WEALTH MANAGEMENT
C-LEVEL SURVEY

Insight Summary Report
“Private Banking and Wealth Management 4.0”

The Private Banking and Wealth Management industry is under siege, yet optimism reigns.
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Orbium helps banks and wealth managers realise their strategy and execution priorities through a particular focus on aligning business, regulatory and technology changes within their operating models to achieve results faster and at less risk.

Widely recognised for exceptional commitment, the firm helps clients to realise revenue growth and efficiency gains through innovation and industrialisation. By effectively blending business and technology consulting with software products and strong partnerships, Orbium enables clients to focus on what matters most: their own success.
The Orbium Wealth Management C-Level Survey offers an insider’s view of the current and future look of the wealth management industry in Europe and Asia. Respondents were C-level executives from nearly 50 leading private banking and wealth management firms who together manage private wealth assets of more than $2.5 trillion.¹

The survey findings highlight the key opportunities and challenges identified by C-level executives and reveal their views on how to succeed in an uncertain and fast-changing environment. It also provides insights into the key gaps, blind spots and game-changers affecting their efforts.

¹Data collection for the survey took place between September and December 2017.
Four powerful and converging disruptive trends are weighing down the traditional model of the private banking and wealth management industry. These are: a regulatory tsunami, rapidly changing client expectations, digital and technology-driven changes and an increasingly volatile and competitive landscape. Like other industries facing disruption, private banking and wealth management is experiencing its ‘VUCA’ moment, dealing with Volatility, Uncertainty, Complexity and Ambiguity in parallel. This makes it hard for the C-suite to strike the right strategic balance going forward.

Respondents to our survey were all at the C-suite level and while they claim to have remained resilient over the past 10 years, they admit that responses to regulatory demands and efforts to restructure and reposition have often been ad hoc, driven by individual efforts frequently unaligned and uncoordinated with overall strategy. This typically leads to an imbalance between business activities and functions, resulting in sub-optimal performance. In sum, the respondents acknowledge that their businesses are not yet well positioned for the future.
Respondents also shared their change agendas and views on what it takes to be successful in a significantly more challenging and disruptive environment. From this we have identified four focus areas that guide the C-suite in determining where, how and when they will find the right balance in their business models. These are:

- Meeting the evolving needs of clients, especially next-generation.
- Improving profitability gaps in the face of significant cost and margin pressures.
- Managing the complexity of compliance.
- Becoming agile and adapting to the increased competition from traditional, merged and newer entrants.

Orbium’s perspective on the way forward

In the last twenty years, the private banking and wealth management industry has progressively moved through three distinct stages. Given the evolution to date, as well as the need to address disruptive trends and rebalance traditional business models, Orbium sees the current fourth stage as the “journey towards Private Banking and Wealth Management 4.0”.

Participants recognise that a balanced business model both improves business performance and develops the new capabilities needed for future success. The key questions for them today are to determine where their businesses are in terms of awareness of the disruptive trends, the effect these trends are having on their business models, their ability to change and transform, and the time frames involved.

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We believe it will be imperative for firms to evolve rapidly from their traditional ways of working. The focus will be on a functionally aligned front-to-back business and a technology-led approach, with the expectation that rationalisation in operations and technology – ie the back office – will ‘finance’ the required investment in client differentiation in the front.

We are convinced that the transformational journey for each business will be dictated by its own individual circumstances and that each will follow its own path at the appropriate pace. But while the direction, evolution and speed of change is unpredictable and differs across markets, a future-proof, balanced business model is possible and can be characterised by:

- Client-centric, differentiated front and middle offices to drive growth and improve margins.
- Agile, scalable and industrialised operations and technology along with data-driven insights to better steer the business.
- Increased collaboration and partnering via ecosystems and networks when it comes to digitalisation and sourcing to deliver new capabilities.
I. Multiple industry disruptions

Over the past few years, the industry has faced progressive disruption from a number of areas, particularly regulatory and transparency requirements. Although it has remained resilient, respondents see more disruption ahead. Regulation will continue to increase and they anticipate a rapid evolution in client expectations, digital and innovative technology, as well as an increasingly volatile and competitive environment.

**Regulatory tsunami**
Within the past decade, the number of new regulatory requirements has grown rapidly. Executives have had to deal with numerous complex regulations, including MiFID II, AML/KYC, cross-border rules and GDPR, often in parallel.

The change in cross-border regulations over the past few years has challenged the global players to determine which markets they wish to focus on and in turn this has created opportunities for smaller domestic-focused participants to expand their market share.

