the relationship – in turn increasing the revenue-generating potential – or to reduce the cost to serve."

The country's retail banks have made the biggest leaps forward in terms of mobile and digital offerings. They have been creating useful tools for customers to view, interact with and transact from their portfolios. It is when it comes to the more specific wealth segments, however, and especially for HNW and UHNW clients, where the industry is lagging. Yet it is hard to argue with the view that technology will ultimately play a much larger part in all aspects of delivering a much more relevant and profitable wealth offering.

From the product platform, dissemination of content, adviser-client interaction, to internal processes, account opening and on-boarding, and overall customer experience, the industry in India needs to take some important steps forward. The key is leveraging technology to either enhance the quality of the relationship – in turn increasing the revenue-generating potential – or to reduce the cost to serve.

These were some of the views of senior executives at the roundtable discussion.

EARLY DAYS

While there have been some technology advancements made to platforms in other parts of the financial services industry in India, especially for retail investors, wealth management needs to play catch-up, agree practitioners.

Short of progress in mobile, social, big data and cloud, for example, most institutions are yet to employ technology to serve wealthy customers in today's one-touch, high-expectation age.

In a sense, the problem stems from the fact that the industry is trying to find a solution to the traditional model and value proposition of face-to-face, customised interactions.

Moving this online and to mobile devices isn't a simple transfer.

Industry leaders admit that they are grappling with how to provide a customer experience which delivers similar value but via a very different media and format. Some of the areas they struggle with, they say, include reconciliations, portfolio updates and segmented content delivery.

Some banks seem to be getting there faster than others. Kotak Mahindra Bank's online and mobile offerings, for example, delivering banking, stock broking, and the ability to buy other financial products, was one example highlighted by roundtable participants.

It is promising for some of the laggards that such solutions are available. And that, at least for universal bankers, legacy technology infrastructure and mind-sets are being found in transaction banking, cash management, custody, and other parts of the financial services industry.

But beyond the more straightforward transactional services, the main stumbling block is how to replicate the more tailored model that is unique to customers further up the wealth pyramid.

Then there are those organisations which don't yet do much, if anything, in the wealth space, but are looking at the best way to enter it by using technology which can take them beyond the need for human interactions along the lines of traditional models.

DELIVERING THE RIGHT SOLUTIONS

Fundamental to the need for firms to address some of the shortfalls which exist is the fact that the expectations of customers are higher against the backdrop of today's technology-laden world. These have increased several-fold, say industry leaders, as clients want instant responses, more convenience and a tailored experience when dealing with their wealth.

There are specific objectives that firms need to fulfil in using and adapting technology most effectively.

First, say practitioners, relates to delivering information more seamlessly and which is more targeted to the needs and interests of an individual client. Plus, this content has to be concise. That starts with aggregation, which serves as a kind of 'hook', with the objective to lead to transactions. That is vital, given the vast amount of information which gets sent to clients in the form of newsletters and other alerts – yet with a significant proportion of it going unread.

As a result, data analytics can define what is relevant, and to whom, and are essential as triggers to create more meaningful conversations with clients.

Reducing the cost of delivering the offering is another goal. That is something which participants say is taking place, by a combination of replacing legacy systems, moving to better processing platforms, and upgrading risk compliance into the platform.

A clear benefit from more using technology and systems to drive scale is overcoming the need for a far-reaching physical presence.

Those institutions which are smaller and have less of a geographic reach in India are, therefore, no longer at a disadvantage – if they embrace technology and make it work for them.

Deepening partnerships

The smarter use of technology can also help an organisation to institutionalise client relationships.

An inevitable tension exists within most organisations in relation to the perception of who 'owns' the client. Yet there are several ways to cement the relationship at the firm-wide level, too, as a result of the multiple interactions between the client and firm.

That starts at the point of initiating the relationship. While that sees a heavy involvement by the adviser, the real impact on the customer comes from the way the information is collected, dissected and stored. The ability to slice and dice that creates a big differentiator.

Some of the more obvious ways to make that more tangible include making more of milestones. For example, after a client has had an account with the organisation for a year, that is a point in time to connect with them, to see where the relationship is at, and how it might be taken to the next level.

A second way to forge deeper and more meaningful client relationships with the institution as a whole is at the point at which the proposition interfaces with the customer. That relates to discussions about portfolio construction, asset allocation and risk profiling. Rather than approaching this as a tick-box exercise, this is a key touch-point from which to create data-points which can be leveraged going forward in terms of relevant services and products.

The gains are both in terms of lower cost as well as greater access to potential clients.

FINDING THE BALANCE

However, there is also a danger, say some participants, of over-emphasising the role of technology in taking the wealth management business to the next level.

Trying to imitate that experience via an online platform of sitting across the table from a banker is one of the goals that creates a potential hurdle.

Specific to the wealth management industry, too, is the mind-set in India where for people to trust their hard-earned assets to someone to get advice, the preference is for face-to-face, human interactions.

The domestic industry also has to be cognisant of what suits some markets but not others.

For example, many global businesses might follow a regional approach in Asia, such as their wealth managers using video conferencing to interact with clients in other markets.

Yet that is less practical in India given bandwidth constraints, as well as – potentially – cultural differences in terms of the preferred way to deliver advice.

A further hurdle is the fact that there is a gap in the market at the moment in terms of a credible solution to fulfil the technology wish-list. Yet there is confidence about the potential to fill this.

On the plus side, the expectation among industry professionals is that the mobile-readiness of the country creates the potential for it to catch-up.

"A clear benefit from more using technology and systems to drive scale is overcoming the need for a far-reaching physical presence."

Executives in India's wealth management industry are also looking to the innovations taking place in the US, for example, where investment in game-changing technology such as robo-advice continues apace.

Yet as observers, naturally there are questions among the community in India about the security of such services, the level of involvement still required by the adviser, and the degree to which information can be aggregated and contextualised for customers.

For example, given that many wealthy indians are heavily-invested in real estate, some participants at the roundtable question the extent to which relevant information be made available to an adviser to have a conversation with a client about how to diversify their portfolio into areas which are suited to them based on data the firm knows about that individual.

Other areas of innovation which might enter the wealth space include biometrics, say some practitioners.

Some retail banks, for example, are already experimenting in some call centres on the retail side of banks.

INVESTING FOR THE FUTURE

For the next generation, technology is likely to be one of the most important differentiators for wealth management providers, agree industry leaders.

It is difficult to imagine, they say, that many 20- or 30-year olds will have time for the concept of sitting across the table from their private banker.

Such buying behaviour is already driving a new mind-set in terms of service delivery. It requires wealth managers to have information at their fingertips about how market movements relate to that individual client's portfolio and overall investment objectives.

And that makes conversations meaningful in a way which doesn't happen to anything like the extent it should today.

Ultimately, the biggest question in determining the extent to which technology will be a game-changer for wealth management in India is the ability to get the systems in place.

Industry leaders agree that once this is achieved, mobile, digital and social media applications will follow to deliver advice, content and execution which can enable forward-thinking firms to outshine. ■

One sign-on, one client view, one solution for Private Wealth Management

IRESS' web-based Private Wealth Management solution seamlessly integrates the advice, order execution, portfolio and client management tools you need to deliver your private wealth service and an exceptional experience to your clients. It's ONE solution with multiple components critical to your business. It's ONE sign-on, ONE client view and ONE interface enabling multiple aspects of your client service. It's the ONE solution to multiple business challenges.

For more information: call +65 6672 6288 or email: enquiries@iress.com.sg

IRESS provides connectivity, trading, wealth management and market data solutions

Offices in: Australia, Canada, Hong Kong, New Zealand, Singapore, South Africa, United Kingdom. www.iress.com

iress

Developing the tech capabilities of Asia's wealth centres

The technological sophistication of local markets in Asia lies behind that of other areas of the world, but these banks have the potential to leap-frog their international rivals and offer cutting-edge mobile solutions.

Asia's growing riches offer unprecedented levels of opportunity for the region's onshore wealth centres, but service providers need to evolve their retail offerings into sophisticated investment solutions if they are to take full advantage of this opportunity, said panellists at Hubbis' Redefining the Digital Evolution in Wealth Management Forum 2015 in Singapore.

Thomas Askew, head of product engineering, investment and bancassurance at Standard Chartered Bank, said investment product providers in Asia still have a long way to go to improve their technological capabilities.

"In the digital space the basics can be done a lot better, with intuitive tools such as instant chat to engage people in the online space," he suggested.

"Additionally, with investment and insurance, banks can do a lot more to convince [financial] regulators to standardise market infrastructure to allow us to [evolve these markets]."

"There are 101 ways to connect with an insurer; you spend 90% of your time trying to sort out the underlying wiring of the platform."

THOMAS ASKEW
Standard Chartered Bank

This lack of uniformity has led to many tech-related headaches for service providers. "There are 101 ways to connect with an insurer; you spend 90% of your time trying to sort out the underlying wiring of the platform."

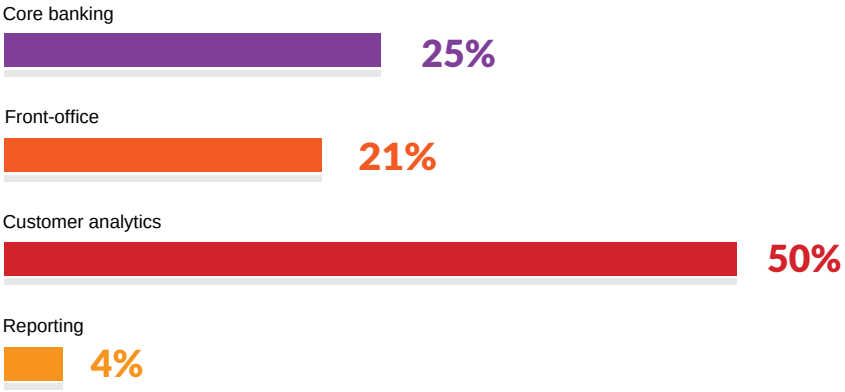
These problems extend to financial centres across Asia.

Michael Chahine, general manager, private banking at Emirates NBD, admitted that Dubai, where he is based, is benchmarking its progress in digital solutions against what is available in Hong Kong and Singapore.

"Attracting clients is all about front-end solutions, because core banking systems have become commoditised. Everybody is looking at the shape and colour of the car."

PATRICK ENJALBAL
Sofgen

WHERE SHOULD LOCAL BANKS FOCUS MORE ATTENTION AND RESOURCES IN TERMS OF THEIR PLATFORMS?



Source: Hubbis Redefining the Digital Evolution in Wealth Management 2015 - Singapore

CLIENT RETENTION

Patrick Enjalbal, general manager, Asia Pacific at Sofgen, also took up the theme of client retention. He noted that keeping clients loyal over the coming three to five years was a key concern. "The basics [of keeping them] will be to ensure there is communication and the client can interact with the bank," he explained.

"The only way to ensure that is to have the right channels and the right data. It is all about front-end [solutions], as core banking systems have become commoditised. Everybody is looking at the shape and colour of the car."

As they strive to make their technology solutions more appealing, banks need to consider their strengths and priorities, agreed the panellists.

Peter Scott, general manager for Asia Pacific at Avaloq, said there is no short-cut: investment is needed into the entire digital service proposition if it is to be successful.

CUSTOMER FOCUS

An interactive sentiment poll asked the audience: 'Where should local

"The first challenge is that we have to catch up with the international providers when it comes to digitisation," explained Chahine.

"The second important factor is our clients. Over the next five to 10 years over USD1 trillion of wealth is going to be passed to the next generation.

"How are we going to retain our clients and their sons and daughters when the transition happens?"

"Larger global institutions' software is highly complex and difficult to change, so emerging market players have an advantage in terms of being able to put into place new technologies."

PETER SCOTT
Avaloq

banks focus more of their attention and resources in terms of their platforms?' Four choices were offered: core banking, front-office, customer analytics, and reporting.

Askew felt core banking was not the best answer. "In the future I believe we have to get away from trying to vertically scale this." He said reporting is a function of successful customer analytics – the response he felt to be of most importance. The audience agreed with him; 50% voted for this.

"There is an increasing amount of onshore banking and wealth management. Local banks can take advantage of this, especially if they take on the universal banks' way of doing things."

MICHAEL CHAHINE
Emirates NBD

Chahine cautioned, however, that front-office solutions also remain important. "Less time is available to the front office RMs (relationship managers) to interface with clients as they are overwhelmed with regulations, compliance and risk management," he said. "The front office will warrant attention in order to interface more with the client and engage them."

The best way for banks to consider their digital solution priorities is to invest into areas in which they have no choice but to invest, added Scott. He pointed to regulatory, compliance and back-office needs as examples. Other, non-essential areas can be outsourced. "When you look at the type of work that DBS has done in providing a seamless proposition from retail into wealth products, it is a good case study of what can be achieved," he said.

UNIVERSAL VERSUS LOCAL

Outsourcing some services to universal banks could benefit local banks over the longer-term, said Chahine, particularly given the increasing willingness of HNW clients to consider investing their money where they live. "In some markets we see an increasing amount of onshore banking and wealth management rather than going offshore to places like Switzerland. There are local opportunities that local banks can take advantage of, especially if they take on the universal banks' way of doing things."