**Digital and new technology progression**
Traditional IT solutions such as core-banking systems are evolving with social, mobile and analytics technology as well as the cloud. Other more nascent technologies such as Big Data or robotics are also coming into play.

The growth and development of robo-based advice will continue at a fast pace over the next 10 years as new tech models are introduced and technology-based solutions arrive in the market.

– UK PARTICIPANT

**An increasingly volatile environment and a diverse competitive landscape**
The operating environment continues to get more volatile, uncertain, complex and ambiguous. In particular, respondents mentioned the impact of Brexit and anti-globalisation sentiment.

When it comes to competition, two forces are reshaping the landscape: the consolidation of traditional players into stronger scaled entities, and the rise of new entrants with different business models and value propositions. Looking ahead, respondents expect to be competing with fewer, more focused and fit-for-the-future players.

**Rapid evolution in client expectations**
The traditionally uniform client base has become significantly fragmented due to fast-changing demographic and social trends. Firms need to respond by differentiating and focusing on segments for which they are best equipped to serve and meet new client needs.

The advent of information technology has opened up new opportunities, created a more level playing field for big and small alike, but at the same time raised client expectations for their financial service providers.

– HK PARTICIPANT

**REGULATION will continue to increase and respondents anticipate a rapid evolution in client expectations, digital and innovative technology, as well as an increasingly volatile and competitive environment.**

– UK PARTICIPANT

Technology companies will likely overtake many standard financial services and the importance of discretion and historically safe havens will reduce due to changing objectives of the new generation.

– SWISS PARTICIPANT

Knowing how to respond and draw on all the relevant corporate capabilities and assets to successfully navigate the challenges ahead will be key to success. Firms will also need to be able to capture opportunities as they come up in this changing environment.
II. Balancing traditional priorities with new ones

Most respondents recognise that their firms are not well positioned for the future and report difficulties in achieving the right strategy balance going forward. Their responses tend to focus on four main areas:

- **Improving profitability**
  
  There are big differences in performance among our survey respondents, both in terms of cost management and gross revenue margins achieved. In terms of cost management, the majority currently have very high cost income ratios. However, significant reduction is planned by 2020, when all participants expect to have reduced their cost income to below 80%. Respondents recognise that this will be challenging and will continue to require significant focus and attention.

  In the short term, respondents expect to achieve major cost reductions by exiting or reducing non-core activities and headcount. Respondents plan to take strong measures, including industrialising complex, siloed, bespoke legacy systems and processes to achieve greater standardisation and automation. They also plan to centralise and in some cases outsource activities.

  Although respondents indicate that recent profitability has been buoyed by cyclical factors including benign stock markets and low volatility, many express concerns about future structurally profitable revenue growth. Key burdens include greater pricing transparency and increased competition from those who have emerged stronger post merger and/or acquisition as well as from new non-traditional entrants. A secondary burden is seen as the ongoing additional investments needed to meet the requirements of new clients and digital servicing.
In many markets, gross margin pressure has become stronger since 2016. This is due to greater transparency and increased price pressure from basic investment products such as ETFs. At present, about a third of the respondents are achieving a gross return on assets (GROA) of less than 80bps while facing additional margin pressure from lower-cost robo-advisory models offering basic services for 20bps or less.

In response, the C-suite expects the market to polarise between basic and more complex services and plans to shift upwards to a GROA of between 91-120bps. This will require deepening and broadening client relationships and leveraging parent groups for product expertise and referrals where appropriate as well as improving advisory offerings and entering new markets.

To drive profitable revenue growth in the short term, respondents plan to attract new next-generation clients while making more of existing clients by capturing a bigger share of their wealth.

In the future, the progressive evolution of omni-channel and digital value-added services is also expected to be a game-changer in terms of helping relationship managers move clients towards higher-value propositions.

### Better meeting client needs

Respondents recognise the need to accommodate significant changes in client expectations. Changing demographic shifts are becoming progressively more important and for the first time firms will systematically be serving multiple generations of wealth.

Going forward, younger first-generation, self-made wealth, more established older wealth as well as significant generational wealth transfers need to be managed simultaneously. Although this will take time to play out, the speed of change is accelerating and respondents expect billions in assets to shift between clients over the next few years.

Linked to wealth transfer is ‘pre- and post-retirement preparation’, a key future client segment need. The segment with the most scope for improvement is ‘millennials seeking tech-enabled servicing’. None of the respondents believe they are currently sufficiently meeting this group’s needs, whereas 64% plan to by 2020.