For universal banks, meanwhile, the pressure of sustaining broad-spanning businesses is beginning to tell.

That offers domestic banks a chance to leap-frog, for example, in markets such as Indonesia, where mobile banking is likely become the most popular means of doing business. "Whenever you look at larger global institutions their software state is highly complex and has often occurred as a result of multiple M&A," said Scott. "It is difficult to change those kinds of environments, so the emerging market players have an advantage in terms of being able to put into place new technologies immediately."

Yet Askew cautioned such an evolution in banking technology takes investment. "There is an opportunity for local and international players to get involved from all sorts of angles. But it will require quite large shifts in IT infrastructure, especially in regions with high numbers of unbanked people." ■

WHICH TYPE OF WEALTH MANAGEMENT FIRM IS BEST PLACED TO CREATE MORE RELEVANT DIGITISED OFFERINGS FOR CUSTOMERS?

Source: Hubbis Redefining the Digital Evolution in Wealth Management 2015 - Singapore

StatPro Revolution is a sophisticated cloud-based portfolio analytics platform

THE MOST ADVANCED CLOUD-BASED PORTFOLIO ANALYTICS PLATFORM. STATPRO REVOLUTION HAS HELPED OVER 300 CLIENTS REALISE TRUE BUSINESS BENEFIT.

GENERATE MORE SALES
Generate more sales and increase AUM by distributing your investment strategy analysis to clients and prospects. Take StatPro Revolution on the road with full tablet support.

IMPROVE CLIENT SERVICE
Enable self-service client reporting with complete control and sign off. Upgrade from static monthly reports and revolutionise your investor communications and analysis distribution.

MEET TOUGH REGULATIONS
Take control of compliance analysis and reporting. Manage your UCITS and AIFMD funds through a central online platform and say goodbye to costly outdated processes.

REDUCE COSTS
Stop adding complexity to existing IT infrastructure. Unleash the power of cloud computing and see the ROI benefits of a service rather than managing costly software projects.

Visit **www.statpro.com** to request a demonstration

Contact our Hong Kong office on +852 3796 7065

statpro®

Credit Suisse adopts new delivery model for digital banking app

Credit Suisse's new digital banking app required a sizeable investment in terms of time, people and budget. But the wealth manager believes it now has the platform to enhance connectivity and collaboration between its bankers and clients, says Urs Lichtenberger.

Credit Suisse has been quicker than most of its private banking rivals in Asia to embrace digital.

Paying close attention to evidence about the increasing tech-savviness and related demands of HNW individuals in the region, the wealth manager set about developing a new digital banking app to respond to these.

In doing so, launching it in March 2015 in Singapore, Credit Suisse believes it has taken a significant step towards providing the type of integrated digital and direct channel experience which is a pre-requisite for many clients today.

The investment essentially increases clients' access to portfolio analytics, research and market data, collaboration and transaction services.

"We want to capture this opportunity and deepen the relationship with our current and next generation of private banking clients," says Urs Lichtenberger, director, programme head digital private banking, chief operating officer department, private banking Asia Pacific, Credit Suisse.

Undoubtedly, it will be complex to engage everyone in the organisation to embrace this change, and understand what going digital means for everyone.

"But the advantages for our clients and front-office teams are substantial and therefore the organisation is very positive about this business model change," says Lichtenberger.

INFORMATION ADVANTAGE

The accessibility and transparency the app offers means that the bank's clients get a wealth of information about their accounts around the clock.

At the same time, they can view market insights and intelligence that is personalised according to their portfolio.

URS LICHTENBERGER
Credit Suisse

And when they want to act on this information, the app gives them trading tools to enable them to respond quickly to moving markets.

Key for Lichtenberger has been the fact that this has been achieved without compromising usability.

"It has a simple user interface and facilitates multiple channels of connectivity and collaboration for clients with their relationship manager (RM) and the Credit Suisse team," he explains.

Ultimately, he adds, clients are empowered to actively expand their knowledge, to stay informed and connected to their team of Credit Suisse experts and, equipped with all of these insights, to make better financial decisions.

"The use of digital technology to empower clients in these ways is available in other industry sectors," explains Lichtenberger. "We feel that it should be available for wealth management clients too."

Yet the app is a work-in-progress. The banks says it is committed to releasing new features and enhancements in phases to ensure it caters to the current and emerging needs of clients.

OUTSIDE IN

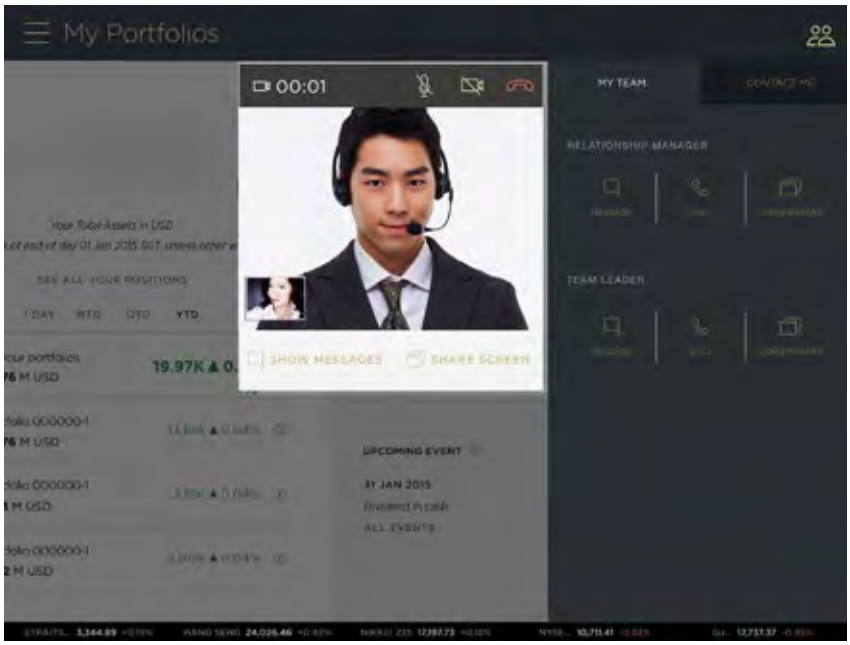
One of the most important aspects of the development process for Credit Suisse was getting client feedback from an early stage.

Only by getting such insights from clients to define the value proposition, features and user experience, does Lichtenberger feel confident the platform can enhance the interaction with clients while also benefiting the bank's RMs.

This led to a different way of thinking about how to tailor the app to various types of clients.

Instead of segmenting them by traditional approaches such as AUM or source of wealth, Credit Suisse analysed how its clients make decisions in relation to their finances.

This shed further light on the reality that the majority of the bank's private banking clients in Asia Pacific want to understand investment opportunities and trade-offs to validate with their advisers, who think in the mid- to long-term and appreciate support in understanding global markets and refining their views and ideas before taking a final investment decision.



A new approach to delivery

Credit Suisse's digital private banking solution was developed in Singapore. An Innovation Hub was set up on one of the bank's premises, where a development team of around 200 employees and vendors worked closely to create and deliver the bank's new platform.

Developing it in less than a year, Lichtenberger and his team embraced a completely new delivery model – one inspired by successful technology companies – by adopting a much more agile approach to developing banking technology solutions.

This involved an effort to constantly prioritise and refine the product development process by listening to feedback from clients and colleagues, then launching new functionality releases in short cycles.

In many instances, the team delivered working software every two weeks.

This incremental approach allowed Lichtenberger to constantly test and improve the features and continually enhance the capabilities and functionalities going forward.

"We designed, developed and prioritised the features of our first product release based on what these clients expect from our bank and our digital offering," explains Lichtenberger. "We

also fully engaged with our clients in the process of designing and shaping the digital solution, with in-depth, one-on-one 'Voice of the Client' sessions held with around 100 clients across the region. Their feedback shaped the way our first release of the digital private banking app looks today."

In addition to listening to clients, Lichtenberger and his team held many 'Voice of the Business' sessions with more than 80 members from the relationship management teams.

GAME-CHANGING

In Lichtenberger's opinion, taking this kind of approach breaks some important ground for the development of technology and new capabilities within private banking more generally.

Further, news and content are curated for clients differently – they will have access to watch lists, market data and Credit Suisse insights through the app, in turn altering the types of discussions clients have with their RMs. As a result, these bankers need to be well-versed in the news and research available to their clients.

At the same time, an intuitive user interface enables clients to self-serve for basic transactions.

"This requires rethinking the way private banking works, including organisation, process architecture and supporting technologies," says Lichtenberger.

For those private banks which can get this right, they stand to benefit from the opportunity Asia offers. As a relatively nascent industry in this region, it faces an interesting growth challenge, namely a lack of talent to cater to the increasing demand for wealth management services. "We believe digital will help us close the gap between demand for our services and our ability to service that demand," says Lichtenberger.

"We are redesigning the way in which we interact with, curate content for and advise our clients. It is not just an enhancement to the client experience, but a transformation of our private banking service model."

"We are redesigning the way in which we interact with, curate content for and advise our clients," he explains. "It is not just an enhancement to the client experience, but a transformation of our private banking service model."

For example, the app essentially introduces a multi-channel service delivery model, with many more client-activated touch points and flexibility in the way that RMs and the Credit Suisse team interact with clients, through a suite of innovative collaboration tools.

TRANSFORMATIONAL

As the app is initially available on the iPad, Credit Suisse plans to extend access to other devices, including the Apple iPhone, web browsers, and devices operating on Google Android.

It will also be rolled out progressively to clients in Singapore and across Asia Pacific. New features and enhancements will be released in phases, for

How digital private banking benefits RMs

- ***More focused*** *– RMs will have more time to focus on their clients' priorities. Clients will be able to manage many administrative activities themselves, freeing up the bankers to focus on value-added interactions with their clients.*
- ***More effective*** *– RMs can use the digital channel to deliver ideas and content to clients, and clients have new channels to access key information about their portfolios, ideas and research insights. This means RMs' and their clients can be pre-informed prior to in-person discussions.*
- ***More empowered*** *– As the number and quality of client touch-points increases, RMs will have greater insights into clients' preferences. Also, clients are empowered with the information that is most important to them and with the capacity to trade or to engage the team at the bank, whenever they choose.*
- ***More engaged*** *– RMs and clients can leverage multiple collaboration touch-points, via a secure suite of communications channels.*

example tools for portfolio analysis, greater trading capabilities and alerts based on clients' preferences.

After Asia Pacific, the roll-out of its digital private banking platform will then take place in other regions.

The bank also has a change programme in place to accompany its employees all the way, market by market, team by team, to bring them on board the digital private banking platform. This will help them serve their clients better in this new environment.

But beyond the tool itself, moving digital private banking forward in this way is a first step in the transformation of a wealth management business, with the client at the centre of it.

For Credit Suisse, this means creating new capabilities to complement the experience and expertise of its RMs.

Key to keep in mind is the fact that this is not a digital-only channel that replaces the human touch. It is, in fact, a multi-channel experience between the client and the bank that increases connectivity and collaboration. "The RM will always remain at the centre of the client relationship," says Lichtenberger. "Client access to tailored information and content will save the RM time and allow them to engage clients in higher value conversations."

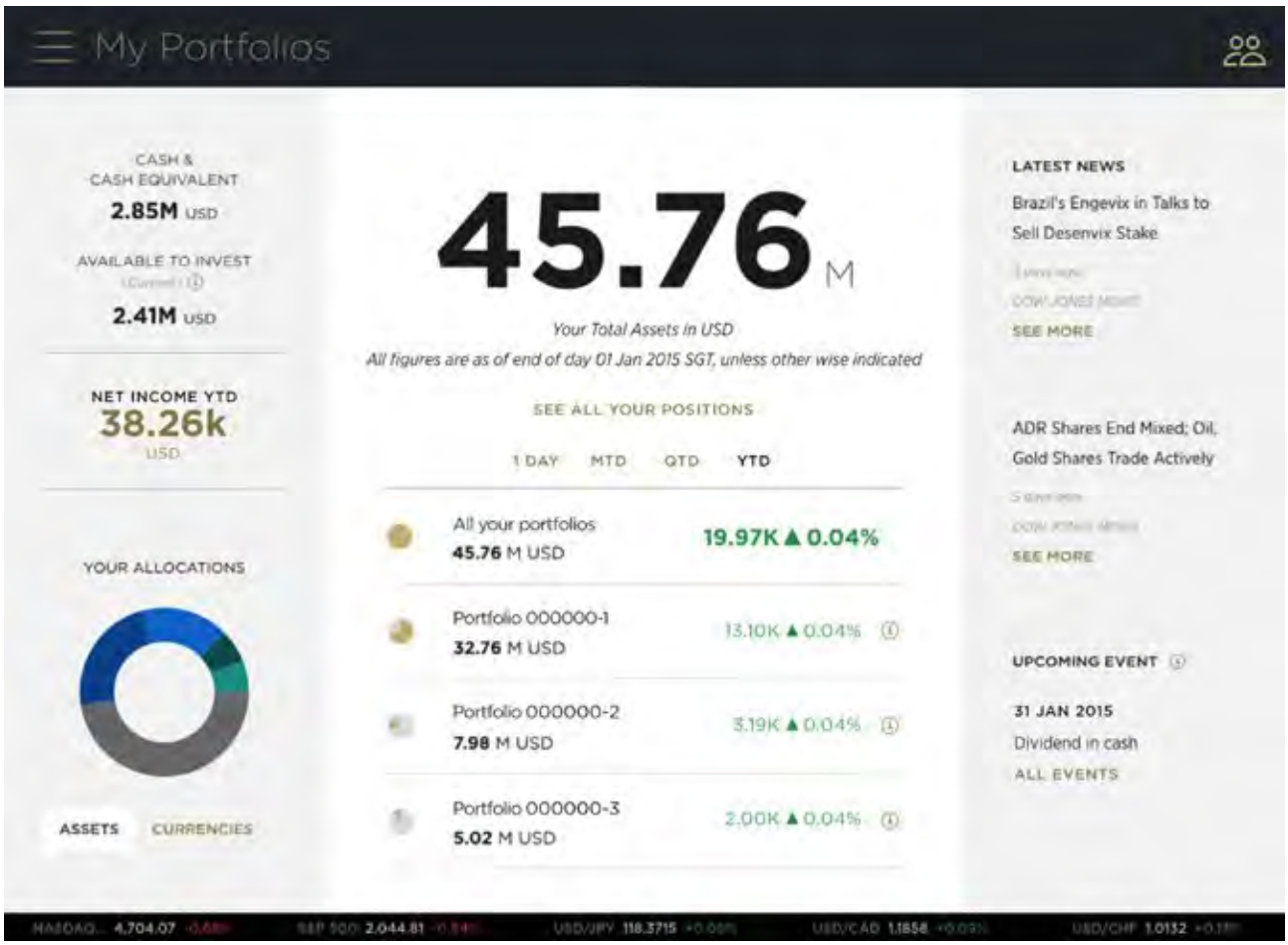
MEASURABLE RESULTS

Beyond the hype around digital private banking, however, its value and meaning comes down to being able to monitor tracking web analytics to understand the way clients are using the app. This also gives the bank insights to further enhance the client experience.

At the same time, the bank has been conducting review sessions with clients.

"We are encouraged by the response and enthusiasm among those who have already downloaded the app since it has gone live," says Lichtenberger.

Notable feedback from clients includes the app's simplicity without it being simplistic; the combination of design with intelligence and analytics; its visual appeal; the provision of actionable insights; and the way it facilitates more productive and proactive conversations with RMs. ■



A digital transformation roadmap

The digital offering is becoming one of the key propositions for a (private) bank. Digital strategies deal with the shift in business model that will provide a competitive edge going forward.

Within the entire gamut of the financial services industry, private banks are one of the late adopters of digitisation.

With the business strongly rooted in traditional client interactions, private banks only embraced the digitisation wave long after they were faced with evolving client needs, an increasingly competitive landscape and sustained regulatory pressures.

This has led to the emergence of three phases of digitisation. While the market leaders are already expanding, smaller players in the industry are still exploring the right approach to take.

PHASE 1 - EXPLORATION

The initial phase of digitisation starts with the banks seeing the need to digitise and upgrade certain aspects of their online offerings.

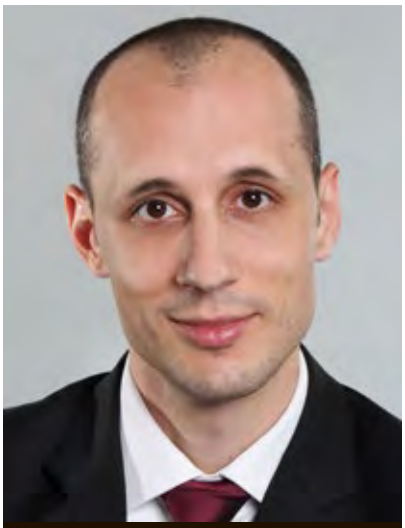
Banks look to enhance their online offering and venture into the world of mobile banking with selected features albeit in silos. For example, popular features during this phase are mobile optimised websites and online access to client statements. However, while institutions digitise selected aspects of their service through independent initiatives, they lack synergies across different aspects of the bank.

Some wealth management firms introduce online offerings to establish digital access to products and services. However, client on-boarding and other functions such as portfolio risk management are usually not integrated into these platforms.

Thus, the touch points created for clients are scattered across the different phases of the client lifecycle – from prospecting to account closure.

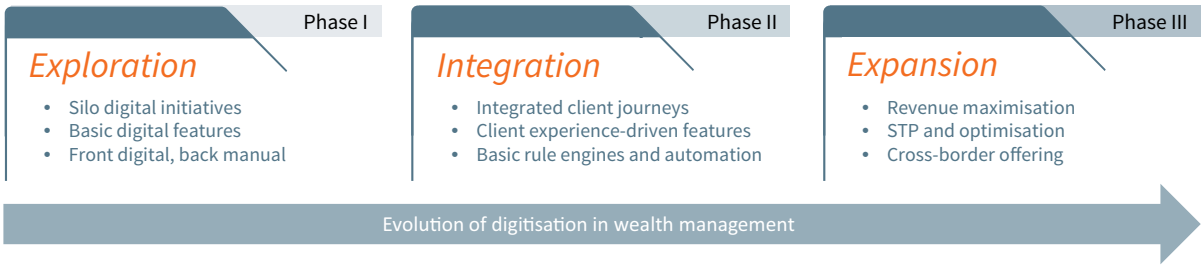
PHASE 2 - INTEGRATION

The second phase of digitisation is driven by the need to offer competitive products and to create a differentiated client experience. For any digitally-savvy client, the options in the market are currently wide and they can easily



PATRICK OTTO
Synpulse

3 PHASES OF EVOLUTION IN DIGITISATION



Source: Synpulse

compare services offered by competing financial institutions and start-ups.

Thus, the need arises for differentiation which pushes banks to look at improving their service attributes to enhance client experience.

Banks are trying to address this need to differentiate but are faced with a plethora of potential features.

Hence, there is a struggle to scope in the most value-adding features and implement them with the limited time and resources.

Synpulse has helped key players to put this into perspective and developed the eWealth Framework. This offers a structured approach banks can adopt, to capture client requirements and prioritise them to achieve their goals.

Banks in this phase realise that enhancing the client experience also involves digital transformation of internal aspects of the organisation to align with their client facing initiatives.

The goal is to create efficiency in all aspects of client interactions through alignment of front-to-back operations to offer faster turnaround times.

PHASE 3 - EXPANSION

The key goal in the third phase is to attract and retain a broader client base. Ubiquitous access to digital platforms matched with highly-mobile and global profiles of clients creates a tremendous opportunity for banks to scale up their offerings across borders.

"Ubiquitous access to digital platforms matched with highly-mobile and global profiles of clients creates a tremendous opportunity for banks to scale up their offerings across borders."

However, ensuring compliance to investment suitability, product and country restrictions on a digital platform for a diverse and cross-border client base could create stumbling blocks for private banks.

Synpulse developed the "Feature funnel" concept (see chart on next page) to ensure that the offerings presented to clients are in line with both the internal and external regulations, and also the banks' expansion plans.

Essentially, there are four layers of the "Feature funnel". Starting with a fixed set of features the offering is adjusted according to client profiles – for instance reduced functionality for non-account holders.

The next filter ensures regulatory and internal policy compliance and product suitability. The final filter is user-con-

figurable that allows them to define customised views either by grouping or (de-)selecting features or portfolios.

MOVING THROUGH THE PHASES

The initial exploration phase of digitisation is ridden with a silo'd implementation of features across the bank. For banks in this first phase the key is to understand the market standards and make a build-or-buy decision. Having established a baseline, those banks in the second phase need to adopt an integrated approach that promotes synergies across the front- and back-office functions.

The result of this would be improved client experience and digital alignment of all services.

> **"While the market leaders are already expanding their digital footprint, smaller players are still in the explorative phase."**

Integrated digital platforms lay the foundation for the next wave of digitisation which comprises innovative and personalised features. This includes mobile access to a wide variety of the bank's services offered to a broad client base across borders. In this third phase, the banks must look to focus on higher penetration as well as the usage of their digital platforms.

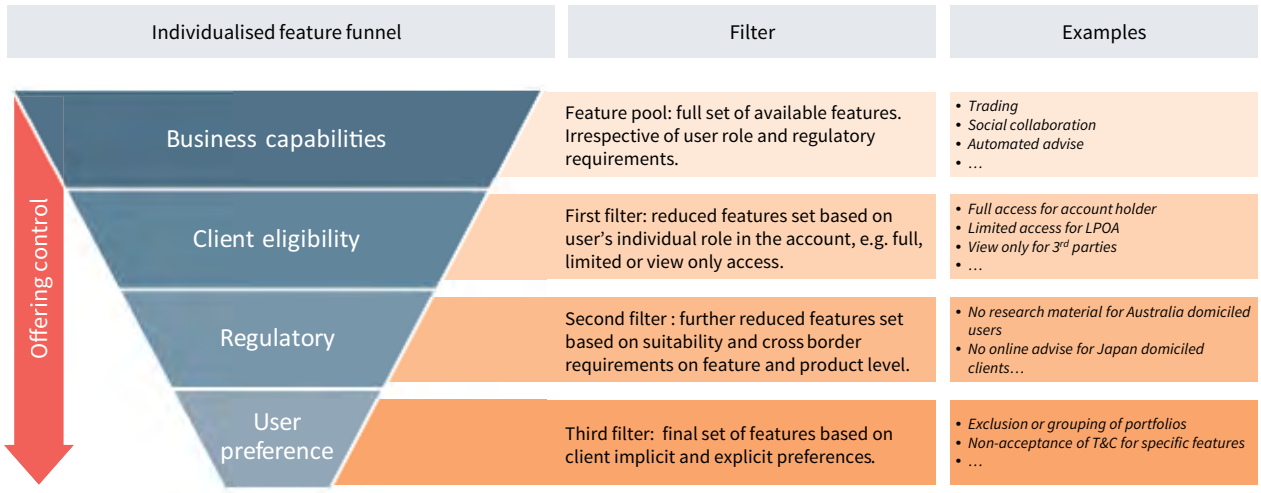
Key success factors in this phase includes compliance with cross-border and internal guidelines as well as automated digital enrolment.

While the market leaders are already expanding their digital footprint, smaller players are still in the explorative phase.

The key is for these banks to seek support and assistance to first assess the maturity of their online offering.

They are then in a position to address their challenges in each phase by applying industry best practices and transition towards a holistic and scalable online platform that facilitates sustainable revenue generation and seamless client experience. ■

FEATURE FUNNEL: ONLINE OFFERING FEATURE POOL NEEDS TO BE ADJUSTED FOR INDIVIDUAL USER CONTEXT



Source: Synpulse

2015

wealththink

Shaping wealth management of tomorrow

22nd September 2015, Singapore

Invite only

350+ Delegates

Thought-leadership

Networking

wealth-think.com

hubbis

Why banks must live and breathe digital to get it right

Many banks are falling short in digitising their wealth offerings. They under-estimate the need to make it an all-encompassing cultural and business goal across people, processes and products, and to ensure it is front to back, says Satish Menon of Insightz.

A common shortcoming within many private banks when it comes to driving digitisation is their focus only on front-end functionality. But it's about much more than just building digital channels; it's about digitising the business.

"The digital age essentially calls for an enterprise to align itself along what provides best value to a customer throughout the value chain," says Satish Menon, founder of Insightz, "not just the last point of interaction."

'Digitising the bank' means converting products, processes and people, he explains, initially into bite-sized units that are self-contained at the core but flexible enough to be remodelled into different combinations that best meet the needs of a customer.

From a technical perspective, digitisation needs to extend much deeper than just the front end, into the way the mid-end platforms and also the core back-end systems are designed. Functionally, it needs to dive into processes such as operations, accounting and auditing that seemingly have nothing to do with digital for the moment.

Yet they need to be reinvented in the context of changed customer behaviour and the new rules of business engagement required to succeed. "In short, nothing operates insularly and is beyond the scope of change. This is achievable, however, in a few but definitive steps – done purposefully," says Menon, who has held global leadership roles in banks like Citi and ANZ for several years.

SATISH MENON
Insightz

CUSTOMER CENTRICITY

A comprehensive digital strategy also very much relies on an institution's ability to first understand and then be relevant to its customers.

While 'client centricity' tends to be used liberally in corporate and external presentations, all too often it counts for little else in practice. In Menon's view, it literally means what the words say – building the offering, products and services around the customer.

Being truly client-focused in this way means ensuring interactions are smoother, sophisticated and more suited to the customer. This is something that Menon only sees a couple of banks doing seriously at the moment.

"It is a myth to believe the first generation doesn't interact with digital devices," he says. "It depends on the ease, convenience and flexibility of how these are presented."

This has blurred the lines between physical and digital customers. "Everyone is a hybrid to varying degrees," he adds. "And many people move seamlessly between the two, and even flex across different devices in the various ways they interact with their banks and arrive at investment decisions."

For banks which facilitate such an approach to be as qualitatively and quantitatively relevant as possible, it would make a huge difference to the customer. It would also likely drive significant changes in current multi-product, P&L-driven organisations, where structures are far more internally convenient than are serving the customer.