Another key client segment is ‘women with wealth’. Given the rise of female investors, this largely under-served client segment represents a tremendous opportunity.
Segment-specific needs could be met by providing more personalised and customised advice based on lifestyle, life stage, source of wealth and goals.

Respondents admit their firms are struggling to meet the needs of next-generation clients and fear they may not be agile enough to meet increased competition from stronger existing merged firms as well as from newer specialists. They also indicate that some current client segments may need to be revisited or even exited because they may no longer fit with their bank’s future strategy.

Short-term pressures from regulators and technology-enabled models are also driving greater transparency of pricing and commoditisation, particularly for transactions and basic products, according to the respondents. This is putting pressure on margins. The opportunities to offset this and grow margins will come by shifting to higher value-added propositions by providing broader solutions and better addressing client segment needs.

To address all these changes, our survey respondents say they expect to have to focus on certain client segments and specialise to succeed through providing higher value, customised advice and solutions. This would mean better enabling the front office and relationship manager roles, which they believe they will achieve by turning the traditional face-to-face relationship management model into a hybrid of both self-service and face-to-face digitally-enabled models. They also believe they must better understand the client journey and client needs so they are better able to match the age and gender profile of the relationship managers with the client needs as well as hire more technology-savvy relationship managers.

In this way, the future growth and margin agenda would be rebalanced so that it:

- Is more focused on better meeting the needs of next-generation clients while defending traditional clients.
- Shifts from a predominantly product-orientated offering to be more product and solution focused (i.e. through advisory services and curated offerings).
- Allows relationship managers to interact through a mix of offline and online channels.
In terms of trends in clients’ needs and behaviours, respondents highlighted:

**Managing compliance requirements**

Respondents report that the complexity of global, regional and national regulations continues to evolve and tighten. The majority expect compliance costs from implementing upcoming regulations to remain high. They also report large differences in compliance costs across regulations. Notably high-cost are MIFID II and AML/KYC. Cross-border rules and stricter rules on suitability were also seen as costly.

The survey found that each regulation has traditionally been approached independently in terms of data collection, even though there is much overlap.

**Participant’s expectations for their annual compliance budget:**

65% increase  
35% stay the same

Looking ahead, respondents seek to adopt a more holistic, front-to-back aligned approach to regulation and the relevant data collection to minimise repetitive effort. This will enable them to not only be compliant, but also to serve their customer more effectively and efficiently.

**Adaptation**

According to the respondents, survival will be closely linked to their ability to manage ecosystems and achieve partner advantages to complement their own rebalanced business models. As the industry continues to change, ramping up collaboration and partnering will be key to helping them transform the business. But this also requires enhanced governance to move from traditional insular management to a more distributed style.

In terms of the associated challenges, respondents cite a lack of talent in key areas, integrating systems and adapting at sufficient speed.
The survey identified common themes and design principles for achieving a more balanced business model going forward, although we believe individual firms will set their own emphasis and pace. These common themes are:

- **Client focus and differentiation in the front office to drive growth and margins.** This can be achieved through providing focused client service and interaction as well as empowering relationship managers.

- **Agility and industrialisation in operations and IT to build a scalable, resilient, responsive operating model.** This can be based on driving further standardisation and automation as well as through addressing legacy systems and using data insights. These changes will allow management to better steer the business to grow new profitable client revenues, drive costs down and meet more stringent regulatory and compliance obligations.

- **Leveraging new capabilities and delivery options across the front, middle to back office areas as well as IT, particularly in the areas of embracing digitalisation and developing sourcing expertise to become more effective and efficient.**

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**III. Towards a more balanced business model**

Increased regulation, profound changes in the macro environment and changes in client expectations all lead to required changes in the business model.

— SWISS PARTICIPANT

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**BALANCED AND INTEGRATED BUSINESS MODEL**
CLIENT-CENTRIC, DIFFERENTIATED FRONT AND MIDDLE OFFICES

Our survey found that respondents expect their businesses to shift towards a model of more client-centric, specialised front and middle offices. To achieve this, they will concentrate on providing focused client service, empowering relationship managers, evolving their product and solution capabilities as well as strengthening investor and client support.

This will demand greater specialisation of roles, activities, processes and rules that would take a more aligned front-to-back view across the operating model. It will not only encompass client needs, the client relationship management approach, products and solutions and investor support, but will also interlink with operations and technology, digitalisation and data governance. Middle offices will focus more on issue resolution, performance investigation, meeting front-office as well as client needs and other supporting tasks. Back offices, on the other hand, will have a processing and industrialisation focus.