The most successful, innovative and sustainably-profitable organisations going forward will be those which recognise that customer service is all there is, predicts Menon. "Everything you do must serve. It's the customers' reason for your existence. When the customer perceives sales as a service, you have a winning enterprise."

BANKING ON INNOVATION

A key way in which organisations of any type strive to stand out from their competition is by being innovative.

However, banks are caught in a tight spot in this regard, believes Menon, given the approach and agility of many start-ups or disruptors focused on various aspects of the wealth management space. "Banks are designed for big battles against fellow conventional banks, but are at sea against nimble footed 'gap fillers' who nip away at their heels, prick them where it hurts but don't take them on directly," he says.

Most start-up players usually differentiate on price, speed, convenience or on overall experience and usually have the luxury to choose where to attack, he adds. By contrast, banks have to defend all turfs.

"When the customer perceives sales as a service, you have a winning enterprise."

Robo-advisers are an example of this type of gap-filler, for mass affluent and also HNW customers, in terms of providing what-if scenarios within investment portfolios and doing it via digestible pieces of valued information.

Yet it isn't game over for the banks. Menon says they need to counter innovate around what they are best at and provide lasting value and consistent contextual experiences that retain their customers. It is also about adapting the process, and knowing which parts of it need to change the most.

"Thus innovation both as a function and as a permeating culture in the bank is the key to what happens next, both to their offerings and their balance sheet."

A SOFTER SIDE

Perhaps most important to making a lasting and profitable shift to digital are the softer cultural and structural changes required.

While enterprises often over-invest in getting the strategy right, what breeds success is the execution, which includes managing and motivating the people around it.

This is harder to do in reality within the banking industry, however. "The digital age can be exciting for many but very intimidating for others," says Menon. "Try telling a functional veteran of 20 years in the bank that everything which worked for him or her so far doesn't hold water anymore and that skills need to be re learnt. Or try telling a know-it-all whiz-kid that the wisdom from having seen downturns and financial cycles from those experienced in it still counts for a lot."

Integrating the new and older, breaking formal hierarchies, setting up cross-functional teams and greater transparency – a need created largely by the social media phenomenon – are critical ingredients in achieving digitisation. "The banks and enterprises who handle this sensitively and can culturally adapt are the ones that will produce the best results going forward," adds Menon. ■

www.insightz.com.sg

Digitising Asia – transforming wealth services delivery

A SS&C survey reveals that banks in Asia are looking to deliver more investment and performance information to their customers. Digital channel delivery will enhance their service offering and grow their wealth management business lines.

A recent survey by SS&C Technologies of wealth management decision makers across Asia has revealed that wealth management firms are under mounting pressure to revamp their service models in order to capture, grow and retain revenue streams.

The survey data also shows this is driven, in large, by an expanding demographic of wealthy investors who demand access to their investment data – whenever and wherever they are.

What does this mean for the current operating structure in place at many wealth management firms in Asia? And, how will they respond?

It is important to note that there are various drivers pushing wealth managers to change their operating models and also embrace the benefits of a well-conceived data strategy to foment a digital experience for their customers.

NEW CLIENTS, NEW DEMANDS

Wealth managers in Asia are grappling with the growing demands of increasingly savvy customers.

The growth in the high net worth (HNW) population is coming from younger generations who have a high technology adoption rate and want to manage their wealth on demand.

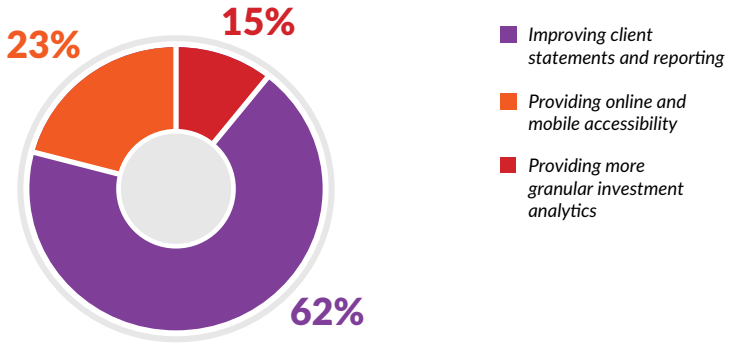
The 2014 *Capgemini and RBC Wealth Management World Wealth Report*, for example, highlighted that over 82% of HNW individuals (HNWIs) in the region expect their wealth management relationship to be conducted entirely or mostly through digital channels. That compares with only around 61% of HNWIs in the rest of the world.

Wealth managers in Asia realise that to differentiate and grow their business they need to better service customers through the channels and devices they regularly access.

"Wealth managers in Asia are grappling with the growing demands of increasingly savvy customers."

According to the survey, 62% of respondents indicated that providing online and mobile access to clients is critical as part of their ongoing service expansion efforts.

WHAT IS YOUR MAIN PRIORITY FOR IMPROVING THE OVERALL EXPERIENCE FOR CLIENTS?



Source: Performance Measurement Survey 2014, SS&C Technologies

"The reality is that middle office technology and data management processes requires the most attention first."

ACCESSIBILITY AND ACCURACY

At the same time as making their services available anytime, anywhere that their customers wish, wealth managers must be confident that the data transported to front-end systems is complete, accurate and up-to-date, or even available on a real-time basis.

Getting to this point is not a trivial task. Due to many mergers and acquisitions that have occurred in the industry, wealth management firms that have consolidated are operating with a fragmented technology infrastructure where key client and investment data is scattered in silos across the business and across product lines.

Throughout the course of the past decade, there has also been a wave of acquisitions, consolidation and restructuring of banks in Asia, which in turn creates complexity in how data is managed and also how it exists in fragmented systems.

To get investment information to a place where it can be accessed through a portable device, many banks rely on workarounds to extract necessary data and shape it for client presentation. These processes are resource intensive and fraught with operational risk.

It would seem that a platform harmonisation strategy in the middle office is a necessary first step to consider when undertaking a project to enhance the customer experience.

For example, adopting a regional data hub to integrate and consolidate investment and customer data from different sources is a way to ensure data accuracy and integrity.

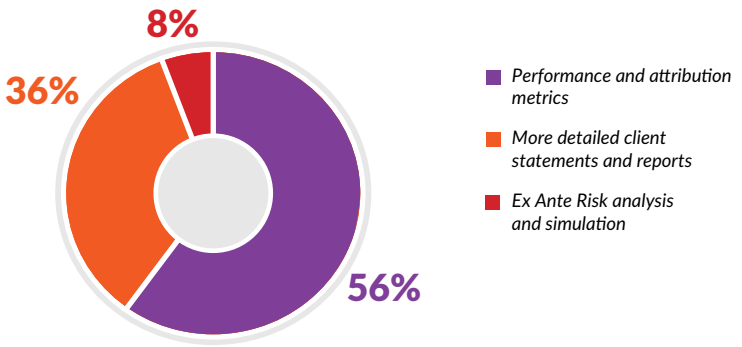
This is the foundation for delivering accurate, granular analytics across all touch points simultaneously.

AN INSIDE-OUT APPROACH TO SERVICE MODEL TRANSFORMATION

Many wealth managers tend to kick-off service delivery transformation projects by evaluating the front-end technology providers.

However, the reality is that middle-office technology and data management processes require attention first.

WHAT ANALYSIS DO YOU THINK WILL DELIVER THE MOST VALUE TO CLIENTS?



Source: Performance Measurement Survey 2014, SS&C Technologies

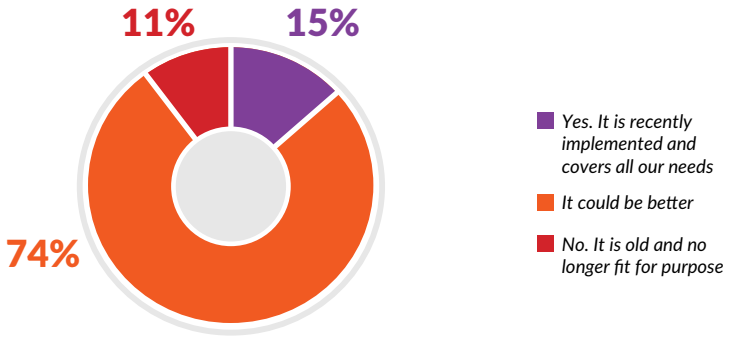
The resources, data and portfolio analytics generated from the middle office provide the underlying foundation to key portfolio insights, and more than half of the responding institutions in the SS&C survey believe that performance metrics can deliver the most value to customers.

In contrast, only 15% of the banks think that their middle-office technology is up to standard to support their business needs. A further 57% of banks surveyed don't believe that their data analytics for client reporting are keeping up with customer expectations.

Survey respondents point to concerns of data accuracy and granularity. This is not surprising given competing pressures of adapting systems quickly, and often tactically, to handle client growth and increased investment in complex instruments, whilst at the same time grappling with projects to deal with the flood of new regulations.

This has made it difficult for banks to focus on larger transformation projects which focus on longer-term initiatives to support growth ambitions. This is now changing as banks look at how to evolve their service models for the future to attract and retain customers.

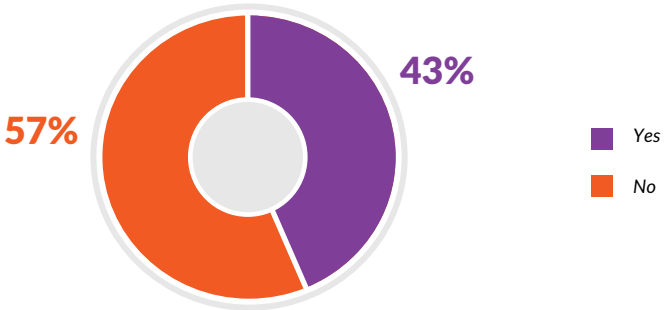
IS YOUR MIDDLE-OFFICE TECHNOLOGY UP TO STANDARD TO SUPPORT YOUR FUTURE BUSINESS NEEDS?



Source: Performance Measurement Survey 2014, SS&C Technologies

"It seems that existing investment data management and analytics systems are somewhat constrained in bringing data together from multiple sources making it challenging for banks to service the ever-demanding reporting needs of their wealth customers."

DO YOU THINK THAT INVESTMENT DATA ANALYTICS FOR CLIENT REPORTING IN YOUR ORGANISATION ARE KEEPING UP WITH CLIENT EXPECTATIONS?



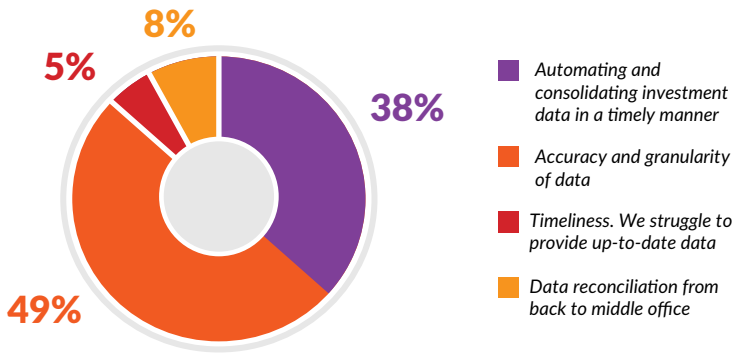
Source: Performance Measurement Survey 2014, SS&C Technologies

It seems that existing investment data management and analytics systems are somewhat constrained in being able to bring data together from multiple sources, which in turn makes it challenging for banks to service the ever-demanding reporting needs of their wealth customers.

This is consistent with the projects that seem to be emerging from some banks where they are investing in efforts to future-proof their business through the modernisation of investment data and analytics platforms.

As the complexity of investment vehicles and the volume of client transaction data rise, infrastructure scalability becomes a vital consideration.

WHAT ARE YOUR BIGGEST CHALLENGES AROUND DELIVERING DATA FOR CLIENT REPORTING?



Source: Performance Measurement Survey 2014, SS&C Technologies

"The quick fixes and workarounds that many operations teams have built to solve these particular issues are simply far too complex to be efficient."

The systems and processes in place at many wealth management firms today could struggle to handle a sharp increase in customer transaction volumes or the introduction of new asset classes that many investors have turned to for diversification benefits.

The quick fixes and workarounds that many operations teams have built to solve these particular issues are simply far too complex to be efficient in the long run, especially when profit margins are at risk.

According to the McKinsey *Global Private Banking Survey*, the profit margin for wealth managers in Asia is 17 basis points, compared with 23 in Europe and 32 in North America. The potential for diminishing profit margins are causing wealth managers in Asia to rethink their target operating model to be able to operate more efficiently.

Unsustainable margins could even force further consolidation across the market.

In response, banks operating in multiple geographies are considering implementing a regional or single global operating model. It is critical that this model is underpinned by a strong data management strategy and technology platform to rationalise their IT footprint and lower operational costs.

TREATING DATA AS A STRATEGIC ASSET

Historically, at many banks, data has been a secondary or tertiary priority. The impact of this is noted in the SS&C survey where 49% of those surveyed sited data accuracy and granularity as a key challenge to delivering client reports, while an additional 38% responded that automating and consolidating data were hindering their ability to deliver data to clients.

With the need for banks to rethink their target operating model, data is becoming a critical priority as banks work out how to consolidate information from many disparate systems across the business and product lines.

Outgrown data strategies are a considerable threat to future growth. A centralised data hub allows wealth managers to compile timely and complete position information across business lines that can then be fed to customers individually through online portals and their relationship managers.

For wealth managers in Asia to capture the wallet share and mindshare of the rapidly expanding population of HNW individuals, it is important to differentiate their business. Improving how customers view, understand and interact with their individual investment information to help inform their investment decisions can create a point of differentiation in service delivery. This will only happen if banks themselves understand and embrace a data management strategy that supports data visualisation and delivery.

Underlying this is the ability to centralise incoming and outgoing data thereby solving how data is captured and disseminated across business silos.

Banks that tackle the underpinnings of how they manage, aggregate, analyse and deliver investment data to customers seamlessly will best capture new growth opportunities and transform their wealth business for the future. ■

Keeping up with the advisory revolution

Advisory offerings must increasingly meet demands by customers for tailored information via multiple channels, and more options to manage portfolios. Paul Hodes of Citibank explains how he is striving to deliver a relevant proposition, with a key role for digital.

When Paul Hodes thinks about how best to run his wealth business across 13 markets in Asia, creating as much efficiency and scale as possible in processes and platforms is critical.

Yet that isn't easy in a world of rapidly-changing technology.

In particular, the influence of digital, coupled with the rising sophistication of investors, has made access to information and the ability to share it with like-minded people, more important than ever before.

"Globally, it feels like we are close to a significant shift in a way we do wealth management," says Hodes, who, as head of this business division for Citi in Asia Pacific, oversees USD250 billion-plus in AUM.

Regulation is one of the key factors driving change – for example, he explains, in relation to the ban on retrocessions in markets like the UK and elsewhere in Europe.

PAUL HODES
Citibank

"Globally, it feels like we are close to a significant shift in a way we do wealth management."

Another element is the price sensitivity of consumers, which exists in many markets from the US to most of Asia.

Plus, there is the common global issue stemming from a growing need for more tailored and relevant advice in meeting

financial goals, and also how consumers select who to get that from.

"There is a lot of debate about what wealth management ultimately is going to look like," explains Hodes, "in terms of how the landscape will change, and how quickly."

Essentially, as clients get savvier, they can process more information and should be able to ask more of the right types of questions for their own situation and portfolio.

In turn, that should help the wealth management business to evolve and grow further. But that's only true if banks like Citi can stay current with the systems and platforms which clients say they want and need to serve their advisory preferences.

For what he calls "DIY clients", who want to access research, make decisions and execute transactions on their own, this means creating an electronic, mobile platform so they can get the information they want and need, and then trade quickly, effectively and efficiently.

A second approach is for the individual who seeks advice, but wants to retain the decision-making power.

From Citi's perspective, that is achieved by creating model portfolios after conducting the required risk profiling and making subsequent recommendations. The client then gets updates from the bank on a regular basis, for example as the portfolio or markets change.

The third type of advisory offering is for those clients who want advice and also a third party to manage the whole process for them on an ongoing basis.

"The way I see it," says Hodes, "is any client, depending on their specific goals and interests, should be able to use all three approaches via a single platform for different parts of their portfolio."

"For Asia-based managers, we do onsite due diligence in local language, including wanting to see the trading desk."

AN ADVISORY CHOICE

The trends in how investment content is sought, accessed, delivered and then acted upon also impact the way banks need to interact with their customers and facilitate their decision making.

In short, that means providing them with various options.

Hodes' overarching vision for this, is that Citi is able to support clients in Asia in the different ways they want to buy investments such as mutual funds, stocks, bonds and structured notes.

DELIVERING THE RIGHT PLATFORM

To deliver on such a vision, however, requires a bank with a flexible approach in terms of what's needed and which providers are used.

There is also an inevitable role for digital and other technologies to automate various aspects of information delivery, interaction and advice.

For the DIY offering, the most likely providers will be those technology firms or third-party advice-focused platforms which can stream data feeds and other required information.

For the advisory piece, Hodes says Citi uses its own global house view on which

Getting more investment penetration

Within Citi's retail business, the offering of a mix of deposits, investments, FX, insurance and other wealth products and advisory, targets a more affluent customer.

Yet these individuals typically come to Citi as their second, third, or even fourth bank in a relationship.

"They are coming to us to look for something that's different from what they currently have," says Paul Hodes.

For example, they might be looking for global access, or to be able to transfer money easily, because they have needs which span multiple markets.

The investment penetration of these types of customers is probably more than 50%, reveals Hodes.

And counting those customers which trade FX and buy some type of insurance, then that figure would rise, he adds.

to base the model portfolios. It then designs them with each customer segment in mind in terms of the breadth of asset classes available and allocations within each of those.

The next stage is outsourcing to the underlying fund managers.

"As a differentiator, we spend time finding out who really is best-in-class and, over an extended period of time, has actually delivered alpha consistently," says Hodes.

For pure discretionary money management, meanwhile, the retail bank side of Citi's wealth management business takes the approach of outsourcing to third-party managers.

That again requires a lot of time in selecting the managers. And for Asia-based managers, the bank does onsite due diligence in local language, including wanting to see the trading desk, explains Hodes.

"We want to see the segregation of responsibilities and understand where people sit, as well as the organisational structure, to make sure they have the right kind of governance along with the performance," he adds.

The ultimate objective, explains Hodes, is to really understand each manager's selection process.

Inevitably, that approach requires scale of distribution in the region. And for Hodes, this is an important differentiator from other, smaller players.

GO-TO BANKERS

Against these multiple client and business requirements, therefore, what are the expectations placed on a banker servicing this mass affluent segment in today's environment?

In the Citigold Private Client segment, which is for individuals with USD1 million to USD10 million, the banker is accompanied by a portfolio counsellor.

That individual is responsible, across all products, to work with clients to understand their needs, retain that information, and then give the appropriate level of advice over time.

Indeed, Hodes notes the importance of bankers speaking directly with clients.

"In this drive to increase capabilities in getting more information from a wider range of sources globally, clients still need to trust someone to help them with their most important financial goals," he says.

This is especially important in Asia, where more of a 'me too' mind-set exists and clients want to know what their friends and peers are buying.

As a result, says Hodes, there is a need for an adviser to have a proper conversation with a client about which products and services are most suitable for their individual asset allocation, goals and portfolio.

Then the platform comes into play. It is important as a tool to be able to support the conversation with access to the right information at the right time, explains Hodes, and help track the decisions and outcomes.

"It is important not to underestimate the time and effort involved to be able to do that, especially across multiple markets in Asia," he adds.

"What's important is to be able to build platforms that are modular. So for clients whose initial goals may not be delineated, the aim is to introduce simplified objectives to help clients understand how to identify their needs and then pinpoint solutions for each of those."

The role of an adviser inevitably changes for the Citigold segment, typically for individuals with roughly USD100,000 to USD1 million.

Here, Hodes agrees with a greater need for digital solutions to support the banker or adviser.

"What's important for us is to be able to build platforms that are modular," explains Hodes.

"So for clients whose initial goals may not be delineated, the aim is to introduce simplified objectives to help clients understand how to identify their needs and then pinpoint solutions for each of those," he adds. ■

Redefining the Digital Evolution in Wealth Management 2015

12th November
Conrad Hotel, Hong Kong

Platinum

Gold

Silver

Bronze

World-class speakers | 350+ Delegates | Thought-leadership | Networking

www.hubbis.com/events/wealth

hubbis

Digital an essential component of the informed adviser

Technology is a vital element of keeping relationship managers informed about clients' needs and delivering the right investment advice and solutions.

Asia's financial advisers and relationship managers (RMs) are increasingly demanding a more streamlined back office so they can concentrate on their core function – delivering the right investment advice and solutions to their clients, according to panellists at Hubbis' Redefining the Digital Evolution in Wealth Management Forum 2015, held in Singapore in mid-June.

Without this ability, wealth management institutions are increasingly likely to disenfranchise their customer base, said Valerie Bruce, e-business specialist at Old Mutual International.

"The communications aspect of technology is one element that has been missed today," she said.

"Digital offers you an opportunity to provide information in the way, time and place that clients want it. The customer base is very transient and we don't want to lose them."

"The communications element of technology is one element that has been missed today."

VALERIE BRUCE
Old Mutual International

There are various ways in which advisers can be equipped to provide this kind of direct advice, including messaging and video chat.

However, at the higher levels of wealth, digital contact will typically be followed by face-to-face interaction, believed Deirdre Jennings, Asia Pacific managing director for Swiss fintech company Crealogix. "Robo-advisory is good for certain products such as equities and forex, but when you are looking at more complicated products you can enable advisers to be freer," she said.

"This means they can let the customer play with some of the products themselves, but when [the client] wants personal advice they can go to the adviser who will provide life advice that rather than just selling a product."

"Robo-advisory is good for certain simple products, but when you are looking at more complicated products you can enable advisers to be freer."

DEIRDRE JENNINGS
Crealogix

Naman Shah, director for Asia Pacific at BizEquity, agreed.

He suggested that at the lower end of the wealth scale, technology would be a holistic solution, whereas for more complex prospective clients it would enable bespoke advice.

"This tells everyone in the wealth management advisory space that it is time to up their game so they can deal with what is happening [on the technology front]," he added.

Regardless of how information is delivered, the primary focus of advisers and institutions should be on providing clients with good service, said Edrick Ho, head of delivery channels and platforms for Asia Pacific at ANZ Retail Banking.

He noted that in Australia, digital is already heavily used in areas such as risk modelling, asset allocation and creating model portfolios, whereas it is a relatively new concept in Asia.

However, he added, Asia's bank-based business models arguably present a more attractive opportunity to provide holistic, digital advice.

"The banks would argue that what we have in Asia is a dream. The model usually starts with a bank that packages wealth management solutions around it," he said.

"When we talk about wealth management it is not just about offering products, it is about the customer's deposits, mortgages and lending."

ONE SIZE FITS NONE

It is important not to make assumptions about potential users when targeting these services, noted Bruce.

She cited her own firm's Wealth Interactive platform, which allows clients to bypass their advisers and transact directly while still being able to retain an advisory relationship.

"The first direct client in Singapore who wanted access to the platform was a client of one of our IFAs," she recalled.

"The adviser said their client was too wealthy, too old, and too important to want to be hands on with their investments, but they could not have been more wrong.

"People need to stop making assumptions about their client base or pigeonhole them on the basis of clients' net worth or age, and should start to look at what clients want."

As well as upping their game in terms of service, increased use of direct-execution technology meant advisers had to work harder to educate clients about transactions and investments.

"There is a huge opportunity around providing customers not just with content but with tools around how to

WHAT SHOULD BE THE MAIN ROLE OF TECHNOLOGY IN ADVISORY?

Source: Hubbis Redefining the Digital Evolution in Wealth Management 2015 - Singapore

assess their own knowledge of products," Ho said.

"The more we can get clients to self-evaluate themselves [in terms of product suitability] the more it this will help the downstream, more contact-based advisory model."

Technology could also help RMs identify those clients, noted Shah. "You can use big data tools to understand who your ideal client is, and then lock down 10 prospects," he explained.

"We provide evaluations of a business and let advisers identify a list of business owners based on industry and company size that they can then go ahead and meet. It is a smarter lead engine."

"Technology is telling everyone in the wealth management advisory space that it is time to up their game."

NAMAN SHAH
BizEquity

INFORMATION CRITICAL

In a sentiment poll during the panel, the audience was asked which of three ways could best enhance the relevance and context within client portfolios.

More than half of the respondents picked more granular investment and performance analytics, followed by consolidated statements with 27% of the vote; and 18% who picked more online and mobile accessibility.

Banks that want to succeed in the digital arena, and the potential clients of both those banks and the incumbent players, each have specific requirements, and it was important not to create "one-size-fits-all" solutions, according to Ho.

"We should leverage technological innovation to create a model that aids interaction, particularly for new bankers who need to learn more [about investment] but have a great relationship with customers," he said.

"The opportunity to make contact management more scalable by leveraging collaborative technologies is as valuable as portfolio construction."

"We should leverage technological capabilities to create a model that facilitates interaction."

EDRICK HO
ANZ Retail Banking

Getting the interactive experience right is vital regardless of platform and user, added Jennings.

"A lot of trading platforms do not work particularly well [on a browser], but [customers] expect them to just work."

"They may not want full analysis on all devices at the same time so you need to understand what your customer model is."

As well as a being a challenge, this presents a substantial opportunity to provide personalised information that is more relevant to a client's specific needs, according to Ho.

"The smart play is to work out how you can personalise and target investment content," he said. "You can't take a broad, 'United States of Asia' approach. There are many different flavours."

"At the back end there is a whole raft of information, but I do not think financial advisrs and wealth managers are making the best use of that," concluded Bruce.

"It is a question of getting the right information and not just what is 'hot off the press'." ■

Making real digital inroads

Developing a meaningful digital platform is more difficult than many banks think. But with no choice than to try to keep up with client demands, solutions to move the delivery of wealth management to the next level are key, say additiv's Michael Stemmle and Oliver Steeg.

The digitisation of wealth management is a foregone conclusion – regardless of where you sit in the world.

Much of the change is client-led, with many HNW and UHNW individuals becoming increasingly comfortable with taking a more hands-on and mobile approach to how they manage their wealth – translating to the greater use of digital tools and accessibility.