Providing focused client service and interaction

The respondents identify multiple blind spots in providing focused services and interactions with traditional and new clients. These include gaps in meeting the intergenerational shifts underway and in serving the evolving needs of newer client segments. The increasing need and opportunity for digital online client interaction to complement traditional offline channels is also noted. Furthermore, respondents expect digital to progressively reshape the ways in which relationship managers interact with clients in key areas, enabling them to provide more personalised and higher value-added solutions. In this way, they expect to future-proof their business models through digital transformation. This will allow them to keep up with changing client expectations.

![Graph showing changes in client interaction channels (Percentage of participants)](chart.png)
In terms of evolving client delivery models, although the traditional relationship manager role is under threat from self-directed clients using robo-advisory models, respondents believe that both can co-exist because they serve different client needs. The hybrid, digitally-enabled relationship manager is expected to remain the pivotal point of interaction for clients with complex wealth advisory, product and solution needs. Such clients will receive a digital with advice service.

Respondents also predict a significant shift to digital investment management via the relationship managers, but to date only a few claim to be ahead on this. The greater expectation is that their models evolve iteratively. Currently, while digital interaction is expected to be a game-changer, with the majority (94%) planning to offer it by 2020, only 18% offer this today. They predict similar trends in other digital channels. Similarly, they expect the complexity of their interaction with clients to increase. The traditional client journey based on face-to-face meetings with a relationship manager and supported through offline channels is giving way to digital channels with clients accessing more information, ideas and the ability to self-serve for less complex wealth needs through robo-adviser models. **Client journeys now involve multiple touch points, requiring wealth managers to be consistent across all online and offline channels and to provide insight and seamless execution.**

All this means respondents expect that the relationship manager of the future will be progressively enabled and supported by the innovative use of digital technology across key points in the client management lifecycle. Together with better client data management, this will enable firms to move to a digital with advice approach, allowing them to deliver the higher levels of personalised experience expected by clients.

Participants further plan to leverage social media to gain insight into clients’ sentiment and believe that opportunities will come from reflecting the increasing importance attached by clients to accessing like-minded communities and peers (such as first-generation entrepreneurs, overseas Chinese, etc).

**All participants agree that with increasing use of mobile and other channels, it will be more important to understand the **CUSTOMER JOURNEY** to provide an aligned and seamless multi-channel experience.**

At the same time, respondents plan to work with fintech and regtech partners to offer their own version of robo-advice. They believe that by providing a primarily self-service option at a lower cost (with limited support for clients), they will be able to expand their services into additional client segments.

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**Digital interaction with relationship manager > rise 76%**

**Digital interaction without relationship manager > rise 47%**

**Interactions through social media > rise 35%**
Empowering relationship managers

When it comes to the performance of their relationship managers, respondents reveal significant differences in terms of the productivity, growth and assets managed. Many spend significant amounts of time on non-client-facing administrative activities such as cross-checking and documenting information, using paper forms and manuals. One priority area already identified for significant improvement is onboarding.

But finding innovative technology and tools to support relationship managers is challenging and many expect this to still be a problem in 2020. They also acknowledge that assimilating new ways of working and adjusting to technology evolution will require a period of adaptation. As digital service models gain traction and clients have access to multiple sources of information, respondents predict a further challenge will be to iteratively evolve next-generation relationship management capabilities.

Critically, participants understand the need to improve support for their relationship managers as they transition to interacting with clients in new ways. The introduction of new and more productive ways of working needs to be carefully balanced with the needs to maintain profitable revenue growth and meet compliance requirements. Current efforts are aimed at freeing up more time for client-facing activities, with support being provided to help relationship managers manage more stringent compliance, particularly with regard to transparency, suitability, investor protection and fraud. Additionally, effort is being put into encouraging collaboration within the firms and improving conduct.
Core banking and data evolution

Today's systems are a mixed bag: nearly 40% of firms have modern core applications; nearly 40% still have legacy systems but are adapting them with satellite applications; just over 10% still have primary legacy systems with little adaptation; nearly 10% are considering core application replacements.

Majority respondents see their old legacy systems as a constraint to becoming more flexible, adaptable and scalable in the face of ever faster changing markets and client needs. Accordingly, they plan to adapt their systems: by 2020 more than 70% will have modern core applications that will provide increased agility, scalability and cost efficiency. However, there is limited appetite for long, expensive and risk-loaded legacy renewal projects and participants are looking for alternative ways to manage the transition, including introducing APIs, microservices and RPA (robotic process automation).