As a result, no longer is digital banking simply about enabling clients to monitor their wealth and investments online. Wealth management providers now need to offer a lot more.

To keep up, traditional players such as banks, especially in more mature markets, have been increasingly expanding their digital capabilities.

At the same time, they have had to maintain a close watch on emerging competition from the growing numbers of FinTech firms targeting the wealth management space.

For many institutions, especially smaller ones, outsourcing to third parties seems to be the only viable way they can create up-to-date digital offerings.

This is where additiv's Michael Stemmle, founder and chief executive officer, and Oliver Steeg, the firm's head of private banking, start to get excited.

Through the firm's offices in both Zurich and Singapore, they believe they are well-placed to offer digitisation coverage in the key global wealth hubs.

The firm also works across various aspects of a financial services company's operations. "We are not just a technology company," claims Stemmle.

Instead, additiv takes a holistic view, helping customers develop their business from A to Z regarding digitisation.

MICHAEL STEMMLE
additiv

A crucial element of his business model and the way it cooperates with its clients is innovation. For example, a major reason clients come to additiv,

OLIVER STEEG
additiv

Stemmle claims, is to be able to get a more hands-on experience via tailored solutions and smooth implementation.

BUILDING FOR TOMORROW

The coffering which additiv provides to private banks, wealth managers and insurers comes via additiv Digital Finance Platform (DFS). This is what the firm describes as a "next-generation banking platform based on a unique design philosophy".

This way of thinking is based on the following: the key differentiator of tomorrow for banks, both private and retail, is a compelling digital experience for both their clients and staff in the front- and middle office.

As a result, says Steeg, any client-bank interaction must be modelled from an outside-in perspective and needs to provide a seamlessly orchestrated experience across all channels.

"All solutions from additiv strictly follow this design philosophy," he says, "as we believe that successful banks optimise the customer journey for clients and banks at the same time."

Yet it isn't only about design. With this in mind, the firm has specifically developed its additiv DFS platform to help institutions increase their operational efficiency and customer service via several real-time services, plus lower cost-per-client by automating as many processes as possible.

A further feature of the platform is digital portfolio management. This enables investors to use an institutional approach to manage even relatively small investments individually.

At the same time, and on the same platform, the bank sets up and controls its own online investment transactions: end-to-end with the lowest possible processing costs and integrated in core-banking systems.

According to Steeg, there are various other important solutions. These include: real-time credit decisions, client onboarding and CRM, personal finance management, cross-border research handling, secure messaging, automated document handling, product management, lead and interaction management, campaign management, cross-channel publishing and reporting, web analytics and MIS.

DRIVING INNOVATION

As part of the additiv DFS philosophy to pursue innovation for the industry, it has recently launched three new offerings to add to the mix.

The first of these is a comprehensive digital wealth management suite. This enables financial services providers to cover the end-to-end process.

It works likes this: banks define and set up segment-specific offerings based on dedicated universes of instruments, investment profiles and strategies. At the back end, the product manager puts together, manages and optimises the offering. On the platform itself, the portfolio manager defines and manages specific investment themes, the investment universe and the general investment strategy, all of which is essential for optimisation.

According to Steeg, this facilitates centralised customer relationship management and consolidation of the order book, in turn making trading simpler and more cost-efficient.

The platform likewise is able to guarantee suitability, achieved via compo-

"We are not just a technology company. We take a holistic view, helping customers develop their business from A to Z regarding digitisation."

nents such as product risk categories and investor profiling.

A real-time portfolio optimisation engine is a further recent innovation by the firm.

This is based on approaches such as mean variance, with additiv DFS being able to optimise portfolios not only on an asset category but also on an instrument level in real time.

Plus, the asset management solution can be integrated with the relevant core banking platform.

Thirdly, additiv has launched "Advisor", a smart solution for digital collaboration between clients and their advisers, investment consultants or any other specialists. "It allows a structured, convenient and efficient way of client-bank interaction," explains Steeg.

On the one hand, advisers can send clients individualised communications such as investment proposals, invitations for events, advisory meetings or just simple messages. On the other, clients are able to send their advisers different pre-defined answers.

The entire digital interaction is also secure, compliant and ensures a maximum degree of effectiveness and efficiency, he adds.

Steeg explains that a scientific study of the University of St. Gallen, has proven the superiority of "Advisor" collaboration and interaction over traditional e-mail – client satisfaction and trust are considerably higher.

Next on the drawing board says Stemmle, additiv is working on enhancements of robo-adviser functionalities and algorithms, instant mobile account-opening and solutions for small independent adviser boutiques.

AN EMERGING MODEL

Change is clearly afoot in the delivery of wealth management products and services. And Stemmle predicts that the next generation of clients will continue to drive this evolution forward.

He believes they will begin to divest from family businesses and increase their investments.

In turn, the emphasis on service quality in Asia is only likely to increase, with more of a focus from investors on the value of wealth preservation.

Moreover, compared with Switzerland, there is a very small – and growing – number of independent wealth managers in Singapore.

That potentially plays to the strengths of the more specialised and nimbler FinTechs in the market.

A big benefit of taking the industry to the next level using digital tools and technologies is productivity.

"We can help relationship managers improve their efficiency while taking the compliance off their shoulders and giving full cross-border traceability," says Stemmle, "and also help banks create better products and deliver better portfolios."

A close connection with clients is key, reinforcing additiv's plans to continue to provide the market with the tools that firms and advisers need to collaborate more with their clients. ■

Digitising Asia

Asia presents significant potential to firms such as additiv. "Technology is created here," says Michael Stemmle. "We only need to step out of an aeroplane in one of the big Asian cities to know where the future is."

Combined with the well-known growth figures for wealth across the region, it is easy to see why firms like additiv are driving next-generation banking.

The organisation is set to be much more aggressive this year in its expansion plans in the region, confirms Stemmle, to build on its development in 2014.

For example, while the firm has been helping Asia-based clients with digital solutions for many years, it only opened a Singapore office last year. The aim is not only to get closer to the market potential, but also better understand the specific demands of Asia's wealth advisers, which is the key to delivering tailored solutions. It also wants to enhance RM efficiency in this time zone, given the challenges in being able to handle the scale and extent of growth.

At the same time, there are some shifting dynamics to be aware of, including consolidation within the private banking space.

Classic wealth managers are not generally profitable in Asia, notes Stemmle. The European model that many of the larger firms are used to doesn't necessarily cope with the fact that so much of the assets of wealthy individuals are from business or family wealth, and are often tied up in family businesses.

Assessing the future of fintech in Asian wealth management

End-users will drive innovation in financial services, as the development of 'social network banking' eventually becomes combined with machine learning to create rapid-reaction, personalised advice.

The future of financial technology in wealth management will focus on giving HNW clients rapid and easily-tailored access to information to meet their needs, with advisers there to help advice on this data, speakers said on the final panel at Hubbis' ReDefining the Digital Evolution of Wealth Management Forum 2015 in Singapore.

Players like Google, for example, are pushing digital technology to offer individuals ease of information access.

"Our mission is to organise information and make it available to everybody to create a different dynamic," said Michael Yue, head of banking and financial services, Asia Pacific at the internet services giant. "In the global context that disruption has happened. The mass affluent sector will have access to information at the same speed as RMs will."

The ability of private banks and wealth advisers to react to such change will be a test of their business strategies and their cultures.

"The next evolution is removing the bank out of the system of payments, insurance, lending and forex. This is a huge wave and is already making substantial inroads into our industry."

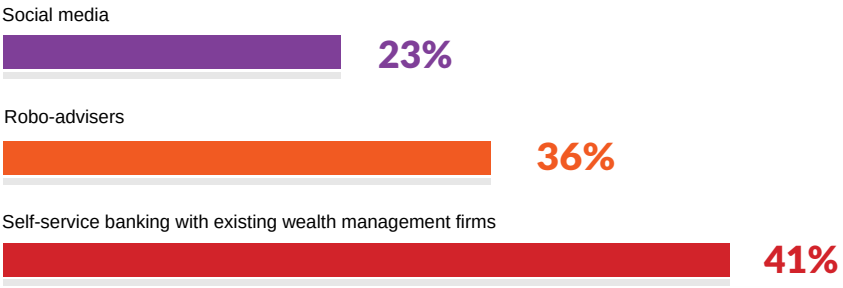
NEAL CROSS
DBS Bank

"[Evolving our value to customers] means doing something different that is successful. It does not have to be big and shiny, and it does not have to be technology," said Neal Cross, managing director and chief innovation officer at DBS Bank. "Our top focus is how we evolve the culture of the organisation."

The panellists admitted that banks are rarely known as being on the cutting edge of technology innovation, but they do spend huge sums of money to improve interactions with customers.

"Where we are trying to change is by forgetting our legacies so we can start to compete in some of the areas that clients demand," said Jeremy Hebblethwaite, head of architecture, integra-

FROM WHICH OF THE FOLLOWING SOURCES IS THE GREATEST DISRUPTION MOST LIKELY TO COME FROM?



Source: Hubbis Redefining the Digital Evolution in Wealth Management 2015 - Singapore

tion and security at Bank Julius Baer. "For us, innovation is more about how we can change our thought processes to become more agile."

SOCIAL NETWORK BANKING

The audience were asked to vote on the following question: 'When will Social Network Banking be relevant in Asia?' The choice of answers were 'now, already', 'in three years, 'in five to seven years', and 'much later'.

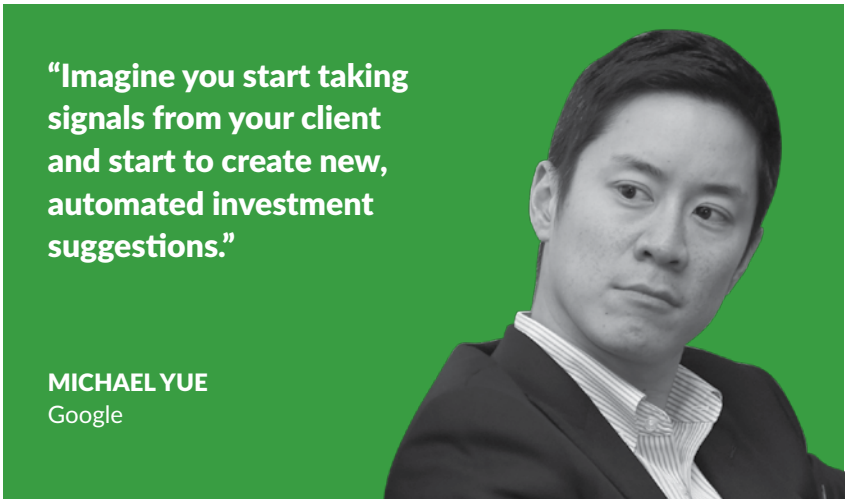
Fifty percent of voters chose the first option, and another 30% went for the second option. It is evidently a concept fast gaining traction in the region.

Cross noted that the need for social network banking has rapidly increased due to the urbanisation of countries such as China, where city-based workers need to send cash to their rural-based families. "[Meeting such needs] is going to seriously impact financial services, and take about 30% of a bank's retail business within seven years," he predicted.

Yet not all panellists felt social network banking was relevant to private wealth management. "I can't see someone doing a USD10 million trade and putting it on Facebook asking for 'likes'," explained Hebblethwaite. "The 'private' at the front of that tag is there [for a reason], they are not trying to boast about what they are doing."

Equally, David Formula, IT manager for wealth management at OCBC NISP, said his bank's customers are uneasy with the concept. "Research shows that if we do banking via social media the customer will not go in," he said. "Indonesia is not ready right now, but maybe in the next five or 10 years. People are not ready to pay for something or invest via social media."

An important evolution is that the level of manufacturing and economic expansion in Asia, combined with some of the limitations of physical bank presence in



some countries, means the region could well have a prominent say in how fintech solutions evolve.

"I see the world pivoting around Asia, there is a lot of interesting innovation here," said Yue.

"We have had to create brand new products for India. Things like YouTube having offline viewing capabilities, where anywhere else around the world you do not have that."

"Indonesia is not ready for social network banking right now. People are not ready to pay for something or invest via social media."

DAVID FORMULA
OCBC NISP

THE 'S' CURVE

The rapid growth of robo-advisers in the US also looks likely to catch on in Asia, and should lead some investors choosing this low-cost form of investing.

Yet while the advent of such services is likely to have an impact on the wealth management industry in Asia, the panellists felt it would not endanger their fundamental value propositions.

"Robo-advisers are going to reduce the size of the haystack but they are not going to be able to find the needle," according to Hebblethwaite.

"The adviser will find the rest of the information and deliver that to the client – although they may have less time preparing to have a better answer. The end client will go through the same process and thought process, which is beneficial."

"Nobody yet knows quite what digital means to a HNW or UHNW individual. To have a tailored product is difficult at that level. There will be a few cycles. We are looking at how we will address this space. So far [these clients] just want to be able to see a lot more information," said Hebblethwaite.

Yue said that the next logical evolution was for the robo-advisers themselves to become more responsive to the preferences of end-clients.

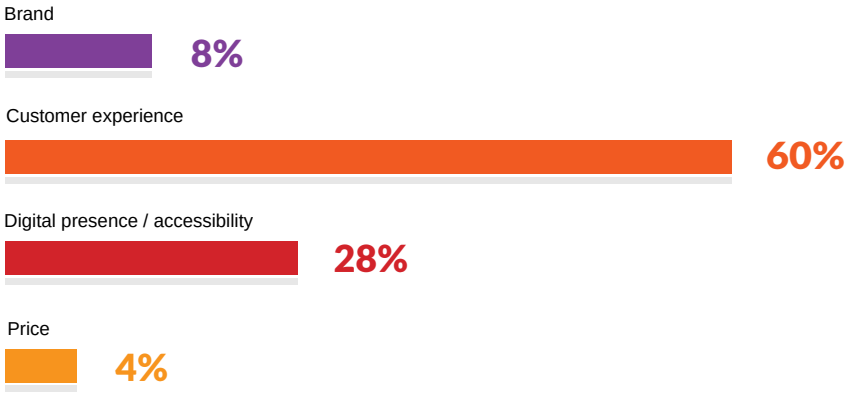
"A lot of the discussions happening right now around robo-advisers are still very one way," he noted.

"It is still a piece of code that is trying to do something. Imagine that you start taking signals from your client about what they are interested in and start to create new suggestions."

Cross agreed, but he said such change is likely to be further away than many people might assume.

"We always overestimate the change in the next couple of years and underestimate it over the next 10 years. The S-curve for social will really kick in around seven years from now. Robo-plus-cognitive will probably take four years. Self-service with existing wealth managers will probably come a lot earlier," he said. ■

WHICH OF THE FOLLOWING IS MOST RELEVANT TO ATTRACTING THE NEXT GENERATION?



Source: Hubbis Redefining the Digital Evolution in Wealth Management 2015 - Singapore

Pioneering a new investment experience

An unprecedented collaboration involving Avaloq, DBS, Leonteq and Numerix has led to an innovative – and genuinely front-to-back – platform for structured products that breaks new ground in turnaround time, efficiency and cost of production.

The fact that many private clients have at various times been victims of errors in the execution or booking of a trade seems at odds with the service promise of a private bank.

Yet this has been a reality. And efforts to reduce – let alone remove – such flaws in the investment process have proven difficult to achieve to date.

Now, after around 12 months in the making, a unique collaboration between Avaloq, DBS Bank, Leonteq and Numerix looks like providing the 'silver bullet'.

The firms have gone public with their plans to implement what they describe as an integrated multi-issuer investment products distribution system. And the Asia Pacific region will be the first to benefit.

In short, cooperation in terms of technology, skill-set and connectivity will enhance the offering and distribution of structured investment products.

This is not only for the end-client. The new platform will also help relationship managers (RMs) address the inherent problem relating to the challenge of filtering vast amounts of information so that they can make sense of it, and in an actionable way.

"What makes this platform unique is the fact that it is based on a buy-side approach, providing services to enhance customers' experience," says Jan Schoch, chief executive officer (CEO) of Leonteq Securities AG.

JAN SCHOCH
Leonteq Securities AG

TRUE COLLABORATION

Key to the agreement and commitment by Avaloq, DBS, Leonteq and Numerix to build this system has been creating a platform to achieve a true front-to-back solution. It brings together, for the first time, best-of-breed distribution, analytics, wealth management, customer relationship management and portfolio management technologies, which enable structured investment products to be

FRANCISCO FERNANDEZ
Avaloq

offered and distributed efficiently and in a holistic manner – with DBS as the pilot bank.

More specifically, it can be broken into four broad stages. First, access to structured investment products is provided by DBS and/or Leonteq. In the future, this will also be extended to other selected product issuers, along with other products and instrument types.

Secondly, a web-based solution enables real-time, multi-user, analytics-based product structuring and pricing, as well as intuitive requests for quote (RFQ), along with trade and order management workflow, provided by Numerix.

Thirdly, there is access to designated automated services on Leonteq's integrated technology and product services platform.

And finally, Avaloq connects the whole system to the Avaloq Banking Suite, which allows the straight through processing (STP) of trades in these products, as well as creating the account statements.

From DBS' perspective, the partnership is an opportunity for it to pioneer a next-generation digital banking platform, in line with its desire to shape the future of banking.

"Through this initiative, we hope to broaden our customer base and deepen our service offering," explains Andrew Ng, the bank's head of treasury and markets.

According to Steven O'Hanlon, CEO of Numerix, such a collaboration not only demonstrates what can be accomplished by leveraging best-of-breed technologies. It will also be what he describes as "a lynchpin in the transformation of the structured products market".

Further, Francisco Fernandez, CEO of Avaloq, whose customers already manage assets worth US$3.9 trillion using the Avaloq Banking Suite, says the new solution will enable banks and wealth managers to access and provide new financial products quickly.

"Also," he adds, it is based on standardised processes and fully compliant with the respective local regulations."

SPEED AND RELEVANCE

Information gathering, pricing and automation are the staples of some of the other recently-launched structured products platforms.

But while the connectivity is there, it's the moment of execution where the service of other platforms stops.

This latest investment product distribution system goes deeper.

"What makes this platform unique is the fact that it is based on a buy-side approach, providing services to enhance customers' experience."

This platform doesn't just provide the connectivity, says Erdem Ozgul, senior vice president, Asia South sales, at Numerix. "It also puts the right content in front of the right audience."

The platform stretches across the entire lifecycle of a product, adds David Schmid, CEO and managing director for Leonteq Securities in Asia. "It starts with the sell side issuing the product, to the buy-side booking the product, and ultimately the client having a better product which they can understand and manage it within their portfolio."

In practice, therefore, any data which needs to flow from the sell-side to

buy-side can now do so in a seamless way. That has been lacking until now.

A tangible benefit is the transparency and time saving it provides for RMs in providing relevant information to a client about what action to take on a certain investment product within their portfolio.

For example, it might not be clear to an RM whether it is a good time to sell options based on certain underlyings, or over which time period.

Or, the RM might not be fully aware of the mechanics driving the value of a particular product.

As a result, the RM might send out 20 pricing requests in the morning – covering maturities of three, six and nine months, at a range of strike levels – to get a clear view of the yield on a particular underlying.

A dealer on the sell-side will then see such a request, price it and send it back to the buy-side.

But the RM might not get that information immediately; they might be out the office or busy.

So when they make a decision based on that pricing, the process has to be repeated to get a refreshed price.

Further, the moment a trade is executed, it gets booked into the client's account via Avaloq.

"With an online platform, the turnaround is much quicker," says Schmid. "Real-time pricing enables more immediate discussions between the RM and client, potentially leading to instant execution."

Yet the value-add starts much earlier, even before a single trade is made, says Calvin Yeap, head of equity derivatives trading within the treasury & markets team at DBS Bank.

"In a lot of financial transactions, one of the biggest gaps comes as a result of a failure to settle," he explains. "That happens because there are many corporate events, especially in equities."

PROACTIVE ABOUT ADDING VALUE

An RM now has the possibility of being able to tailor the specific investment product from multiple issuers based on the needs and risk appetite of an individual client, as well as the market from within which they are operating, explains Ozgul.

At the end of the day, the vision for the platform is to help an RM be more productive and effective.

Yeap explains this further in a working example. "At the start of a working day, an RM would use his or her tablet to login to Avaloq, and then view a particular client's portfolio. Given their risk appetite and current portfolio, as well as how any positions have moved overnight based on global markets, the system will use its core analytics component to propose a trade which makes sense for that client."

A REAL DIFFERENTIATOR

Avaloq, DBS, Leonteq and Numerix are adamant they are taking the market to the next level.

"Each firm has a particular competency, yet the industry hasn't typically worked together in a way which is as coordinated as it should be," explains Schmid.

DAVID SCHMID
Leonteq Securities

It plays to efforts already underway via various bilateral partnerships to improve the investment experience for all parties.

For example, in June 2014, Avaloq and Leonteq announced an agreement to further automate the processing of structured investment products in building an upgradable interface between the Avaloq Banking Suite and the Leonteq products and services platform for Leonteq customers using the Avaloq Banking Suite.

A few months later, in November, Leonteq announced the launch of a product partnership with DBS in the origination and distribution of equity derivatives structured products.

The latest, four-way collaboration will provide further revenue and cost synergies from the pooling of infrastructure, information technology and other support services. ■

Getting IT implementation right

Wealth management institutions need to pick the correct IT vendors and work with them closely if they are to gain a digital solution that meets both their needs as well as those of the end-customer.

Good dialogue between private banks and IT service suppliers is essential if the latter are to create digital service products that truly meet the needs of the former, said panellists at Hubbis' Redefining the Digital Evolution in Wealth Management Forum 2015, in Singapore in mid-June.

"In the past you had a central department that handed over the IT project to a vendor, and there were many breaks and after nine or 10 months you would go out [with the solution] to the market and find it is not what you wanted," said Urs Lichtenberger, director and programme head of digital private banking, chief operating officer department, private banking Asia Pacific at Credit Suisse.

"The key is to work closely with the client and walk through the implementation together, including having frequent releases to learn as you work," he explained.

"You need to reach out to various vendors and get different insights before you choose and enter a partnership with them. Unwinding that relationship later if it fails can be costly."

URS LICHTENBERGER
Credit Suisse

An essential factor for creating a successful digital solution is to ensure there is a clear plan, with continuous checkpoints, added Tony Greenwood, director, global transformation, strategy and business performance team at RBC Wealth Management.

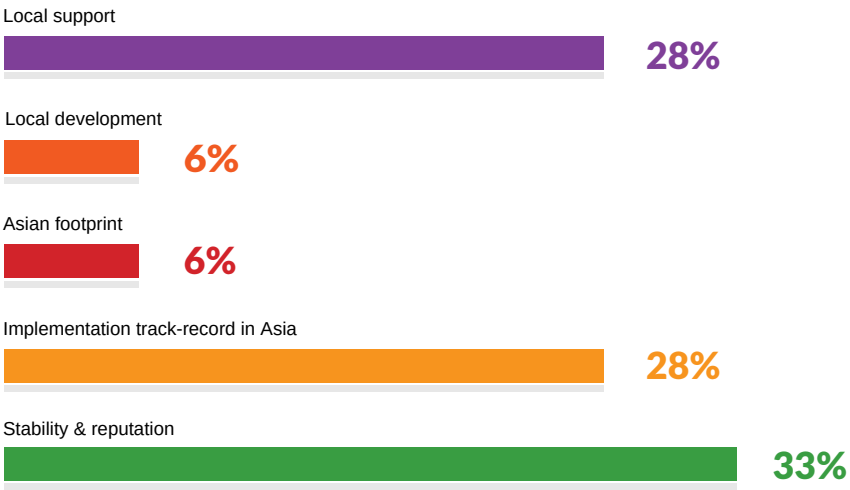
"Check what you are building is what you set out to build, and that this it is what you required," he advised. You should also not lose sight of the end-user…what you are delivering needs to meet not just what you want but what the customer will want and use."

One common mistake that bank customers make is to ask for digital solutions that increase the complexity of their businesses, added Michiel van

"Banks that can quickly deploy digital wealth solutions into the market and continue enriching the customer or employee experience will be those that are successful."

AARON PERRYMAN
EY

WHAT SHOULD BE THE MOST IMPORTANT ATTRIBUTE WHEN CHOOSING A VENDOR?



Source: Hubbis Redefining the Digital Evolution in Wealth Management 2015 - Singapore

Selm, director, financial services industry practice at PwC.

"It is important to understand where you can simplify your business, as any complexity will add to cost," he said. "Find where you can standardise business processes across countries and business units."

ONGOING EVOLUTION

Aaron Perryman, partner for financial services – advisory at EY, added that technological solutions were not one-off events.

"Anyone who has been doing this for a while understands there is no end-point, as it will require a continuous evolution of your capabilities," he said. "Banks that can quickly deploy [digital wealth solutions] into the market and continue enriching the customer or employee experience will be those that are successful."

The audience were offered an electronic sentiment poll question: 'What should be the most important attribute when choosing a vendor?' The offered options were: local support; local development; Asian footprint; implementation track-record in Asia; and stability and reputation.

The last option was narrowly the favourite, gaining 33% of votes, just ahead of local support and implementation track record, each of which received 28%.

Picking the correct vendor is absolutely essential for banks to ensure their digital wealth solution is a success, noted Greenwood.

"These types of implementation are very complex and take a lot of time, but if you work in partnership you can make them successful."

MICHIEL VAN SELM
PwC

"You have to have someone you can work with. You can look at price or reputation, but in the end you have to be able to work with the vendor. Can you have a relationship and do you both have the same goals when delivering implementation?"

An essential part of this process is to be communicative, added Van Selm. "The more successful implementations I have done are those where I worked in a partnership [with the client] and could be open and transparent about any issues that arise. These types of implementation are very complex and take a lot of time to execute, but if you work in partnership you can both make them successful."

On the other hand, getting the vendor wrong can be a costly mistake, said Lichtenberger. "Unwinding that relationship later [if it isn't working] is cumbersome and costly."

One particular difficulty for international wealth management companies is gaining feedback when the headquarters of their business isn't even on the same continent. Sometimes working with the right IT vendor can help in this situation.

"You can look at price or reputation, but in the end you have to be able to work with the vendor."