Priority IT areas for investment are core banking, omni-channel and digital as well as client reporting. Further ahead, respondents plan to shift their investments to the front and middle office areas and focus on omni-channel and digital, client relationship management regulatory support systems, and client relationship management marketing support systems. There is a real need for tools that can help deliver client-centric specialisms and enable relationship managers to deliver more specialised and personalised advice and solutions.

For much of the industry, data management has traditionally been fragmented. Multiple sources of data in legacy systems have required quasi-manual approaches and were focused on traditional indicators. To make matters worse, data was kept in silos, and much of it repeatedly collected from clients for different ends.

The future will see more interactive relationship management enabled by greater levels of client data and knowledge. The data that is collected will be stored centrally, accessible for different ends without recourse anew to the client. While this requires new approaches to governance in areas such as data privacy and cyber security, it will improve the customer experience and allow firms to leverage the data more widely. Greater data availability will also lead to more transparency in the way the business is run as real time becomes the norm and batch processing is progressively replaced.

When it comes to tracking the business, respondents cited risk and compliance, employee engagement and client satisfaction along with the traditional financial indicators as key metrics today. Diversity and corporate sustainability were also important. By 2020, participants expect to put more emphasis on client satisfaction, people development, as well as talent retention. Additional priorities identified included developing leadership, succession planning, culture and climate, acquiring talent, and professional learning to develop new skills.

The rise in prominence of client satisfaction and people metrics reflects the expected evolution of more digitally enabled client relationship management processes. Additionally, firms realise that in the future they will have to share data and work closely with third parties to make the most of opportunities.
Driving standardisation and automation in the operating model

Funding change is a prevalent feature of the C-suite agenda. Investing in front-end innovation and technology demands that the back end is lean and capable of enabling agile business processes integration in a cost-effective manner. Traditional on-premise solutions are now being complemented or even replaced by cost-effective offsite services to provide a platform for growth. Standard back-office services are no longer viewed as differentiators and by reducing costs here investment can be redirected to the front.

**KEY PRIORITIES FOR INDUSTRIALISATION**
(Percentage of participants)

- **Digitise and automate processes**: 75%
- **Centralise key activities in-house to reduce duplication**: 16.7%
- **Standardise key processes**: 8.3%
- **Others**: 17%

*Today* vs. *2020*
LEVERAGING NEW CAPABILITIES AND DELIVERY OPTIONS

Respondents recognise the need to upgrade governance as they leverage new capabilities and delivery options by progressively embracing digitalisation and by exploring sourcing approaches. The opportunity here lies in aligning digitalisation with sourcing to achieve a seamless client experience and operational excellence.

Strong governance between digital transformation needs and outsourcing opportunities is key to achieving a balanced trade-off between providing an agile innovative offering and industrialised utility services. Standardisation of the operating model, technical landscape and data architecture projects enables longer-term business transformation.

Embracing digitalisation

The survey shows that few private banks are in the forefront of the trend to go digital. The respondents, however, realise there will be greater competition not only from other digitised private banks but also from digital retail/affluent consumer banks with wealth arms and through evolving robo-adviser models. In addition, 89% report that digital technologies will help support the future role of relationship managers and help firms meet client needs.

The main target areas for improving digital capabilities by 2020 are onboarding, goals and risk tolerance, investment transactions and responsiveness.

Today, clients want to know their assets are safe, that trading will be efficient and quick and that they have access to useful knowledge. In the future, respondents believe clients will also want to see an aggregated position of all assets, liabilities and cashflow needs. This will require them to work with fintech and regtech firms to develop the right solutions.

Other predicted changes include effective customer identification, as well as account access via a channel of choice from anywhere. Both are difficult from a data and regulatory standpoint and are hindered by the rise of a social element on privacy.

In addition, 89% report that digital technologies will help support the future role of relationship managers and help firms meet client needs.

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Other predicted changes include effective customer identification, as well as account access via a channel of choice from anywhere. Both are difficult from a data and regulatory standpoint and are hindered by the rise of a social element on privacy.
Exploring sourcing approaches

In addition to traditional outsourcing (ie ITO) and off-shoring solutions, increasing collaboration with partners, industrialisation in operations and IT, as well as digitalisation, will give rise to further sourcing opportunities.

Respondents are starting to work more with external partners both inside and outside the firm in network and ecosystem-based models. Currently, nearly 70% of our respondents have some form of IT/infrastructure outsourced. Going forward, they plan to adopt business process outsourcing and to increase collaborative partnerships to better adapt and deliver additional specialisms and capabilities across their businesses.