TONY GREENWOOD
RBC Wealth Management

"We are relatively small in this region and a lot of our decision-making is done out of Toronto," said Greenwood.

"It is sometimes difficult to liaise from 8,000 miles away when you have people who do not necessarily understand the business here in Asia. I have vendors I deal with on different continents and time zones who can help put me in touch with the right people."

REGULATION ISSUES

One challenge facing IT solutions in Asia in particular is the need to incorporate the various regulatory demands of each regional country.

"Many customers are starting to think about what will be the regulatory impact of a specific regulation, such as digital on-boarding," said Van Selm.

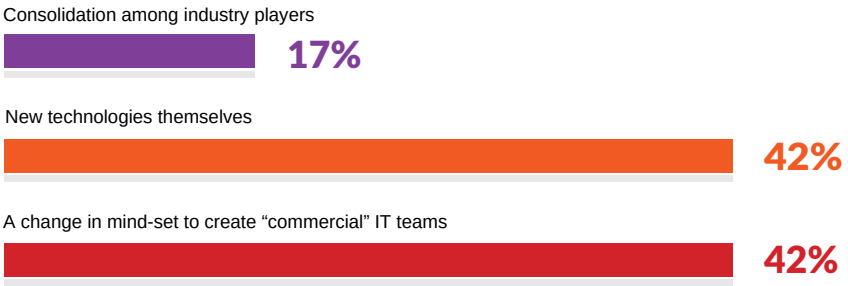
This requires digital solutions to be flexible. "You must be able to drive change and evolution in your capability," said Perryman.

The audience were posed another sentiment question: 'What is the most important consideration with a new system/solution?' The available responses were: price; best-in-class offering; functionality; plug-and-play; and the ability to seamlessly integrate up/down. The last was narrowly favourite, with 39% of the vote.

"It is all of the above," Lichtenberger said. "Price matters, and to have foundational functionality matters too."

"Functionality is key," added Greenwood. "You need to understand how it will work with your existing systems and how long it will take to implement. Think about the impact downstream; if you are more putting more functionality in for the customer are your staff ready for it?" ■

WHERE IS SCALABILITY OF THE PLATFORM MOST LIKELY TO COME FROM?



Source: Hubbis Redefining the Digital Evolution in Wealth Management 2015 - Singapore

Hubbis at-a-glance

We focus on the Asian wealth management industry and produce high-quality, localised content that is practical and independent. This includes news, articles, research, reports and conference-related content, and is available in multiple formats including video, web and print. The Hubbis e-learning platform consolidates this wealth of knowledge into an indispensable training and development resource for all professionals.

What we do

Events
Presentations
Thought leadership

Publications
News & videos
Online content

Online learning
Case studies
Assessments

Topics we cover

- REGULATION & COMPLIANCE
- SKILLS
- INVESTMENTS
- STRATEGY & BUSINESS
- FAMILY WEALTH
- TECHNOLOGY

Who it is for

Hubbis offers a unique platform that brings together content, thought-leadership and collaboration - to challenge and provoke conventional thinking, with an aim to innovate and improve the Asian wealth management industry across the following segments: Private Banks, Independent Wealth Management, Retail Banks, Asset Management, Insurance, Technology, Professional Services. Through our events and content channels, we reach senior management, business heads and other key stakeholders from the top international, regional and domestic organisations.

Key highlights

- **120,000** monthly unique website visitors
- Weekly email newsletter to over **34,000** regional & global professionals through our proprietary database
- More than **10** annual publications
- Dozens of thought-leadership discussions and surveys featured
- 80+ proprietary training courses and over 200 hours of live learning content

hubbis

Getting smarter about client onboarding

Automated and consistent processes are ever-more essential in helping banks overcome the challenges relating to client onboarding and other increasingly burdensome documentation management obligations, says Mark Buesser of IMTF.

One of the biggest – and most operationally-painful – challenges that banks continue to face today is how they should cope with increased complexity due to additional and changing regulatory policies.

This is being felt in particular at the client onboarding stage within the wealth management business, involving masses of data and documentation.

"The response must be to strive for higher efficiency and to proactively ensure a positive customer experience, especially during this first part of what is effectively a 'sales' phase," says Mark Buesser, chief executive officer of IMTF.

Consistency and automation, therefore, is the way forward.

DRIVE TO AUTOMATION

The over-riding focus of banks, and also where investment dollars seem to be flowing most readily, is the search for greater automation.

"This has a lot to do with the banks wanting to add new channels and serve different segments at the same time, in a synchronised way," says Buesser.

The value proposition of IMTF in this space is three fold. First, it relates to document management, and specifically automation. Secondly. It covers the compliance and KYC needs of an institution. And thirdly – which has also been the most highly-sought after aspect of the offering of late – the firm provides solutions for client onboarding and automating the account data management process.

Surprisingly from Buesser's perspective, demand is coming more from the so-called traditional banks. They see that the industry has changed and realise they need to move quickly to keep up.

MARK BUESSER
IMTF

At the same time, many of the retail-focused Swiss Cantonal banks have been moving into the wealth manage-

ment space. "In some cases they have been even more innovative than the traditional banks," says Buesser.

WRITING THE RULES

One of the biggest concerns for private banks more recently has been the focus on client onboarding and, in particular, effectively and efficiently managing the account-holder data that needs to be captured during the process.

IMTF's solution benefits from the experience and insights gained on an earlier mandate to create a solution for one of the leading Swiss banks, which also has a global network.

That enabled Buesser and his team to determine the key components in building and implementing such a solution – to result in a worldwide relationship management tool.

Having customers in more than 30 countries around the world is also an important bonus for the technology provider. This creates an important understanding, for example, about the impact of the varying regulations from country to country, and what is required from a compliance perspective.

That applies not only to the due diligence on the individual client, but also to the suitability of the product offering they opt for. "This is required in a market like Hong Kong, for instance," says Buesser. "If I want to invest in a specific Hong Kong fund I have to disclose certain data about myself, otherwise I cannot buy it."

The upshot is a vast number of rules which must be factored into the solution. And in many cases a large number of staff are involved in the approval process – ranging from compliance personnel to relationship managers to regional market heads, and even the chief executive when it comes to reviewing and accepting politically exposed persons.

"Demand is coming more from the so-called traditional banks. They see that the industry has changed and realise they need to move quickly to keep up."

"We have put banks in a position to cope with and handle virtually thousands of rules," says Buesser.

"For one of the global banks we engineered a system that now has over 10,000 rules, enabling to onboard clients across 15 booking centres and in around 40 advisory locations."

Adding to the mind-boggling complexity is the need to input and maintain all these rules.

Even for the likes of Credit Suisse and UBS, for example, whose budgets in the past have allowed for dedicated teams of people to do that, the cost of staying up-to-date is getting out of control.

A PLATFORM SOLUTION

IMTF's answer to this mounting burden has been to develop what Buesser calls a "platform".

This takes it beyond being just a software, to incorporate both the content as well as the experience, and delivered in a way which he claims is best practice. "We believe the rules engine has to be at the centre of the solution," he explains, "because of the complexity of the onboarding. Account data management is not just a banking process; it is much more about coping with multiple rules," he adds.

The integrated workflow tool then enables the various stakeholders at the bank to handle this in a smart way.

And despite today's rapidly-changing world, where the rules of the content are inevitably evolving at a similar pace, Buesser is confident about how he can keep up-to-speed.

"We do two things," he explains. "First, we employ people in different countries to analyse the changes at the same time as they are working on local projects. The second thing we offer to our customers is a so-called rule-scenario clearing service."

How this works in practice is simple. Banks from all over the world pay a modest fee and agree to send IMTF new rules and regulations when they become aware of them.

The company then commits to sending this out to all participating banks.

This creates two, connected benefits. On the one hand, it results in a large number of people with a share interest seeking out such alerts, and on the

other, IMTF can provide a value-add. In turn, such intellectual capital plays to the firm's strengths, as it can interpret how different markets are changing as part of its own effort to adapt and enhance its platform.

SEEING TO A SMOOTH IMPLEMENTATION

Regardless of how this or any similar type of platform works, however, ensuring a bank can implement it without too much time, trouble or unnecessary cost is always a key consideration within the decision-making process.

Buesser says that he has factored this in already.

"The architecture of our platform was created in a way to enable a bank to easily integrate as well as synchronise it with many other existing systems."

With core banking systems, CRM tools, e-banking platforms and other central data management, any onboarding solution must be able to connect with and access existing data, wherever it might be stored.

"It would create a good client experience if, when prospects who are permanent residents in Singapore, for example, give the bank their name, the onboarding process can immediately retrieve this data from available reference databases," says Buesser. "They tend to have a lot of information but it is often not very synchronised."

A key function of the IMTF offering, therefore, is real-time and batch synchronisation services in the integration layer. Doing it themselves isn't really an option for most banks. "Those institutions which have started to really analyse what their requirements are, realise these are not only being dictated by regulation but also via the different requests from customers in terms of the channels they prefer," explains Buesser.

"The architecture of our platform was created in a way to enable a bank to easily integrate as well as synchronise it with many other existing systems."

This creates a complexity where, given the backdrop of the high-cost environment that many institutions find themselves in today, coupled also with the scarcity of talent to be able to analyse and engineer a solution, they then look to offerings which are flexible enough that make them more tailored to their individual needs. ■

People and firms who supported this publication

We very much appreciate the participation and contribution of the following key individuals and organisations in the technology community to the content in this publication. Their details and page numbers where you can find them are listed below.

PEOPLE QUOTED

ADVERTISERS

HUBBIS PROJECTS 2016

JANUARY

Forum
Compliance in Asian Wealth Management Forum
Thursday 21st January, Pan Pacific, Singapore

Publication
Asset Management Yearbook

FEBRUARY

Forum
Middle East Wealth Management Forum
Tuesday 16th February, Ritz Carlton, Dubai

Forum
Asian Wealth Management Forum
Tuesday 23rd February, Conrad, Hong Kong

MARCH

Forum
Independent Wealth Management Forum
Thursday 10th March, Pan Pacific, Singapore

High-Impact Briefing
Commodities
Tuesday 15th March, Hong Kong

Publication
Independent Wealth Management in Asia

Publication
Wealth Management in the Middle East

APRIL

Forum
Indian Family Wealth Forum
Wednesday 6th April, Sofitel BKC, Mumbai

High-Impact Briefing
Income strategies
Thursday 14th April, Singapore

High-Impact Briefing
Real assets
Tuesday 26th April, Hong Kong

Publication
Family Wealth in Asia

Publication
Digital Wealth - Asia

MAY

High-Impact Briefing
Commodities
Tuesday 10th May, Singapore

Forum
Asian Wealth Management Forum
Thursday 12th May, Pan Pacific, Singapore

Forum
Thailand Wealth Management Forum
Thursday 19th May, Conrad Hotel, Bangkok

Forum
Philippines Wealth Management Forum
Thursday 26th May, Shangri-La Hotel, Manila

Publication
Indian Family Wealth

JUNE

Forum
Structured Products Forum
Thursday 2nd June, Pan Pacific, Singapore

High-Impact Briefing
DPM
Tuesday 14th June, Singapore

Forum
Digital Wealth - Asia
Thursday 16th June, Pan Pacific, Singapore

Publication
Swiss Private Banking & Wealth Management

Publication
Wealth Management in the Philippines

JULY

Forum
Malaysian Wealth Management Forum
Tuesday 12th July, Le Meridien, Kuala Lumpur

Publication
Wealth Management in Asia

Publication
Wealth Management in Malaysia

Publication
Islamic Wealth Management

AUGUST

Forum
Indian Wealth Management Forum
Thursday 25th August, Sofitel BKC, Mumbai

SEPTEMBER

Forum
Structured Products Forum
Thursday 1st September, Conrad Hotel, Hong Kong

High-Impact Briefing
Income strategies
Tuesday 6th September, Hong Kong

Forum
Vietnam Wealth Management Forum
Thursday 8th September, Melia Hotel, Hanoi

Forum
Wealth THINK
Tuesday 20th September, Pan Pacific, Singapore

OCTOBER

High-Impact Briefing
Alternative investments
Thursday 13th October, Singapore

Forum
Indonesian Wealth Management Forum
Thursday 20th October, Shangri-La Hotel, Jakarta

Forum
SWISS-ASIA Wealth Exchange
Tuesday 25th October, ConventionPoint, Zurich

High-Impact Briefing
DPM
Wednesday 26th October, Hong Kong

Publication
Special Report on Insurance in Asia

Publication
Wealth Management in India

NOVEMBER

Forum
Asian Family Wealth Forum
Thursday 3rd November, Pan Pacific, Singapore

Forum
Digital Wealth - Asia
Thursday 10th November, Four Seasons Hotel, Hong Kong

Forum
Taiwan Wealth Management Forum
Tuesday 22nd November, Le Meridien, Taipei

Forum
China Wealth Management Forum
Thursday 24th November, Grand Hyatt, Shanghai

Publication
SWISS-ASIA Wealth Exchange

Publication
Wealth Planning

DECEMBER

High-Impact Briefing
Real assets
Thursday 1st December, Singapore

High-Impact Briefing
Independent wealth management update
Tuesday 6th December, Hong Kong

High-Impact Briefing
Independent wealth management update
Thursday 8th December, Singapore

Publication
Wealth Management in China