They also expect to participate more in industry communities and partner concierge-type service providers, fintech and regtech firms who could provide digital capabilities. Respondents expect traditional partnerships to evolve with SaaS (software as a service) and BPaaS (business process as a service) providers.

This will lead to different types of ecosystems. Some will allow access to specific client communities; alternatively they could include co-operative arrangements with other wealth managers such as EAMs, IFAs or product and solution providers. Other links might be with systems providers and outsourcers to ensure efficient technology infrastructure and operational processes.

While the benefits of working in ecosystems and networks are unmistakable, it will demand a significant change in the way firms have traditionally been run and governed as responsibility moves outside the organisation and is shared with external parties.

Note: Outsourcing is defined as supplied by either another entity within the wider group or an external outsourcing service provider.
CONCLUSION

Our survey respondents are adapting to significant industry disruption by moving to more balanced, integrated and sustainable business models. They acknowledge that, while in the past they have been distracted by the need to meet regulatory challenges, these must no longer be their sole focus. Instead, they must address in equal proportion increased client expectations from multiple segments, new technologies and the rise of stronger competitors – traditional, merged and new.

The survey also reveals revenue margin and cost pressures with significant performance divergence. Only 25% of respondents said they currently have a balanced business model, with good revenue margin and good cost control.

As a result of these challenges, many firms are planning to undertake a progressive transition from fragmented models towards more balanced models. If the 75% of participants with poor revenue margin and/or cost control can do this, they will soon join the 25% who are already achieving balanced business models.

Respondents are at different stages in addressing today’s problems, but are consistent in wanting to improve performance. They acknowledge significant barriers to change, including lack of talent in key areas, systems integration, maturity of existing business processes and their ability to adapt at sufficient speed.

72% of respondents agree that wealth managers must develop parallel strategies to adapt their legacy core business models and invest to develop new methods. Otherwise, they are unlikely to remain relevant to clients in the future.

In addition, they expect to operate in a more competitive environment and can identify both traditional and new models and the attributes they believe are making such models successful. Interestingly, a changing line-up of competitors and models is emerging and respondents recognise different evolution patterns across the UK, Swiss, Asia and Frontier Asian markets.
Orbium’s way forward: Private Banking and Wealth Management 4.0

Change is needed to rebalance traditional business models to meet current and anticipated levels of disruption and ensure success. We have named this evolution Private Banking and Wealth Management 4.0. It involves firms progressively adopting a functionally aligned front-to-back business and technology-led approach. This will also entail working in an extended ecosystem of partners enabled by improved data governance and insight. Surviving and thriving in Private Banking and Wealth Management 4.0 will demand a carefully focused and well-executed journey of business and technology transformation tailored to the individual circumstances and goals of each firm. Although the direction, evolution and speed of change are unpredictable and will differ across markets, firms will likely have to move through three broad waves of change and transformation.

First, they must refocus and acquire baseline capabilities. Next is deepening client focus with operational and systems improvements. The final wave is delivering higher-value, personalised client experience and industrialisation. This phased approach will allow firms to better manage growth, revenue margin and cost efficiency while they strive towards optimally balanced business models.

To help guide the business during this evolution and focus scarce resources, Orbium has developed the C-Level Business Assessment Tool. Based on the findings of the survey, the tool allows firms to assess their current position objectively against where they aspire to be in terms of business and technology evolution. It highlights gaps where additional skills, technologies, products, solutions and other capabilities need to be acquired or developed.

The Business Assessment Tool is benchmarked against anonymised real industry data collected during the survey, removing the guesswork and allowing firms to see how their plans measure up against those of their peers. By assessing its own performance and opportunity gaps, a firm will get a clear picture of where it is currently and where it should be in the future. This will highlight what capabilities it already has and needs to develop or acquire in order to get there.

Shaping the Future – Your invitation to join our industry conversations

Managing change and transformation successfully in a rapidly evolving market is difficult. It will be important for all private banks and wealth managers to be up to speed with evolving trends and engaged with potential solutions. We invite you to join our industry conversations. Please contact us for further details.
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About Orbium

Orbium helps banks and wealth managers realise their strategy and execution priorities. Widely recognised for exceptional commitment, the firm helps clients to realise revenue growth and efficiency gains through innovation and industrialisation. By effectively blending business and technology consulting with software products and strong partnerships, Orbium enables clients to focus on what matters most: their own success.


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